

Paper-1



Foundation Programme
**English and Business
Communication**



**THE INSTITUTE OF
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FOUNDATION PROGRAMME
ENGLISH AND BUSINESS COMMUNICATION

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FOUNDATION PROGRAMME
ENGLISH AND BUSINESS COMMUNICATION

STUDY I
ESSENTIALS OF GOOD ENGLISH

INTRODUCTION

Communication is synonymous with life. If we look back at a day we usually spend, we would realise that one cannot live without communication. From the moment we wake up to when we retire to bed, we are continually communicating. Most of the time, we use language to express ourselves. However, it is also true that the language of one person is different from that of another. In a sense, words of a language are nothing but a series of symbols. Different people may choose different symbols even to describe the same thing.

“The language of a politician obscures the truth. The language of an artist reveals it”—Salman Rushdie, novelist in a TV interview.

Whether we communicate through writing or speech, language continues to play an important role. For instance, the increasing use of telephone, recording devices such as Dictaphone, Answering Machines, Live Broadcasting and Telecasting, and Video Conferencing have only shifted the focus from writing to speech. At other times, we may prefer to use signs or gestures. We may smile to convey a sense of happiness or welcome or a frown to hint that we are angry and annoyed. Whatever be the medium, it is important to exchange thoughts and ideas with others if we have to play a meaningful role in society.

Communication is equally important to carry on one business or another. People define business differently. The liberal meaning of the term ‘business’ includes provision of goods and services by an organised group for social consumption. Such a concept even includes activities of organisations financed by the public exchequer e.g. Health Services. Private sector groups like NGO’s and charities are also included.

Most people, however, choose a narrower sense of the word ‘business’ which restricts it to activities involving a commercial sale and thus carried on for profit. This encompasses sole proprietorships, partnerships, limited companies and public sector undertakings set up with taxpayers’ money.

To carry out business of any kind, we have to interact with a large number of people. Some of them are members of our organisation while others are outsiders. Unless we learn to communicate effectively, we cannot achieve the goals of business. Proficiency in English, which has emerged as the link language within different States of India and abroad is essential. As Nayantara Sehgal, a noted novelist said in the course of a TV interview, “English has become the global language of business and finance”.

“Colleges teach the one thing that is perhaps most valuable for the future employees to know. This one basic skill is to organize and express ideas in writing and speaking.”-Peter Drucker, reputed management specialist in an article in Wall Street Journal.

What kind of English should we try to learn?

Plain Language Commission* insisted that the USP (Unique Selling Proposition) of Business English should be its simplicity. It should take into account “the needs and knowledge” of the receiver of the message. Communication experts agree that clarity is the other requirement. Business English should reveal complete meaning in the first attempt itself without ambiguity by using short sentences and familiar words. The use of ornamental language hinders understanding and delays response. On the other hand, clear and functional vocabulary ensures speedy reading and stimulates action.

To gain proficiency in English language, we need to focus on the following:

BUILDING VOCABULARY

Everyone has an active vocabulary, which means words, which one knows well and frequently use. This fulfils the basic needs of ones day-to-day communication. However, business communication is different altogether. Failure to communicate effectively may result in loss of business. If one fails to convey the message clearly, it will adversely affect the image and profitability of business. Therefore, one should not only increase one’s active vocabulary by adding new words to it but also learn their exact meaning and more importantly their right usage. For example, ‘Strategies’ in marketing are legitimate and serious tactics adopted in order to sell more, but ‘gimmicks’ on the other hand suggests trickery an attempt to fool the customer. Therefore, to equate the two words would be a mistake.

We should know the exact meaning of the words we propose to use. Many words, which are listed as synonyms or words with the same meaning have subtle differences. Consulting a good dictionary regularly helps us build a good repertoire of vocabulary. It is equally important to learn in what context a particular word can be used, e.g. “erudite” means “having or showing knowledge or learning”. You can say Mr. Nehru was an erudite speaker, but cannot say Mr. Nehru’s speeches were erudite.

Buzz-Words

Some words become popular at a particular point in time. They may already be listed in dictionaries or coined to meet the needs of the times. These are known as the “buzz-words”. If one is unfamiliar with them, he/she may face embarrassment. These buzz-words become either a part of the user’s active vocabulary or archaic after some time. One of the light-hearted comments on the Internet claimed that if one can spell ‘paradigm’ and also knows its meaning, then that person has been in the corporate life for long. People in business do talk about finding a ‘niche’ for domestic players. Come liberalisation and industrialists speak in one voice about a ‘level-playing field’. The stock market analysts, when unable to rationalise its volatility, refer to its own ‘momentum’ and the ‘millennium’ figured almost everywhere as the year 1999 drew to a close.

Choice of Words

The words one would choose while communicating would depend on the following factors:

- Your range or repertoire of vocabulary.

Unless you know a word you would not be able to use it.

* *Words at Work*, 1994.

- Your audience or person who you are communicating to.

Whether the intended receiver of your message is literate if so, level of literacy, is a technical person, type of situation formal or informal, nature and extent of rapport, familiarity, seniority, type of person, etc. also influence your choice of words.

You could hardly use a slang or code word in describing a colleague in an official memo, can you?

- Type of communication.

Whether formal or informal, oral or written, also is an influencing factor while choosing words.

- The message you intend to convey.

The urgency, disappointment, the level of accuracy required, etc. can also be conveyed through the right words. Therefore, these too will influence your choice of words.

- Context and usage.

Certain words can only be used in a particular context, and if used elsewhere, they would be wrong. So this too would influence your choice of words.

- Regional or national difference in language or connotation also influence your choice of words.

'Liberal' in Britain has a positive meaning. It means generous and open minded, whereas 'liberal' in America is used as a term of political abuse.

Tips for choosing the right words

However, some general points one could keep in mind while choosing the right words in communication are:

Simple language produces the best and quickest response from everyone. But one must try not to sacrifice precision or dignity. There are occasions when easy comprehension must take a back seat. At times long and unusual words have to be used because they are more precise. Legal language is far from simple. This is quite understandable because the legal draftsman has to provide for every combination of circumstances to which his words might apply.

Using familiar words does not mean using colloquial English. Colloquial English is perfectly polite and acceptable in informal conversation, but it should not be used in formal writing. For example, haven't, won't, can't, have no place in prose, unless you have reproduced the text of a conversation.

Apart from colloquialism, there is no set rule for using familiar words. The important thing is to avoid a show of pedantry and undesirable complexity.

Jargon

Jargon means language that is special to science, technology, art, trade or profession. There is for instance legal jargon, military jargon, political jargon.

Should we avoid all jargons in our writing? The question is not easy to answer. All true jargons have two parts: it is the private language that only the persons in the field understand. Part of this private language gains wider currency and becomes incorporated in the public or general language. There cannot be any objection if this latter part of jargon is used in writing.

Avoid using superfluous words

Verbosity or using more words than necessary is a common weakness. Many public speakers, especially politicians go on speaking in the hope of ultimately saying something sensible. This tendency is apparent in writing also. It has been well defined as an extension of Parkinson's Law-words increase in number to fill the quantity of paper available. More words do not necessarily lead to greater clarity. Nor do difficult and high sounding words lend weight to the argument. They tire the reader out and may obscure the meaning.

ENRICHING VOCABULARY

1. Pairs and Groups of Words

There are several pairs or groups of words that are similar in sound but are different in spelling and meaning. They may be as simple as *two-too*, *there-their*, *in-inn*, *ring-wring* or more difficult ones like *principal-principle*, *stationary-stationery*, *except-accept*. These are called homonyms. These words have to be cautiously used while writing. Hereunder we present a few groups of words and indicate their usage.

1. **Access-Excess**-The workers had free *access* to the manager. (approach)
The production is far in *excess* of the target. (more than)
2. **Accident-Incident**-She met with a serious *accident*. (mishap)
They came here by *accident*. (chance)
The Chairman narrated an interesting *incident*. (event)
An *accidental* meeting is a meeting by chance.
An *incidental* expenditure is an expenditure occurring by chance in connection with something else.
3. **Advice-Advise**-*Advice* is a noun and the end-sound is-s.
Anyone can offer *advice*.
Advise is a verb and the end sound is-z.
My father *advised* me to work hard.
4. **Affect-Effect**-Poverty has not *affected* his honesty. (influenced)
He *affected* indifference to his beloved in the presence of his father. (pretended)
Education has had no *effect* on his behaviour. (result)
The Director *effected* some changes in the company. (brought about)
5. **Bare-Bear**-His feet were *bare* and hair undressed. (uncovered)
The *bare* walls made the room look dull.
Who will *bear* this loss? (endure, suffer)

Please *bear* with us while the site is under construction.

She *bore* three children. (gave birth to)-(Past tense of bear)

6. **Beneficial-Beneficent**-Progressive measures are *beneficial* to the whole society.

Beneficent people are worthy of respect. (doing good)

7. **Berth-Birth**-I could not get the lower *berth* in the compartment. (a fixed narrow shelf-like bed in a railway carriage, ship etc.)

The *birth* of a child made the couple happy. (coming into life, existence)

8. **Casual-Causal**-His *casual* remark offended his brother. (acting or speaking without much care or thought)

He takes *casual* interest in the school activities. (occasional, irregular)

There is a *causal* relationship between exercise and health. (relating to, or acting as a cause)

9. **Check-Cheque**-Who can *check* the work of an officer? (verify)

He gave me a blank *cheque*. (a negotiable instrument used in trade)

10. **Cite-Site-Sight**-He *cited* an example in support of his argument. (quoted)

This is the new *site* for the college building. (place)

What a beautiful *sight* ! (a view, a glimpse)

11. **Decease-Disease**-Let us pray for the soul of the *deceased*. (dead)

Cancer is a terrible *disease*.

12. **Dependent-Dependant (relying on someone)**-Bangladesh is *dependent* upon friendly countries for help. (used as an adjective)

The Prince had a number of *dependants*. (as a noun)

13. **Device-Devise**-He invented a new *device* to save labour. (used as a noun)

They *devised* a new plan to outwit him. (as a verb)

14. **Elicit-Illicit**-A polite letter will always *elicit* a reply. (draws out)

There were many *illicit* distilleries in the village. (unlawful)

15. **Exhausting-Exhaustive**-Football is an *exhausting* game. (tiring)

The book deals with this problem *exhaustively*. (considering all aspects)

16. **Emigrant-Immigrant**-Haldane was an *emigrant* from England. (one who leaves his country to settle permanently in another)

There are many Indian *immigrants* in Britain. (one who comes to live permanently in a foreign country)

17. **Ghastly-Ghostly**-The sight of the wounded at the accident site was *ghastly*. (horrible)

He saw a *ghostly* figure in the room. (like ghost/eerie)

18. **Historic-Historical**-India won a *historic* victory over Pakistan. (famous in history, memorable)

This *historical* fact can easily be verified. (relating to history)

19. **Human-Humane**—It is a *human* to err. (characteristic of mankind)
India accorded a *humane* treatment to Pakistani Prisoners of War. (compassionate or benevolent)
20. **Lose-Loose**—You have more to gain than *lose* by attending his lectures. (be deprived of)
Loose clothes are again in fashion these days. (not fitting closely)
21. **Momentary-Momentous-Memento**—A *momentary* pleasure may be a curse for a lifetime. (lasting only for a moment)
The split in the party was *momentous*. (of great importance)
This pen was given to me as a *memento* by my uncle. (something that serves to remind one of a person or event)
22. **Negligent-Negligible**—You can be *negligent* in driving only at a risk to your life. (careless)
There is a *negligible* difference in the rates quoted by them. (insignificant)
23. **Observance-Observation**—Strict *observance* of rules is the mark of a good sportsman. (act or practice of observing rules)
Science makes progress through *observation*. (the process of observing or monitoring)
24. **Persecute-Prosecute**—At some places, people are *persecuted* for their religious beliefs. (persistently harassed)
He was *prosecuted* for rash driving. (start legal proceedings against)
The accused was *prosecuted* for committing murder.
He had no resources to *prosecute* his studies. (pursue/continue with a view to complete)
25. **Plain-Plane**—*Plain*, blunt men are never popular. (frank)
His superstition places him on the same *plane* as the savages. (level)
26. **Popular-Populous**—Gaurav is very *popular* among girls. (liked or admired)
Calcutta is the most *populous* city in India. (having a large population)
27. **Practice-Practise**—Constant *practice* will make you perfect. (used as a noun)
He *practises* law in Delhi. (used as a verb)
28. **Refuge-Refuse**—He sought *refuge* in my home. (place of shelter from danger)
He *refused* to accept any gift. (not to accept)
Indian streets are littered with *refuse*. (dirt)
29. **Root-Route-Rout**—Let us get to the *root* of the matter. (basics, core)
We shall take the shortest *route*. (way)
The army was *routed*. (put to flight/completely defeated)
30. **Social-Sociable**—Dowry is a *social* evil. (relating to society)
A *sociable* man is welcome in any society. (friendly person)

31. **Stationary-Stationery**—The truck hit a *stationary* car. (adjective - standing still)

He sells *stationery*. (noun - pen, paper, etc.)

32. **Union-Unity**—Union is strength. (the action or fact of being united)

He worked ceaselessly for Hindu-Muslim *unity*. (The state of being united)

2. Synonyms

Synonyms are words that have very nearly the same meaning:

(i) easy, simple, light, effortless, facile, smooth.

(ii) effort, exertion, pains, trouble,

(iii) elastic, flexible, supple, springy, resilient.

It is extremely difficult, if not impossible, to find two words in English which have exactly the same meaning and usage. Words which at first sight seem, to be identical are seen on a closer examination to be distinguished by some shade of meaning or some point of usage. *Begin, commence, start, initiate*, are all synonyms which mean 'to set something going or in progress'. *Begin* is the most common word, *commence* is used for formal occasions, for Court proceedings, religious and other ceremonies and military operations; *start* suggests a setting out from a particular point on a journey, course, etc., often but not necessarily after an action or waiting; *initiate* implies the taking of the first step or steps as in a process. You can say:

They *started from their home*. *The ship began* its voyage.

But can you use any of the other synonyms in place of *started* ? Try and see for yourself.

Two words may look alike and yet there may be a slight shade of difference in meaning because of which they are not interchangeable. Finding and knowing the synonyms is helpful not only because, one hereby increases one's stock of words but also because one can then pick and choose the right or the precise word that alone will convey proper meaning.

Important Synonyms

The following list should be carefully studied with the aid of a dictionary and the best way to learn them, of course, is by coming across their usage.

<i>Word</i>	<i>Synonym</i>	<i>Word</i>	<i>Synonym</i>
Abandon	leave, forsake	Absolute	unrestricted, unalterable
Abhor	detest, hate, loathe	Absurd	silly, ridiculous
Abnormal	unusual, unnatural	Abundant	plentiful, ample, copious
Able	competent, capable	Accessory	additional, auxiliary
Abstain	refrain, withhold	Achieve	accomplish, execute, gain
Abridge	shorten, curtail	Accumulate	collect, store
<i>Word</i>	<i>Synonym</i>	<i>Word</i>	<i>Synonym</i>

Adept	proficient, skilled	Hazardous	dangerous, risky
Adequate	sufficient, satisfactory	Inadvertent	careless, unplanned, unintentional
Adherent	follower, disciple	Inexorable	relentless, uncompromising
Admiration	praise, approbation	Insidious	astute, cunning
Affliction	distress, sorrow	Joy	delight, enjoyment
Audacious	bold, daring	Judicious	sensible, prudent, wise
Awkward	clumsy, embarrassing	Malice	ill will, spite
Brisk	lively, agile	Meagre	scant, sparse
Callous	hard, unsympathetic	Morbid	morose, sickly
Candid	sincere, frank	Negligent	careless, lax
Cold	frigid, indifferent	Obtuse	dull, stupid, blunt
Confusion	disorder, chaos	Onerous	burdensome, oppressive
Cordial	gracious, congenial	Panegyric	eulogy, encomium
Captious	ensorious, hypercritical	Penury	want, poverty
Cogent	valid, convincing	Rare	scarce, extraordinary, select
Deficient	lacking, inadequate	Relevant	pertinent, germane
Deteriorate	degenerate, decline	Reticent	silent, reserved
Dexterity	skill, deftness	Ruinous	destructive, wreckful
Definitive	conclusive, explicit	Scandal	slander, malign
Didactic	moralising, preach	Sterile	barren, infertile
Effete	exhausted, worn-out	Tedious	wearisome, drudging
Ephemeral	transient, short-lived	Thrive	prosper, flourish
Extravagant	excessive, wasteful, preposterous	Urbane	cosmopolitan, suave, cultured
Fabricate	concoct, contrive	Violation	breach, transgression, desecration
Fatal	deadly, disastrous	Wholesome	healthy, sound, healing
Fastidious	messy, fussy	Yearn	crave, pine
Forbid	prohibit, ban	Zenith	summit, culmination
Gaiety	festivity, merriment		
Gigantic	colossal, huge		

3. Antonyms

Antonym is a word opposite or contrary in meaning to another word.

As has already been noted that there are no true synonyms, that is, no two words mean exactly the same thing. There is often some shade of difference in the meaning. In most cases exact meaning or significance of a word depends upon the context in which it is used. That being so, a word may have more than one antonym.

Example: The antonym of soft that comes at once to mind is hard. But there are many other possibilities.

Soft drinks against *hot* drinks

Soft colour against *bright* colour

Soft tones against *weird* tones

Soft texture against *rough* texture

Soft light against *glaring* lights.

Similarly the opposite of a *slender* cane would be a *thick* cane, of a *slender* man would be a *fat* man, of a *slender* chance would be a *bright* chance.

A List of Words with Antonyms is given below:

<i>Word</i>	<i>Antonym</i>	<i>Word</i>	<i>Antonym</i>
Ability	— Inability	Encourage	— Discourage
Able	— Unable	Explicit	— Implicit
Abnormal	— Normal	Exit	— Entrance/Enter
Above	— Below	Fact	— Fiction
Absent	— Present	Failure	— Success
Absolute	— Limited	Fair	— Foul/Dark
Abundance	— Insufficiency	Fashionable	— Unfashionable
Accept	— Reject	Fast	— Slow
Accord	— Discord	Fatal	— Harmless
Action	— Inaction	Female	— Male
Active	— Inactive	Flattery	— Criticism
Accurate	— Inaccurate	Flexible	— Rigid
Agree	— Disagree	Foolish	— Wise
Arrogant	— Humble	Fresh	— Stale
Bad	— Good	Gain	— Loss
Bankrupt	— Solvent	Gentle	— Rough
Beautiful	— Ugly	Genuine	— Spurious
Beginning	— Ending	Godly	— Impious/ungodly
Big	— Small	Growth	— Decline/Stagnation
Bold	— Timid	Guilty	— Innocent
Bright	— Dull	Hard	— Soft
Care	— Neglect	Haste	— Slowness
Cold	— Hot	Heaven	— Hell
Criminal	— Lawful	Heavy	— Light
Cheap	— Expensive	High	— Low
Clean	— Dirty	Hope	— Despair
Caustic	— Suave	Host	— Guest
Curiosity	— Indifference	Humble	— Proud
Danger	— Security/Safety	Idle	— Busy
Decrease	— Increase	Import	— Export
Deep	— Shallow	Inferior	— Superior
Difficult	— Easy	Incomplete	— Complete
Diligent	— Dilatory/lazy	Input	— Output
Distance	— Near	Junior	— Senior
Dry	— Wet	Justice	— Injustice
Early	— Late	Lengthy	— Short
Economical	— Extravagant	Long	— Short
Emigrant	— Immigrant	Loose	— Tight
<i>Word</i>	<i>Antonym</i>	<i>Word</i>	<i>Antonym</i>
Loud	— Quiet/Soft	Quiet	— Noisy

Mad	— Sane/Calm	Real	— False
Major	— Minor	Rear	— Front
Many	— Few	Receive	— Give
Meager	— Plentiful	Remember	— Forget
Merit	— Demerit	Rich	— Poor
Minimum	— Maximum	Safe	— Risky/Vulnerable
Narrow	— Broad	Sane	— Insane
Native	— Foreign	Simple	— Complex
Natural	— Artificial	Smart	— Dull/Stupid
Neat	— Untidy	Strong	— Weak
New	— Old	Tense	— Relax
Normal	— Abnormal	Thick	— Thin
Omission	— Addition/Inclusion	Vertical	— Horizontal
Oral	— Written	Virtue	— Vice
Original	— Duplicate	Visible	— Invisible
Outward	— Inward	Warm	— Cool
Peace	— War	Wealth	— Poverty/Deprivation
Permanent	— Temporary	Wrong	— Right
Possible	— Negative	Yield	— Resist
Pleasure	— Pain	Zeal	— Indifference/Apathy
Quick	— Slow	Zenith	— Nadir

4. Single Word for Group of Words

1. Renounce a throne, high office of dignity : abdicate
2. A shortened form of a word or phrase : abbreviation
3. To formally put an end to : abolish
4. Often lost in thought and unaware of one's surroundings : absent-minded
5. To move faster : accelerate
6. Persons working jointly on an activity or project : collaborator
7. Free from error : accurate
8. Science of the production, transmission, reception and effect of sound : acoustics
9. One who performs gymnastic feats : acrobat
10. The period of life from puberty to maturity : adolescence
11. One who calculates insurance and annuity premium, etc. : actuary
12. Make impure by the addition of inferior substance : adulterate
13. The action of attacking with provocation : aggression
14. An undertaking by an authority to take no action against specified offences during a fixed period : amnesty
15. Coming at the right time : opportune
16. The scientific science and study of birds : ornithology
17. To search thoroughly : ransack
18. To write or draw carelessly or hurriedly : scribble
19. To transform into a purer or idealised form : sublimate

- | | | | |
|-----|---|---|------------------|
| 20. | A blood feud started by murder seeking vengeance | : | vendetta |
| 21. | A person who deliberately damages private or public property | : | vandal |
| 22. | To sway to and fro, to show indecision | : | vacillate |
| 23. | One who is hostile or indifferent to culture and the arts | : | philistine |
| 24. | A traitor who takes office in a government formed by an enemy occupying his country | : | quisling |
| 25. | The study and collection of postage stamps | : | philately |
| 26. | The study or collection of coins, bank notes and medals | : | numismatics |
| 27. | One of a race or tribe that has no fixed location but wanders from place to place | : | nomad |
| 28. | One who does not believe the existence of God | : | atheist |
| 29. | One who believes that we know (and can know) nothing of the nature or existence of God | : | agnostic |
| 30. | Living both on land and in water | : | amphibious |
| 31. | A person who seeks to promote the welfare of others, especially by donating money to good causes | : | philanthropist |
| 32. | One who gives friendly help; one who makes a gift to a charity | : | benefactor |
| 33. | A position in which each (or more) of the courses is equally undesirable/a difficult situation or problem | : | dilemma |
| 34. | To pretend to be sick in order to avoid work | : | malingering |
| 35. | A person who is dissatisfied and inclined to rebel | : | malcontent |
| 36. | The place where public records are kept | : | archive |
| 37. | Plants and vegetation peculiar to certain regions | : | flora |
| 38. | A person who sells or arranges cut flowers | : | florist |
| 39. | The place where an aeroplane is housed | : | hangar |
| 40. | An exact copy, especially of written or printed material | : | fascimile |
| 41. | To magnify beyond the limits of truth | : | exaggerate |
| 42. | Deliberate killing of whole community or race | : | genocide |
| 43. | One who is at home in every country, one who is free from national prejudices | : | cosmopolitan |
| 44. | A remedy for all diseases or difficulties | : | panacea |
| 45. | To restore consciousness | : | revive |
| 46. | An expert judge in matters of taste | : | connoisseur |
| 47. | Putting to death painlessly especially to end suffering | : | euthanasia |
| 48. | The day or evening before a festival, the time just before an event | : | eve |
| 49. | A passage taken from a book, film, piece of music or text | : | extract, excerpt |

GRAMMAR

English language follows a set of rules like all other languages. Broadly speaking, these rules deal with changes in the form of words, known as *accidence* and the

manner in which these words can be arranged in the form of a sentence, called the *syntax*. For example, the root word 'contradiction', a noun can be changed into different parts of speech. It becomes a transitive verb, which needs an object 'contradict' and an adjective 'contradictory'.

Good dictionaries give all the changes that a root word can undergo.

Some words may also be used as different parts of speech without any change in their form. For example, the word *beat* remains unchanged in the following sentences; though the meaning it conveys in each is different:

The speculators *beat* (*withdraw*) a hasty retreat. (Verb)

The security officer was on his *beat* (*area allocated for patrolling*). (Noun)

The *beat* (*rhythmic unit of music*) generation had its own ethics. (Adjective)

Different words perform different functions in a sentence. Some of them give names and are known as Nouns.

Things of the same kind are named through **Common Nouns** (bank, market, manager, etc.).

Proper Nouns name particular persons or things and therefore begin with a capital letter (January, India, Larsen and Toubro, etc.).

Groups of similar things are named through **Collective Nouns** (batch, company, university, etc.)

Pronouns are used for or in place of nouns. They may be Personal to represent persons or things (I, we, you, he, she, it, we, they, me, him, her, us, them), Relative or relating to another noun or pronoun (which, what, who, whose, whom, that) and Possessive showing possession (mine, ours, yours, theirs, its, hers).

Adjective add meaning to a noun or pronoun. For example, adjectives go on adding to the meaning of the following noun:

—The Shares

—The Equity Shares

—The Dematerialised Equity Shares

Two or more words can be joined with a hyphen to form a **Compound Adjective** e.g. *government-financed project*.

Verbs may state existence (The company is a private limited enterprise.), give a command (*Hand over the money!*) or describe activity (The match was played yesterday). If the verb is formed with more than one word, e.g.

You may go,

Then one of them is a helping verb (*may*) and the other is known as the principal verb (*go*).

While **Adjectives qualify** or add to the meaning of nouns, **adverbs modify** the meaning of not only verbs, but also adjectives, prepositions, conjunctions etc. The following sentences illustrate the varied use of adverbs:

Small investors find it very difficult to invest *wisely*.

(The first adverb *very* modifies another adverb *difficult*, and the second adverb *wisely* modifies the verb *invest*).

The CEO is an *exceptionally* sharp manager.

(The adverb *exceptionally* modifies the adjective sharp).

The cash counter is *right* behind you.

(The adverb *right* modifies the prepositions behind).

We have given this book to you *only* because you are a good reviewer. (The adverb *only* modifies the conjunction *because*).

A Preposition, by definition is placed before a noun or its equivalent in order to show its relationship in terms of time, place, case, etc.:

The space *above* the room houses the conference facility.

(The preposition *above* explains the relationship between the room and the conference facility).

There are hardly any rules governing the use of Prepositions, some people feel that it is inelegant to put them at the end of a sentence since they basically link-words. However, as Fowler point out, "almost all our great writers have allowed themselves to end a sentence or a clause with a preposition." *The thumb-rule is that the sentence should read well.*

It is largely usage, that determines the choice of a preposition. Americans also tend to drop them but it is largely colloquial. A wrong preposition certainly changes the intended meaning. Therefore, we have to learn the use of prepositions carefully. All standard dictionaries list the root word along with different prepositions or adverbial phrases and also show the difference in meaning.

For example:

The root word **Get** conveys italicised meanings when used with:

...**about**, *move or spread*

...**across**, *be understood*

...**ahead**, *make progress*

...**along**, *manage*

...**at**, *gain access to*

...**away**, *escape*

...**over**, *forget*

...**round**, *persuade*

Conjunctions join words or even sentences conveying related ideas. Two commonly used conjunctions are, *and* and *but*.

We received your letter and telegram *but* regret our inability to attend the meeting.

Conjunctions may also be used in pairs, e.g. *neither-nor*, *either-or*, *not only-but also*, *both-and*, *whether-or* etc. Such conjunctions are known as **Correlative Conjunctions**.

Interjections are words, which are used in a sentence to express more emotion or feeling. They may not form a part of its grammatical structure. Some of the common interjections are: *Hi !, Alas !, Oh !*, etc.

Grammar also lays down rules for combining words in order to form meaningful sentences. Sentences may be formed to make a statement, pose a question, give a command or make an exclamation:

The government has decided to disinvest its stake in Air-India.

Would this step enable it to turn this PSU around?

Bring about a change of ownership.

What a way to bridge the fiscal deficit!

A **sentence** consists of two parts: **subject**, which names and other part, which does i.e. the **predicate**.

A **Phrase** on the other hand is a group of words, which neither has a finite verb nor makes any sense by itself. Depending on its place in the sentence, it may be a **Noun, Adjectival** or **Adverbial Phrase**. For example:

My demat account has been closed. (Noun Phrase)

The balance *in the account* was nil. (Adjectival Phrase)

The statement of account is *lying on my desk*. (Adverbial Phrase)

A **Clause** is a grammatical unit that includes, a predicate, and an explicit or implied subject and expresses a proposition. In a combination of sentences, the smaller sentences play a secondary role and are called **Subordinate Clauses**. For example, the following three sentences may be combined to give us a single sentence. The part making the principal statement is called the **Main Clause** while the rest are known as **Subordinate Clauses**:

The examination was to be held in June.

It was postponed.

It will now be held in July.

The examination was to be held in June but postponed till the end of July.

It is possible to use the same word, sometimes with a slight modification, as different **Parts of Speech**. For example, the root word *confirm* is used as a noun in the first, as a verb in the second and as an adjective in the third sentence given below:

We received *confirmation* of the order in writing yesterday. (Noun)

The party *confirmed* the receipt of the consignment. (Verb)

He is a *confirmed* defaulter. (Adjective)

The basic knowledge of grammar helps us understand different sentence structures or patterns so that we can communicate in a clear, concise and correct manner.

Sentences are formed by joining different parts of speech in a variety of patterns.*

A **Simple Sentence** contains only one finite verb and can make only one complete statement. However it may have more than one subject or object.

* Practice with Sentences by J.D. Bentley, Hulton.

A Circular must be written in a single language.

Tact, understanding and brevity are its main constituents.

It may be addressed to customers, dealer, subscribers, or distributors.

A **Compound Sentence** is made up of two or more main clauses, none playing a subordinating role:

I have known the applicant for many years and recommend him strongly.

A **Complex Sentence** is formed when its main clause is supported by dependent clauses:

The director who arrived yesterday agreed he would support the resolution.

Sentence Construction

We have seen that sentences may be constructed using different structures or patterns. The simplest sentence may have a noun or a pronoun in the beginning, a verb in the middle and another noun or its equivalent in the end. For example,

The budget affects the stock market.

This sentence structure may also be shown as:

Subject + verb + object

The structure of a command, on the other hand, is different since it begins with a verb, the subject being understood. For example,

Mail this letter, is the shorter form of *(You) mail this letter.*

It is important to use varying sentences structures in our writing so that the interest of the reader is not lost.

As a general rule, we should use **Active Voice** in our sentences. Such sentences are shorter, direct and emphatic.

Please place the order within sixty days of the receipt of the quotation.

An exception is however made when sending out negative messages or fixing responsibility. For example, out of the two responses given below, the latter is likely to be received better:

You have failed to place the order in time.

Unfortunately the order has been delayed.

Passive Voice is also found more suitable while drafting legal formulations as no identifiable subject can be mentioned.

Follow the traffic rules, while driving (Active Voice)

The traffic rules should be followed while driving (Passive Voice)

Loose sentences are suited to simple style of letter writing and are closer to the spoken form. They begin with the main statement and develop it to its logical conclusion:

The Reserve Bank of India intervened in the forex market as there were strong rumours about an intense speculative activity caused by the spurt in imports.

Periodic Sentences are decorous and emphatic but more difficult to write. The order is reversed and the main statement is made at the end:

As there were strong rumours about an intense speculative activity caused by the spurt in imports, the Reserve Bank of India intervened in the forex market.

The length of a sentence is also an important factor.

Shorter Sentences are easier to write as well as understand. But a long sequence of short sentences may not make a very pleasant reading:

Thank you for the order. The goods will be sent soon. The duplicate copy of Bill is enclosed. The payment must be made early.

Longer Sentences are prone to grammatical errors and need careful thought and planning. A U.S. Government regulation is claimed to run into 308 words.* Such efforts at constructing marathon sentences should be avoided.

It may be a good idea to mix the shorter and longer sentences to sustain the interest of the reader:

The conference opens on the tenth of June in Simla. More than two hundred company secretaries will take part. The purpose is to deliberate on the merits of the new Companies' Bill and propose amendments. The discussions are likely to go on for three days.

The **construction of a paragraph** is equally important. If a good sentence should focus on a single thought, a good paragraph should restrict it to a single topic or idea. The topic sentence of a paragraph sums up this central idea and develops it further. It is usually at the beginning or the end though in some cases, it is written somewhere in the middle too. Shorter paragraphs should be preferred because they enable the reader to follow the writer's plan.

ARTICLES

Articles are the most common determiners (are small words that are used before countable nouns to tell you which one, how many or whose etc.) They are of two types:

- Definite article and
- Indefinite article.

Definite Article—'The' is the definite article and is always specific, referring to a definite or only thing, person or entity. It is also used to indicate specificity and uniqueness.

Bring me *the* book. (a particular book)

The movie was very well picturised.

The man in *the* blue suit.

The river Ganges.

Indefinite Article—The indefinite articles are 'a' and 'an' as the object person entity it refers to is not definite and indicates the general, non-specific (could mean any book) or collective.

Bring me a book

I read a good book.

Let us take a walk.

* *Lesikar's Basic Business Communication*, Irwin, p. 44.

The article 'an' is used when the noun to which it is attached begins with a vowel sound (a, e, i, o and u). It is the vowel sound and not the vowels that determine the use of 'a' or 'an'. Vowels with consonant sound take 'a' not 'an'.

Bring me an apple.

He walks like an Egyptian.

She has planted a eucalyptus tree.

He is an honest man.

He has joined a union.

I have lost a one-rupee note.

USAGE

Usage implies the manner in which the native speakers of a language uses it. This "body of conventions governing the use of a language especially those aspects not governed by grammatical rules"*, "habitual or customary use"*** often lays down new standards of acceptance. For example, 'It is me' is generally accepted on grounds of usage even though 'It is I' is considered grammatically correct.

Usage may be learnt by reading standard texts and listening to educated speakers of a language.

SPELLINGS AND PRONUNCIATION

English is a notoriously difficult language to spell and pronounce. Students are often bewildered by the seemingly anarchic sound/spelling system of English. There often seem to be more exceptions than rules, and the mastery of accurate spelling and pronunciation seems a daunting and demotivating task.

Though there is a relationship between a sound and the way it is expressed in writing, the same sound is often conveyed through different spellings, For example, the sound in the middle of words '*steep*' and '*breach*' is the same, phonetically shown as [j]. The letter 'a' may be pronounced in several different ways. In words like *brag*, *flap*, *grab*, *have*, etc, the sound is phonetically shown as [æ], in *barge*, *false*, *half*, *ask* etc. as [ɑ:], in words *may*, *tray*, *stay*, *way*, etc. as [eɪ] and *call*, *flaw*, *raw*, *talk* etc. as [o:].

Good dictionaries also have a phonetic chart, which helps learn the correct pronunciation of different words. Specialised dictionaries of pronunciation are also available for consultation.

* The *Advanced Learners' Dictionary* by A.S. Hornby, OUP

** A *Dictionary of Modern English Usage* by H.W. Fowler, OUP

Spelling errors are common when:

- (i) Certain alphabets/letters are repeated in a word. For example, *tomorrow*, *occasion*, *beginning*, *profession*, etc.
- (ii) One has to choose between 'ei' and 'ie'. For example, *receive* and *believe*. It is interesting to note that we always use 'ei' after 'c' (*conceive*, *deceive*, *perceive*, etc.) and 'ie' in the rest (*achieve*, *chief*, *convenience*, etc.)
- (iii) 'e' has to be dropped or retained when changing the root word. For example, true into *truly* but sincere into sincerely.
- (iv) An extra letter alters the meaning of the word. For example, *lose* and *loose*.
- (v) When noun and verb forms of the same word have different spellings. For example, *advice*/*advise* or *practice*/*practise*.
- (vi) Words have the same pronunciation but different spellings. For example, *whether*/*weather*, *brake*/*break*, *there*/*their*.
- (vii) When a choice has to be made between *ise* (merchandise, enterprise, franchise etc.) and 'ize' (size, prize, etc.). Some words are spelt differently by British and Americans, the latter preferring 'z' over 's' i.e. *criticise*/*criticize*, *realise*/*realize*, *recognise*/*recognize* etc. Though both the spellings are acceptable, one should stick to either 's' or 'z' for the sake of consistency.
- (viii) A word similarly spelt has two variants with different meanings and past plus past participle forms. For example:

Lie-lied-lied

Lie-lay-laid.

Adequate care should be taken to spell words correctly in all communications so as to be able to communicate effectively.

STRESS AND RHYTHM

A syllable is the minimum rhythmic sound of a spoken language. A word may have one or more syllables. For example, there is only one syllable in *fame*, *name*, *claim*, *train*, etc., two in *address*, *confess*, *redress*, *transgress*, three in *credentials*, *sacrifice*, *tarpaulin*, etc., four in *retribution*, *satisfaction*, *transatlantic* and even five in words like *conglomeration*.

Dictionaries generally show the main stress marks by putting the symbol /' / above and before the stressed syllable e.g. re'port. It is also important to know that the same word when used as a noun, is stressed differently e.g. 're port. Only one syllable in a word carries the main stress; other syllables are unstressed. In order to achieve good, clear speech, we must learn to recognise the stressed syllable in a word.

PREFIXES AND SUFFIXES

An *affix* "is an addition to the base form or stem of a word in order to modify its meaning or create a new word"-*The Concise Oxford Dictionary*, Tenth Edition.

PREFIX

If the affix or addition to the base form or root word comes at the beginning, it is a prefix.

The word 'prefix' in itself is an apt example of a prefix as it is made up of the root 'fix'-*'to join or fix'*, with the affix 'pre'- meaning '*before*', added to it.

GROUPS OF PREFIXES

Prefixes fall into a number of distinct groups such as:

- | | |
|---------------|------------------|
| — Supportive | — Size |
| — Opposing | — Time |
| — Negative | — Number |
| — Reversative | — Status |
| — Deprivative | — Class changing |
| — Pejorative | — Miscellaneous |

Supportive Prefixes are prefixes that support or are for the root word.

**Pro*, used with the meaning favouring or supporting as the prefix. *Pro*, as a prefix has other meanings such as '*in substitute of*' or '*before in time, pace or order*'.

Examples of *Pro* as a supportive prefix are Pro-choice, Pro-market, Pro-life.

Opposing Prefixes are prefixes that are opposed to the action denoted by the root word.

Anti	(against) - antibody, antibacterial, antibiotic, anticlockwise, antidote, anti inflammatory, antioxidant, etc.
	(Spurious) - antihero, antiChrist, antiself (affected person)
Contra	(against) - contraception, contraindicate, contravene, contramundum
	(Contrasting) - contraflow, contra-active, contradict, contradistinction
Counter	(opposition/retaliation) - counteract, counter-example, counter- attack, counterblast, counterbalance, counterclaim, counterculture, counter-in-surgency, countermeasure, counterproductive etc.

Negative Prefixes are prefixes that denote the absence of distinguishing features of the root word.

*a (not, without) - amoral, ahistorical, atheist, asymmetric

*an (not, lacking) - anaesthetic, anaemic, anaerobic

*dis (not) - disloyal, disable, disarm, dishonest, distrust, disadvantage

*in (not) - injustice, inactive, inconsiderate, inconsonant, incomprehensible, incomplete, incompetent, inconsecutive

*il (this is a variant spelling of the prefix 'in' used before a word beginning with 'l')
- illegal, illiterate, illegible, illegitimate

* These prefixes also have other meanings in which they can be used in, besides those specified herein.

*im (this is a variant spelling of the prefix 'in' used before a word beginning with 'b', 'm' or 'p'.) - imbalance, immaterial, immeasurable, immobile, immovable, impassable, impatient, impossible, imperfect

*ir (this also is a variant spelling of the prefix 'in' used before a word beginning with 'r') - irreplaceable, irregular, irresistible, irrational, irrecoverable, irreconcilable, irredeemable, irreducible

non (not) - non-aggressive, non-interference, nonconformist, nonentity, nonsense, nontoxic, non-stop (not regarded as) - non-person, non-event

un (not) - unproductive, unacademic, unselfish, unavoidable, unaware, unbearable, unbroken, unburnt

Reversative Prefixes are prefixes that denote the act of undoing the previous act that the root word denotes as being done.

de* (reverse of) - decriminalise, dehumidify, deselect, decontaminate

dis* (reverse of) - disqualify, dishonest, disinvent

un* (reverse of) - untie, unscramble, unlock

Derivative Prefixes are those that denote the meaning of removing something or depriving something or someone.

de (remove something)-debug,

defrost (depart from) - deplane, detrain, decamp

dis (remove something) - disarm, disillusion, disambiguate

un (remove something) - unleaded, unmark, unhouse, uncap, uncover

Pejorative Prefixes are those that express contempt, disapproval, bad or wrong.

mis (badly/wrongly) - miscalculate, misgovern, misspell, mismanage, misalign, misapply, misbelief

Place Prefixes are prefixes that indicate place or placing of things, situation, etc.

ante (before) - antecedent, antechamber, anteroom

circum (around) - circumvent, circumnavigate, circumlocution, circumbulate, circumlunar

cis (on this side) - cisalpine, cisatlantice, cislunar

extra (outside/beyond) - extracurricular, extrasensory, extraordinary, extraterrestrial

fore (front/before) - forefinger, forecourt, forearm, forebear, forebrain, forecheck, forefront, foregather

in, il, im, ir (in) - indoors, in-patient, inside, indebt

inter (between) - interbreed, interfere, interject, interracial, international, interdisciplinary, internet

intra (inside/within) - intravenous, intramural, intranet

intro (inwards) - introvert, introspect

* These prefixes also have other meanings in which they can be used in, besides those specified herein.

post (after/behind) - Post meridiem (P.M.) postpone, postgraduate, posthoc, postscript

pre (before)-prearrange, preface, precaution, prefabrication, preamble

out (outside)-outdoor, out-patient, outhouse

(surpass)-outrun, outdistance, outbid, outnumber

over (outer/above)-overthrow, overshadow, overcoat

retro (backwards)-retrograde, retrospection, retrospect

sub (below)-subway, subsoil, subconscious, submerge

(secondary)-sub-inspector, sub-editor, sub-committee, subtitle, sublet

(below the norm)-substandard, subhuman

super (above)-superstructure, superimpose

(beyond the norm)-superhuman, superstar, superpower

(excessive)-superconfident, supersensitive, supercritical

supra (above)-supranational, suprasegmental

sur (above)-surcharge, surtitle, surtax

trans (across)-transatlantic, transnational, transcontinental

ultra (beyond/extreme)-ultraviolet, ultra-thin, ultra-modern, ultramarine, ultramicroscopic, ultrasonic, ultra vires.

under (below/too little/subordinate)-underground, undercharge, underpay, undercook, undersecretary, underclass, underrepresent, undersell, undersigned

Size Prefixes denote size. They are-

mega (very large)-megaphone, megastar, megalith, megawatt

midi (medium)-midi-computer, midibus

mini (small)-minibus, miniseries, minicab, minimarket

Time Prefixes denote time. They are-

ante (before)-antenatal, antedate

ex (former)-ex-wife, ex-president, ex-student

fore (before)-forenoon, foresee, foretell, forecast

neo (new, recent)-neo-conservative, neoplasia, neophyte

post (after)-post-war, post-modernism, postdate

pre (before)-prepay, pre-existing, predate, preschool

re (again)-reprint, reapply, replay, renew

Number Prefixes are those that denote number. They are-

mono (one/single)-monorail, monochrome, monopoly

uni (one)-unidirectional, unilateral, unicycle, unity

bi (twice/double)-bicycle, bilateral, bilingual

di (two, twice)-dioxide, dichromatic

duo/du (two)-duologue, duplex

tri (three)-triangle, triplicate, tripartite

quadri/quadr (four)-quadrilateral, quadrangle
tetra/tera (four)-tetrachloride, terameter
penta/pent (five)-pentagon, pentacle
sex (six)-sextant, sextile, sextuple
hexa/hex (six)-hexapod, hexagram
hepta/hept (seven) heptagon, heptameter
octo/oct (eight)-octopus, octuple
deca/dec (ten)-decade, decalogue,
decinial deci (a tenth)-decibel, decimal
demi (a half)-demigod, demitasse
hemi (half)-hemisphere, hemistock
semi (half)-semiconductor, semidetached
hecto/hect (hundred)-hectogram, hectare
kilo (thousand)-kilogram
milli (thousand)-millisecond, millipede
mega (a thousand)-megahertz, megabuck, megabit
poly (many)-polytechnic, polygon

Status prefixes are those that denote a status.

co (joint)-co-partner, co-author, co-founder
pro (deputy)-proconsul, pro-vice-chancellor
vice (deputy)-vice-president, vice admiral, vice chancellor

Class Changing Prefixes have the effect of changing the word class, like making

transitive verbs from nouns, adjectives, intensifying force of the verbs used etc.

be-besiege, bewitch, besmear, bewail, belittle, befoul, beribboned
en/em-encode, endanger, ensure, enlist, enroll, embark, embitter, enrich

Miscellaneous: Some of the common prefixes that do not fall into the above categories are-

eco (abbreviation of ecology)- eco-friendly, ecosystem
Euro (abbreviation of European)- Euro-rail, Eurocurrencies
para (ancillary)- paramilitary, paralegal, paramedic
(beyond)- paranormal
quasi (like)- quasi-intellectual, quasi-judicial
self- self-motivating, self-denial, self-satisfaction.

SUFFIX

It is a morpheme added at the end of a word to form a derivative. In other words an addition to the end of a word to form a derivative of the root word is a suffix.

Groups of Suffix: Suffixes fall into the following categories:

Noun Suffixes	Adjective Suffixes
Verb Suffixes	Adverb Suffixes

Noun Suffixes are as follows:

acy (indicates a quality)-audacity
 (state of being)-capacity
 ant (denoting attribution of an action or state)-appellant, informant, arrogant
 (denoting an agent)-deodorant, oxidant
 al (verbal action)-betrayal, dismissal, deferral
 age (denoting an action or its result/function/state or condition/set of place or
 abode/aggregate number of) leverage, spillage, homage, bondage,
 baggage, postage, vicarage, mileage
 ation/ion (denoting an action or its result)-collaboration, exploration, evolution,
 exaltation, inhalation, communion, oblivion, objection
 cle, cule, ule (indicates small size)-miniscule, particle, molecule, capsule ic-lyric,
 mechanic
 ist (denotes a member of a profession, who uses something etc.)-dentist, flautist,
 novelist, atheist
 ity (quality/condition/degree of)-responsibility, technicality, publicity, humility
 ling (smallness or lesser stature)-duckling, seeding, hireling
 ment (means or result of an action)-arrangement, embarrassment, curtailment
 bewilderment
 ness (a state or condition)-usefulness, carelessness, willingness,
 kindness, wilderness
 ship (quality or condition, status, tenure, skill etc.)-scholarship, companionship,
 citizenship, workmanship, membership
 tude (indicates condition or state of being)-exactitude, longitude

Verb Suffixes are as follows:

fy/ify (indicates or becoming)-beautify, purify, gratify, electrify, pacify, personify
 ise, ize (quality, state or function)-capitalize, modernise, popularise, terrorise,
 expertise

Adjective Suffixes-Some of them are as follows:

able/ible (inclined to, capable of, causing)-audible, uncountable, readable,
 reliable, terrible, peaceable, profitable
 al/ial (kind of)-tidal, accidental managerial, musical
 ed (having, affected by)-cultured, heavy handed, talented
 ful (having the qualities of)-sorrowful, powerful, careful, resentful, fretful, forgetful
 ic-Arabic, aristocratic, dramatic
 less (free from without)-careless, harmless, restless, flavourless
 oid (resemblance)-ovoid, humanoid
 some (a tendency)-meddlesome, awesome
 y (having quality of/inclined to)-messy, funny, sleepy, choosy

Adverb Suffixes some of them are:

ly (forms adverbs from adjectives)-amiably, candidly, surprisingly, greatly

wise (of manner or respect or direction)-clockwise, notewise, taxwise,
anticlockwise.

COMBINATION WORDS

These are word elements or combining forms that can be combined with other words that already exist, to form new words. These combining forms have a singular form and a clear and consistent meaning, which is probably because they are of fairly recent origin. Many of them are also technical and therefore their meanings are less susceptible to change. Most combining forms are of Greek or Latin origin. Some of them are:

arch (chief)-archbishop, arch-rival

auto (self)-autograph, autopilot

bio (life)-bio-diversity, biology, biography

crypto (concealed)-crypto-fareast, cryptogram, cryptocrystalline, cryptonym

mal (improper/inadequate/faulty)-malpractice, malnutrition, malpractice,
maladminister, maladjusted, maladaptive, malfunction, maltreat

macro (large)-macro-organism, macroeconomics

micro (small/minute)-micro-organism, micro-computer, microsurgery, microgram,
microscope

mid (middle)-midfield, midair, midway, midsection, mid-afternoon, midwinter,
midnight

tele (at a distance)-telescope, television, telephone, telephoto,
telecommunications.

PUNCTUATIONS

The marks, such as full stop, comma, and brackets, used in writing to separate sentences and their elements and to clarify meaning are called punctuation.

The importance of punctuation in writing can be linked to the importance of pause, intonation and emphasis to the spoken word.

Therefore, one can state that the chief purpose of using punctuation is to make the meaning of a written passage clear.

Punctuation can also serve other purposes such as introducing delicate effects in style, or alter the flow of a sentence and highlighting certain words.

Some aspects of punctuation are rule-governed i.e. those that you have to follow and some are matters of judgement and choice.

The various punctuations used in the English language are:

— capital letters	— colon	— underline	— space
— full stop	— dash	— quotation marks	— italic
— hyphens	— stroke	— bold emphasis	— apostrophe
— asterisk	— ellipsis	— question mark	— semicolon
— paragraph	— comma	— abbreviations	— numbers
— brackets	— exclamation mark		

Let us see how some of these punctuation marks are used.

Space is the most basic form of punctuation which separates words, sentences, paragraphs and chapters.

Usually one alphabet space is used between words and punctuation, and also after sentences, unless it is the last sentence of a paragraph, when the rest of the space on that line is left blank.

Space of one line or more is left between paragraphs to distinguish them and at times a slight indention is also used on the first line to distinguish the start of a new paragraph.

The amount of spacing used would depend on individual style and taste or a pattern followed in an organisation or the type of writing, e.g. letter, a presentation, a book etc.

The Full Stop (.) otherwise known as a stop or point or period (in American English) is used to end a declarative sentence, a sentence which is not a question or an exclamation.

Full stops are also used to end a request politely framed as a question such as:

Would you kindly fix an appointment with Mr. Sharma.

A full stop may also be used after initials or after a shortened form of a word to indicate an abbreviation.

Mr.	Prof.	Etc.
B.A.	Fig.	
a.m.	I.K. Gujral	

However, increasingly the full stop after initials of names is being done away with, though both usages are correct.

A full stop is also used at times to denote abbreviated numerals such as date or numbering, though at times the slash or hyphen is also used to denote date.

10.4.09

However this can be interpreted in two ways as 10th April 2009 by the British and 4th October 2009 by the Americans. Therefore, it is advisable to always write the month in the date in words, e.g.

10th April, 2009 or 10 Apr. 2009

Full stop is also used before decimal and between units of money:

10.50 per cent; Rs. 33.50

In the following cases the full stop is omitted:

- after addresses that head letters and on the envelopes
- after dates
- after name that ends letters
- after title of books, newspaper headlines, chapter headings, sub-headings, page numbering
- after acronyms which are pronounced as a word and the same is an established practice.

AIDS (Acquired Immune Deficiency Syndrome)

VAT (Value Added Tax)

- in between alphabets of the abbreviations that are a series of letters.

WTO (World Trade Organisation)

GMT (Greenwich Mean Time)

BBC (British Broadcasting Corporation)

- in shortening of words where the first and last alphabets of the word are present.

Mr Mrs Dr Rd Ltd

(though using a period after these words are also correct, in practice the period is slowly being omitted).

- initials of personal names, where space is used instead.

A K Singh D S RAJAN

- abbreviations for measures, chemical elements etc:

Kg (Kilogram)

s (Second)

Hz (Hertz)

Sq (Square)

km (Kilometer)

m (minute)

amp (ampere)

o (oxygen)

H (Hydrogen)

- If a sentence ends with an exclamation mark, question mark, or an abbreviation that is followed by a period for the abbreviation.

The Comma (,) is easily the most important punctuation within a sentence. Commas separate or enclose subordinate clauses and phrases in sentences. Its most typical use is to separate two main clauses that are linked by a conjunction. Here the comma appears just before the conjunction.

The house was almost in ruins, but the tree studded avenue was lovely.

Some other uses of comma are as follows:

- To separate main clauses even when they are not linked by a conjunction:

The higher the price, the better the quality of goods.

- Before tags/questions and comments:

You were late for the meeting, *were'nt you?* (tag)

I was just joking, *you see.* (comment)

- To denote words left out:

Romeo loved Juliet; Majnu, Laila. (Here the comma denotes the word loved.)

- Enclosing additional thoughts, qualification or information. Here the use of comma is in pairs and separate parenthetical elements in a sentence.

My son, Ajith, is the school pupil leader.

The movie was, I believe, well picturised.

- To set off direct speech:

To quote Confucius, "He who learns but does not think, is lost. He who thinks but does not learn is in great danger".

"I'm tired", he replied, "However, I will complete the work before leaving". -

- To set off comparative or contrasting statements.

The more he kept repeating that he did not steal the chain, the less the police believed him.

- To separate adjectives, numbers into units, names and title or honour or degree, day, month and year in a date, etc:

He is a smart, reliable, sincere and hard working student.

1,25,000

Angelina Thomas, BA, MA, PhD.

K R Narayanan, President of India.

The Hyphen (-) is used to construct words to clarify meaning. It links words to form a compound word.

The practice in the use of hyphens varies in different places and therefore there are no complete set of rules that can be elicited from these varied practices to apply to the use of hyphens.

Therefore only some general guidance on use of hyphens is given here, and it is advisable to consult a good dictionary when one is in doubt whether the word to be used should be hyphenated or not. A hyphen is usually used in these cases:

- After a few prefixes or other word elements.

ex-partner, half-truth, quasi-judicial, semi-government, self-appointed. (We have already seen about prefixes earlier).

- Before a few suffixes where the last alphabet of the first word and the first alphabet of the second word are the same, in order to avoid an unattractive sequence.

Bull-like, get-together, profit-taking, self-financing, water-resistant.

- When the main part of a word begins with a capital letter

un-American, Neo-Darwinism, neo-Nazism, anti-Indian.

- When the prefix is repeated
Sub-subcommittee
- When a noun and verb are combined to form a word
hand-operated, hand-pick, hand-held
- When an objective and noun are combined to form a word
blue-pencil, loose-leaf, long-grained open-air, simple-minded, middle-aged, community-oriented, high-fibre.
- When two adjectives are combined to form a word
old-fashioned, short-sighted, red-blooded.
- When compound words express an 'and' relation
bitter-sweet, deaf-mute, socio-economic, secretary-treasurer
- When compound number between 21-99 are spelt out
fifty-five(55), six hundred and thirty-one(631)
- When used to link the starting and ending point of a series
The Delhi-Jaipur Highway
- When a word has to be broken at the end of a line of print or writing
- To avoid confusion or ambiguity
an Indian-history teacher/an Indian history-teacher
- To prevent confusion between a new formation and a conventional word with the same prefix
re-creation (recreation), re-formed (reformed).

The Semi colon (;) is used to separate two or more independent clauses, which are of more or less equal importance in sentences, that are placed together. The use of semicolon emphasises or adds weight to the second clause.

To err is human; to forgive, divine.

Semi colons are also used to:

- join words, group of words, sentences.
- separate word groups that already contain commas:
Those present at the function included Mr. and Mrs. Jain, their children Usha, Amit and Raghu; Paul and Joe Thomas; Raj and Ravi Malhotra; Colonel and Mrs. James, and their children Jyotsna, Julie and James Junior; etc.
- To provide pauses before certain adverbs such as none the less, however, etc.
He worked very hard; however, he did not succeed in his endeavour.
- To emphasise contrasts:

It is a superb car; however, it is very expensive to maintain.

The colon (:) is a punctuation that has three major functions:

- (1) to introduce material that explains
They did not sleep last night: they must be tired.
- (2) To introduce examples
Today they face another threat to their survival: starvation.
- (3) To introduce quotations or direct speech
In the context of acting on ones' word it is important to remember the words of Carl Jung: you are what you are not what you say you do.
Mrs. John said yesterday: I am happy here.

Some of the other functions of the colon are:

- To point the reader's attention forward.
This is best explained by the words of the grammarian Henry Fowler, the function of a colon is "that of delivering the goods that have been invoiced in the preceding words". What he meant by goods here might be a conclusion, summary, a list or contracting statement.
- To introduce a number of items listed separately
The conference hall facility has everything: furniture, mikes, amplifier, projector, screen, generator back-up, catering, dining hall and even a huge parking lot.
- To present a conclusion
After sixty years in the business, Mr. Rajan realised that there was only one certainty in life: the inevitability of change.
- To introduce a question
They all agreed that the essential issue was simply this: will or will not the making an investment in Sweatland Limited be a mistake?
- To link contrasting statements
Man proposes: God disposes.
- To substitute a conjunction
Another Monday morning: it was pouring with rain.
- After headings in correspondence
Subject:
Reference:
- To introduce subtitles
Credit cards: Power from Plastic; Past Promises: failure to deliver.
- In bibliographical references, colon can be used after the place of publication.

(Delhi: 2009).

An Apostrophe (') is used

- (a) to denote possession and other kinds of relationship; and

This is Walters' book.

- (b) in contractions of words.

It was the court's order.

Isn't (is not) it a great day?

Can't (cannot) you come today?

O'er (over) the hills.

Possession and other kinds of relationship: When the apostrophe is used to denote possession and other relationships, the basic rules to remember are:

- The apostrophe comes before the 's' if the noun is singular.

The girl's dresses (the dresses belong to one girl)

- The apostrophe comes after the 's' if the noun is plural.

The girls' dresses (the dresses belong to many girls)

However, possessive personal pronouns ending in 's' e.g. its, ones, theirs, etc. do not take on an apostrophe.

- Indefinite pronouns, except for 'each' take on an apostrophe, *anyone's, either's, one's, someone's nobody's*, etc. when denoting possession or some relationship.

- In contractions of words, the use of apostrophe is required. Though words are contracted mostly in informal writing and speech it should be avoided in formal writing.

- The apostrophe takes the place of the missing letter or letters

is not-isn't (o is the missing letter)

The apostrophe is also found in the contraction of some single words.

- 'of' is sometimes contracted especially in certain phrases:

will-o'-the-wisp, seven o'clock

- certain words that are in common use:

ma'am (madam)

- The apostrophe is at times used to denote omission of part of some number:

the swinging '60s(1960).

Though over time the use of the apostrophe in these cases are being omitted.

- To denote certain names especially of Celtic origin:

O' Connor, O' Sullivan.

It comes from the Irish O'-which means a grandson or descendant.

M' Donald

Here again M is contraction of Mac which means 'son of.'

In the use of apostrophe one thing of importance to be kept in mind and not be confused with is the use of 'its' and 'it's', as both are used.

'Its' is a personal pronoun and does not need an apostrophe. Whereas 'it's' is a contraction of either 'it is' or 'it has' and here it takes on an apostrophe.

(It has) been a wonderful holiday.

The child wants its (Personal pronouns) toy.

Quotation Marks (" ' / ') also known as quotes or inverted commas are used to enclose material that is introduced into a text from outside it, such as quotations or words used by other people.

The motto of the market was "Let the buyer beware", now it is "customer is king."

There are two types of quotation marks single and double.

You can use either the single or double quotation marks in enclosing introduced material. However, if you begin with single quotes then you end the quote or words also with the single quote mark or the double quote if you began your quote with a double quote mark.

Both quotation marks are used in a single sentence when another quotation is also quoted in the main quotation.

She asked 'Did he say "diseased" or "deceased"?'

Note here that if your main quotation started with a single quotation mark, then the quotation quoted in it is to be enclosed in double quotation mark as diseased and deceased in the example above or vice versa

She asked, "Did he say 'diseased' or 'deceased'?"

Some of the other functions of quotation marks other than those mentioned previously are:

— to enclose cited words or expressions:

What is the difference between an "order" and a "decree"?

— to enclose expressions that the author does not take responsibility for:

In the 'good old days' the women in this village walked several kilometers to fetch drinking water.

Brackets also known as parentheses are of two main kinds-crescent shaped () and square shaped []. These are used to enclose certain contents, which the writer sets out apart so that the flow of the sentence is not interrupted.

The contents set apart may be in the form of added information, like, an explanation, an afterthought, clarification, comment, illustration, expressing doubt, etc.

For all these only round or crescent shaped brackets are used.

A number of (*unsuitable*) candidates had sent in their applications.

Parentheses are also used in the following:

- to enclose an abbreviation that will be subsequently used in the text.

The Department of Company Affairs (DCA) issued a circular on the matter.

- to enclose a translation or equivalence of an expression

The agreement was void ab initio (from the beginning).

- to enclose references to other places in a text

For a detailed explanation on ultra vires acts refer to Chapter 11 (p. 120).

As depicted in (Fig. 1.1) it is obvious that the process of communication is quite complex.

- To enclose bibliographical references (square brackets are also some times used in this case).

Square Brackets are used to enclose words that are not usually intended to be part of a sentence, but only as an editorial or authorial interjection. They are also used at times to enclose parentheses with in parentheses

The other types of brackets are **brace brackets { }**, and **angle brackets < >**, which are used only in specialist texts, mathematics and technical works.

Abbreviations are the shortened form of a word, phrase or text.

Usually one uses abbreviations of words or names in private letters, while taking notes in lectures or noting some important points, thoughts etc. as a means of saving time and also so that the text can be understood at a later time.

However, in formal writing it is best to use only well known abbreviations that are understood by all and are in frequent practice.

Etc. is the widely used abbreviation for 'etcetera', whereas someone may be in the habit of using 'eta' as an abbreviation for the same word, which only that person would understand to mean 'etcetera'.

Types of Abbreviation:

- the first letters of two/three words or names

M.A. (Master of arts)

P.M. (Post meridiem)

BBC (British Broadcasting Corporation)

- The initials of a persons name

G.B.Shaw (George Bernard Shaw)

In the examples given above they can be used without the full stop also as is the emerging trend.

So, both MA and PM are acceptable as is G B Shaw.

However, abbreviations that are not the first letters of two/three words, but abbreviations of a single word do not take on full stops in between:

TV (Television)

Ms (Manuscript)

However, a shortening of a word can be used with a full stop at the end Prof., Capt., Maj., Gen.

— Acronyms are words formed from the initial letters of other words.

UNICEF (United Nations International Children Emergency Fund)

FICCI (Federation of Indian Chambers of Commerce and Industry)

ASSOCHAM (Associated Chamber of Commerce and Industry)

IGNOU (Indira Gandhi National Open University)

Note that these do not take on full stops in between and these acronyms most of the time are pronounced as a word.

— the first and last letters of a single word.

Mr. (Mister)

Dr. (Doctor)

These too can be used with or without a full stop at the end.

— Scientific terms

Weights and measures are used both, in full form and abbreviated form.

Kg, lb, m, amp, ft, yd, mph.

Chemical symbol

Ca (Calcium) H Hydrogen, NaCL (Sodium Chloride) H₂O (Water)

Plural in Abbreviations

— The general rule to make an abbreviation plural is to repeat the same alphabet, such as:

P-page, pp-pages

— Or add an 's' if the abbreviation is of more than one alphabet

MAs, MPs, Capts, etc.

However, there are exceptions to these rules:

— 'Mr.' which is 'Messers' in plural and cannot obviously be Mrs.

— Abbreviations of scientific terms denote both singular and plural in the same form

1Kg. 4Kg., etc.

— To introduce a possessive relationship in an abbreviation apostrophe 's' is added to the abbreviation.

M.P.'s or MP's—here it is not to be mistaken as a plural of MP.

Numerals or numbers are something we have been in the habit of using all our lives.

Some of the general rules of using numbers is given below, along with other acceptable uses. One should however keep in mind that individual preference or the preference of an organisation etc. should be followed. But, whatever the rule followed, it is best that the usage be consistent throughout the whole text so as to avoid confusion. The choice of presenting the number in figure or in words is influenced largely on the effect one wants to achieve.

1. When to spell out the numbers.

- Spell out numbers from one to ten, both inclusive.

Three persons attended the seminar from my department.

However if the same numbers are used with higher numbers then for the sake of uniformity it could be used in figure form.

We need about 7 to 15 days to complete the project in hand.

- Numbers may be spelt out in formal, literary or non-technical writing, where not many numbers are used and where using of figures does not flow smoothly along with the rest of writing.

In this case it is best to:

- spell out the numbers from one to hundred.
- spell out higher numbers that are written in one or two words. (Note that a hyphenated compound like twenty-one is taken as one word).
- Numbers are best spelt out at the beginning of a sentence otherwise it is a better practice to reconstruct the sentence.
- When using indefinite numbers
Hundreds of children; tens of thousands etc.
- While using fractions that are straight forward such as, one-half, one-fourth (i.e.) those that do not have a whole number preceding it.
- When quoting direct speech.

2. When to use figures

- In informal writing when using any numbers above ten.
- When using large numbers that would require more than two words when spelt out.

1,20,000 of 50,25,000

However, a mixture of words and figures can also be used.

10.8 million

- In depicting dates, even one to ten are in figures
2nd October, 2007
- In depicting time also one to ten are in figures
10' clock, 12 noon, 7 a.m. etc.
- When depicting monetary numbers

\$10, Rs. 125.75/-

— In technical contexts

8.6 per cent

50-50 partnership

Here even fractions having technical value are given in numbers

3/4 inch pipe.

— When stating age

2 years old baby; 1 year old project.

The other general rules while using numbers are:

(i) Use of Commas:

— While using figures, commas may be used for numbers that have more than four digits.

1,26,000

— Never use commas in page numbers or in year.

Page 1345; 2009(year)

(ii) Use of Zero:

— Avoid using zero when stating whole units of currency or time on the hour, unless you are depicting the same in columns and other units or time have fractions and for sake of uniformity zero is required.

Rs. 20 (not Rs. 20.00) 7 a.m. (not 7.00 a.m.)

Rs. 10.50 9.45 p.m.

Rs. 11.00 11.20 p.m.

Rs. 12.00 8.00 a.m.

Rs. 13.10 6.00 p.m.

— Zero is used before a decimal point to clearly state that no whole number is involved

0.5, 0.75

(iii) Use of hyphens:

— When expressing numbers in words all compound numbers between 21 and 99, whether they are used alone or as part of a larger number are always hyphenated.

Thirty-one, ninety-nine million.

— In sequencing consecutive numbers the hyphen may be used instead of the word “to”.

during the year 2008-2009...

on pages 234-267.

However, when the sequence begins with “between” or “from” then the hyphen cannot be used. It will be as follows:

Between 2008 and 2009

From page 234 to page 267

From 10th October to 15th October, 2009

(iv) For clarity

Certain numbers are spelt out for the sake of clarity

Ten 100-page catalogues

Six 5-room flats.

Here the rule is to spell the first number unless the second number will make a much shorter word.

3000 six-page brochures.

88 four-room apartments

TENSES

“**in Grammar** — a set of forms taken by a verb to indicate the time (and sometimes the continuance or completeness) of the action in relation to the time of the utterance”; is the meaning that the Concise Oxford Dictionary assigns to the word ‘Tense’.

In all there are twelve tense that are used in the English language and they are:

Present

Past

Future

Present Progressive

Past Progressive

Future Progressive

Present Perfect

Past Perfect

Future Perfect

Present Perfect Progressive

Past Perfect Progressive

Future Perfect Progressive

Present, Past and Future tense are straightforward expressions that indicate present or past action and future intention.

Present tense — I *go* to office every day.

Past tense — I *went* to office yesterday.

Future tense — I *will go* to office tomorrow.

Progressive Forms of Present, Past and Future Tenses

When we want to express continuing action in the three simple tenses, we use the progressive forms of the same.

Present Progressive — I *am going* to office today as there is an important meeting.

Past Progressive - I *was going* to the meeting but at the last minute it was cancelled.

Future Progressive - I *will be going* to the market tomorrow.

Perfect Tenses

When one wants to convey past action that continues or continues upto the present moment we use the perfect tenses.

Present perfect - I *have gone* to the meeting at Carrington House and will be back at 4 O' Clock.

Past perfect - I *had gone* to the presentation without any preparation and was at a total loss of words.

Future perfect- I *will have* left the office by the time your train reaches New Delhi.

Perfect Progressive Tenses

Just like progressive tenses are used to convey continuing action to the simple tense, same is the case with perfect tenses also.

Present perfect progressive tense: I *have been* taking this same route to office for years.

Past perfect progressive tense: I *had been* going to Dr. Mehta for a bi-monthly medical check-up till last month, when we shifted to NOIDA.

Future perfect progressive tense: If I go to the gym tomorrow, I *will have been* going to the gymnasium for the past 3 years.

IDIOMS AND PHRASES

A simple word like go is a part of a child's vocabulary, so much so that the primitive bushman has an equivalent for it in his language. But look at the following sentences:

- (i) Ever got a Mumbai number at *first go*?
- (ii) He is always *on the go*.

'Go' is no longer a simple child's word. Take '*fall*'-the sparrow's *fall*, and the Roman Empire's *fall*, and so on. Now combine '*go*' with another simple word '*down*'. Look at 'the boxer *going down* on the first count. In the company of '*down*', '*go*' has changed beyond recognition. There is more to it. Think of Churchill who will go down in history as the man who saved England from total collapse'. This time the meaning has changed without go forming a new alliance.

A literal translation of this two-word combination '*go down*' will not help. And this happens very often with many words in English. '*Go down*' has to be understood in its own right and in the particular context. This is an 'idiom' which the dictionary defines 'as the form of expression peculiar to a language'. As such idioms are not peculiar to English language alone, they are found in other languages as well. But, as already said, they cannot be transliterated from one language to another. All such combinations of words used in a *peculiar fashion* are called idiomatic expressions.

A **Phrase** is a group of words, a part of sentence which does not make a complete sentence but has an independent meaning: *on the hill, about town, under the tree*, etc. A phrase is quite often equivalent to an adjective, adverb or noun. We

would, however, confine ourselves to phrases which are used *idiomatically*.

Idiomatic expressions are a nightmare to anyone going in for the study of a language alien to him. What is more, in any dynamic language, new idioms are being thrown up by writers and journalists to replace the worn out ones, and to interpret the changing times. In the language itself, therefore, idioms are the source of sparkle and polish. Very often an idiomatic expression has no exact equivalent in the language itself. Take for example, '*bring up*'. We know by long usage what it means. And yet the dictionary meaning '*rear*' is at best a poor substitute for it.

The list below is by no means exhaustive. Even so it is fairly long. But do not be discouraged. A good number of these expressions, you may already be familiar with. A glance at them will brush up your memory. There will be others which you seem to know but whose exact usage seems to elude you. Get hold of them now. And there may be a good many you have no idea about. Well, they are just the ones which you ought to know now. You would come across these expressions, and need them yourself, quite often in your career.

We shall begin with idioms, each consisting of a verb and a preposition. A single verb can give us a number of idiomatic expressions by attaching different prepositions to itself. For example, *turn out* (to expel), *turn up* (to appear at some place), *turn down* (to reject some request or appeal), etc. You may have become familiar with the usage of most of the verbal idioms. To refresh your memory here are just a few:

Some Verbal Idioms

1. *Beat back* (to compel to retire) The firemen were *beaten back* by the flames and the building was reduced to ashes.

2. *Boil down to* (to amount to) His entire argument *boiled down to* this that he would not join the movement unless he saw some monetary gain in it.

3. *Cast aside* (to reject, to throw aside) Men normally *cast aside* truth and honesty for immediate gains.

4. *Come down* (to lose respect) The moment a minister loses an election he *comes down* in people's estimation, though not in his own.

5. *Cry down* (to deprecate) Some of the Western powers did their best to *cry down* India's success in the war.

6. *Cut off with a shilling* (to give someone a mere trifle in the will) The father was so angry with the son over his marriage that he *cut him off with a shilling*.

7. *Egg on* (to urge on) Who *egged you on* to fight a professional boxer and get your teeth knocked off?

8. *Gloss over* (to ignore) Even if you are an important person your faults cannot be *glossed over*.

9. *Labour under* (to suffer from some disadvantage or distress) Let us not *labour under* the delusion that our friends will come to our aid in times of difficulty.

10. *Laugh up one's sleeves* (to be secretly amused) While he was solemnly reading his research paper to the audience, my friends were *laughing up their sleeves* for, they knew what it was worth.

11. *Play off against* (to set one party against another for one's own advantage). It best serves the interests of the super powers to *play off* one poor nation against another.

12. *Pull one through* (to recover, to help one recover) Armed with the latest medicines, the doctor will *pull him through*.

Idiomatic expressions in which the principal word is the verb:

1. *Cast a slur upon* (by word or act to cast a slight reproach on someone) Many a man *casts a slur on* his own good name with some mean act.

2. *Catch somebody's eye* (to arrest someone's notice) Members in Parliament try to *catch the speaker's eye* with various antics.

3. *To catch a Tartar* (to encounter a strong adversary) When Hitler marched on to Russia he hardly knew that he would *catch a Tartar* in the tough people of that country.

4. *To come off with flying colours* (to come out of a conflict with brilliant success) In the 1971 election the Congress *came off with flying colours*.

5. *To get the worst of it* (to be defeated in every contest) Be it an election or a tambola, I have always *got the worst of it*.

6. *To cut the Gordian knot* (to remove a difficulty by bold or unusual measures) The Parliament threw out the Bill for Abolition of Privy Purses. The Government *cut the Gordian knot* by abolishing the purses through a Presidential Ordinance.

7. *To fall to someone's lot* (to become someone's responsibility) It has *fallen to the lot* of the eldest brother to pay off the debts of the father.

8. *To get the upper hand or to get the better of* (to prevail over) Hari *got the better* of Suresh in the Degree Examination.

9. *To get into hot water* (to get into difficulty) The businessman *got into hot water* with the Income-tax authorities for concealing his income from ancestral property.

10. *To give someone the slip* (to dodge someone who is looking for you) The police had nearly arrested the dacoits when the latter *gave them the slip* in the Chambal ravines.

11. *A give and take policy* (a policy of mutual concessions) *A give and take policy* alone can restore peace between India and Pakistan.

12. *To go on a fool's errand* (to go on an expedition which leads to a foolish end)

Many people had earlier believed that going to the moon was like *going on a fool's errand*.

13. *To go to the wall* (to get destroyed through weakness or inability to adapt) In the struggle of life, the weak go to the wall.

14. *To go to rack and ruin* (reach a state of despair through neglect) If a big war comes, our economy will *go to rack and ruin*.

15. *To have one's hands full* (to be very busy) Pakistan could hardly expect active help from the U.S.A., whose *hands were already full* with Vietnam, Laos and West Asia.

16. *To have a bone to pick with* (to have a difference with a person which has not yet been fully expressed) The extreme leftists *have a bone to pick with* the police and if ever they come to power there may be unpleasantness between the two.

17. *To have the whip hand* (to have a position of power or control) Even after the split in the party he *has the whip hand* of the party.

18. *To have too many irons in the fire* (to have so much work in hand that some part of it is left undone or is done very badly) His poor performance is because he *has too many irons in the fire*.

19. *To have the right ring* (to be genuine) The Americans' pronouncements of world peace do not usually *have the right ring*.

20. *To have two strings to one's bow* (to have an alternative means of achieving one's purpose) Children always *have two strings to their bow*. If coaxing fails to achieve the desired end, tears succeed.

21. *To have an axe to grind* (have private interests to serve) Bigger nations supply arms to the smaller ones primarily because the former *have their own axe to grind*.

22. *To keep a thing to oneself, to keep one's own counsel* (to be silent about one's intentions) A great leader must ultimately *keep his own counsel*.

23. *To keep the wolf from the door* (to keep away extreme poverty and hunger) Lakhs of people in India still have to fight daily to *keep the wolf from the door*.

24. *To lay waste* (to make waste) Ghenghis Khan *laid waste* every town and city his army passed through.

25. *To make short work of* (to bring to sudden end) The locusts *made short work of* the standing ripe corn.

26. *To make amends* (to compensate or make up for a wrong doing) By his politeness today he has *made amends for* his past insolence.

27. *To make common cause* (to unite in order to achieve a shared aim) During the elections the princes *made a common cause with* the rightist parties. Both went down.

28. *To make a virtue of necessity* (Pretend or believe that something which one is obliged to do or accept is good for one's character, moral development etc.) When a

Minister knows that he is going to be booted out of the cabinet he *makes a virtue of necessity* and resigns 'on health grounds'.

29. *To make much ado about nothing* (to make a great fuss about a trifle) Crying over the loss of ten rupees is really *making much ado about nothing*.

30. *To make neither head nor tail* (not understand) Had he listened to a tape recording of his own speech he himself could have *made neither head nor tail* of it.

31. *To make a cat's paw or a tool of someone* (to use someone as a means of achieving one's object) The super powers have *made a cat's paw* of the smaller nations of Asia in their game of power politics.

32. *To play into someone's hands* (to act as to be of advantage to another) By raising the slogan 'Indira Hatao' the opposition *played into* Mrs. Gandhi's hands, who won the elections easily.

33. *To play second fiddle* (to take a subordinate part) The vice captain of the team always *plays second fiddle* unless the captain is indisposed.

34. *To put the cart before the horse* (reverse the proper order or procedure) Preparing the blue print of a project without analysing market potential is like *putting the cart before the horse*.

35. *To put one's shoulder to the wheel* (set to work vigorously) No amount of foreign aid will pull us out of the economic morass; we have to *put our own shoulders to the wheel*.

36. *To rise to the occasion* (show the daring, imagination etc., which fits a particular occasion) A flood threatened to burst the reservoir but the villagers *rose to the occasion* and did not relax till they had made all secure.

37. *To set store on* (to consider to be of a particular degree of importance) India did *set much store on* the Indo Soviet Treaty of friendship.

38. *To set the Thames on fire* (arouse considerable excitement/achieve a remarkable success) He is a steady worker but never likely to *set the Thames on fire*.

39. *To set one's own house in order* (to arrange one's affairs to a proper order by removing disharmony) Let Pakistan *set her own house in order* before talking of the welfare of the Kashmiris.

40. *To take into one's head that* (get the foolish idea/for a mistaken impression) The manager *took it into his head that* by shutting off electricity for a few hours daily during the day he could save on refrigeration costs, but forgot that the discomfort caused to the staff would result in lesser human productivity and end up costing more than the amount that would be saved on refrigeration costs.

41. *To take the bull by the horns* (deal decisively with a difficult or unpleasant situation) The doctor had to *take the bull by the horns* by deciding to amputate the patient's leg in order to save the patient's life.

42. *To take a leap in the dark* (take an action/step that is risked in the hope that it is correct) You *took a leap in the dark* in going into partnership with that man.

43. *To throw cold water upon* (to discourage something) The doctor *threw cold water* upon my plans for a world tour by declaring that I could never stand the strain of it.

44. *To throw in the sponge/towel* (to give up a contest/acknowledge defeat) Faced with stiff competition from big companies, many a small company will *throw in the sponge*.

45. *To turn over a new leaf* (to change one's way of life for the better) After a long career of crime, the convict suddenly *turned over a new leaf* and became a model citizen.

46. *To turn tail* (to flee as a result of defeat, timidity or fear) The enemy *turned tail* in the face of heavy onslaught on its position.

47. *To turn the tables* (gain an advantage after having been at a disadvantage) Pakistan started with a blitzkrieg but the superior tactics of our armed forces soon *turned the tables* on them.

Miscellaneous idiomatic expressions formed with the help of verbs

1. *To cook or doctor an account/a book* (to tamper with or falsify the facts of figures/ accounts) From the balance sheet presented to the shareholders, the company seemed to be flourishing but afterwards it turned out that the management had *cooked the accounts*.

2. *To bear the brunt of* (to bear the main force or shock of) The infantry has *to bear the brunt of a battle*.

3. *To beard the lion in his den* (to oppose or challenge someone in his stronghold) The Indian Army broke through strong Pakistan fortifications, and in the Shakargarh area *bearded the lion in his own den*.

4. *To bid fair to* (seem likely to happen/to do something good or bad) It *bids fair to* be a nice day.

5. *To blow one's own trumpet* (to boast about oneself) These days modesty doesn't pay, only if you *blow your own trumpet*, you can succeed.

6. *To blunt the edge of* (to make something less effective) Time *blunts the edge* of grief.

7. *To build castles in the air* (day dreaming) Do not *build castles in the air*.

8. *To burn the candle at both ends* (exhaust or make too great a demand on one's physical or mental resources by overwork or overindulgence in some activity) In any kind of job, especially academic, you cannot afford *to burn the candle at both ends* if you want to be productive everyday.

9. *To buy a pig in a poke* (to purchase a thing without previously examining it for its worth or other relevant details) Buying shares in a new company promoted by unknown entrepreneurs is like *buying a pig in a poke*.

10. *To cross the Rubicon* (to take an important action or step that cannot be reversed) The Government will have to think of many things before nationalising the textile industry, for once they *cross the Rubicon*, there will be no going back.

11. *To cry over spilt/spilled milk* (to complain about things that cannot be changed) We have failed to build up a sizeable total against England's meagre first innings total. It is no use *crying over spilt milk now*.

12. *To curry favour* (to win favour by gifts or flattery/try to flatter) It is obvious that by our presents of fruit we are only trying *to curry favour*/He was trying *to curry favour* with the boss by offering him an expensive gift.

13. *To err on the safe side* (to choose a course which may in fact be inaccurate, but which will keep you safe from risk or harm) In going in for mixed economy rather than wholesale nationalisation, the Government was *erring on the safe side*.

14. *To flog a dead horse* (waste one's energies on a lost cause) We are *flogging a dead horse* if we are trying to make Sanskrit, the national language of India.

15. *To feather one's nest* (to provide for oneself through dishonest means) Many bureaucrats *feather their own nest* while they have the opportunity.

16. *To eat one's heart out* (to suffer in silence) Don't *eat your heart out* over your failure in this competition. Many other opportunities will come your way.

17. *To eat humble pie* (humiliate oneself) Since no one came to his support he had *to eat humble pie* and give in to their demands.

18. *To eat one's words* (to retract one's assertions under compulsion) It is hard for a haughty man to have *to eat his words*.

19. *To throw down the gauntlet, to take up the gauntlet* (to issue a challenge, to accept a challenge) The champion will soon have to defend his title as a young Brazilian contender has *thrown down the gauntlet*.

20. *To run the gauntlet* (to undergo severe criticism or ill treatment) Most books have *to run the gauntlet* of the literary critics.

21. *To burn one's fingers* (to get oneself into trouble through miscalculation/foolishness) If you've never played the stockmarket this is not the time to start as you are likely *to burn your fingers*.

22. *To force one's hand* (to compel one to do something unwillingly or earlier than when one wished to do it) The Government wanted to do all that they could to meet the workers' demands. But the violence by the strikers *forced their hands* to declare a lockout.

23. *To haul over the coals* (reproach/reprimand someone severely) If your bad habits become known, you will get *hailed over the coals* and richly deserve it too.

24. *To kill two birds with one stone* (to accomplish two things at one stroke) The Bangladesh operation had for India, *killed two birds with one stone*. Pakistan had been cut to size and Naga rebel problem solved.

25. *To let the grass grow under your feet* (to unnecessarily cause delay in taking action) The authorities should listen to students' grievances. If they *let the grass grow under their feet* the situation would turn for the worse.

26. *To put in a nutshell* (something that can be briefly and concisely worded) The explanation of his conduct can be *put in a nutshell* - he is insane.

27. *To go the dogs* (to deteriorate badly) The sales of their products, whose quality has *gone to the dogs*, has dropped drastically.

28. *To lord it over someone* (to act in a superior or domineering manner towards someone) The love of power is so strong in human nature that when a man gains power he seeks *to lord it over his fellows*.

29. *To mind one's P's and Q's* (to be punctiliously careful about one's speech or behaviour) The manager suspects his chief clerk of dishonesty, and if the clerk does not *mind his P's and Q's*, he will soon find himself out of job.

30. *To pass muster* (to be accepted as satisfactory) Though my work in college was not as good as it could have been, it *passed muster* and I even did well.

31. *To pay one back in one's own coin* (to give tit for tat, to retaliate) Howsoever revengeful you may be, unless you are strong enough you cannot *pay him back in his own coin*.

32. *To plough a lonely furrow* (to work without help or support) In the organised society of today no individual or nation can *plough a lonely furrow*.

33. *To pride oneself on* (to be especially proud of something) This student *prides himself on* his Oxonian pronunciation.

34. *To poison the ears or mind* (to prejudice another person) A judge must not allow anyone *to poison his mind* against either plaintiff or defendant.

35. *To rest on one's laurels* (to rest satisfied with one's achievement and make no further effort) Even if he wins the biggest award, a film star will never *rest on his laurels*. He will try to reach greater heights of stardom.

36. *To rest on one's oars* (to suspend efforts after something has been attained) The agitators who had been vigorously at work during the winter, at present seem to be *resting on their oars*.

37. *To harp on the same string* (to keep repeating the same sentiments over and again) This gentleman keeps *harping on the same string* that he is from Oxford and deserves this and deserves that etc., etc.

38. *To rise like a phoenix from its ashes* (the phoenix was a fabulous Arabian bird. It had no mate but when about to die, made a funeral pile of wood and aromatic gums

and on it burned itself to ashes. From the ashes a young phoenix is believed to have risen; to rise up to former glory after being totally destroyed) Germany was completely decimated in the Second World War. But she has *risen like a phoenix from its ashes*.

39. *To rule the roost* (be the one who directs others in a business, community, household etc.) In rural areas it is normally the Sarpanch who *rules the roost*.

40. *To run in the same groove* (to move forward on the same path, to advance in harmony) It is clear that the ideas of both reformers *run in the same groove*.

41. *To run in the blood* (a peculiarity which clings to certain families) Snobbery *runs in the blood* of the Englishmen.

42. *To scatter to the winds* (to waste, to scatter abroad) We have *scattered to the winds* what we had gained by our independence.

43. *To be on the right scent* (to be on the right track) The customs have decided to patrol Kerala seas to nab smugglers from Dubai. They are *on the right scent*. (*Its opposite is to be on the wrong scent or wrong track*).

44. *To see which way the wind blows* (to observe what influence, favourable or adverse, is likely to affect the existing state of things) In party-politics people sitting on the fence keep on watching *which way the wind is blowing* before deciding on whom to support.

45. *To see a thing through coloured spectacles* (to regard something unfavourably because of one's prejudice) Pakistan has for long *looked at India through coloured spectacles* and never trusted even the most genuine of her peace moves.

46. *To show the white feather* (to show signs of cowardice) The agitators shouted and gesticulated but the moment the riot police appeared on the scene they seemed to *show the white feather*.

47. *To see through something* (to understand the true nature of something beneath deceptive appearances) They *saw through* the game of the enemy.

48. *To speak volumes about* (to bear abundant evidence about something) The success of democracy in India *speaks volumes* for the maturity of its people.

49. *To split hairs* (quibble or argue on minor points) As the drought played havoc with Bihar, the authorities were busy *splitting hairs* trying to decide whether it was 'scarcity conditions' or 'famine'.

50. *To steal a march on* (to do something so as to gain an advantage over another) While we were still debating the desirability of joint ventures with foreign concerns, Singapore and Malaysia *stole a march* over us and opened their gates to foreign investment in a big way.

51. *To steer clear of* (to avoid) India decided on non-alignment to *steer clear of* the hazards of alignment with one bloc or the other.

52. *To stick at nothing* (behave in an unscrupulous way to get what one wants) An ambitious politician will *stick at nothing* if he can serve himself.

53. *To strain every nerve* (to use one's utmost efforts) We have *to strain every nerve* to get over the poverty line.

54. *To stretch a point* (to extend a regulation/definition to cover something not included in it) Going after small bakeries as part of the drive to move polluting industries from residential areas to industrial areas is *stretching the point* a little to far.

55. *To strike while the iron is hot* (to take immediate advantage of an opportunity) By going in for general elections immediately after the war, the Congress *struck while the iron was hot*.

56. *To swallow the bait* (to fall into a trap) The candidate offered the people everything on earth, and in the heavens if elected. The people *swallowed the bait* and elected him.

57. *To talk shop* (to discuss matters connected with one's trade or profession) During tea breaks at any seminar you will always find the participants *talking shop*.

58. *To tie somebody's hand* (to restrict somebody's activities) Though the management knew of the dire financial problems Mr. X an employee was going through, they were unable to advance him the required money as their *hands were tied* as the company's policy prohibited such an action.

59. *To throw mud at* (to talk ill of) Some people specialise in *throwing mud at* other's families.

60. *At/on the heels of* (to follow closely after) Famine treads *on the heels of* droughts.

61. *To fish in troubled waters* (to make personal profit out of a disturbance) The super powers are there in West Asia *to fish in troubled waters*.

62. *To pour oil on troubled waters* (try to calm a dispute with placatory words or action) The Government *poured oil on troubled waters* by announcing a judicial inquiry into the firing incident.

63. *To win hands down* (win without effort or by a clear lead) His friendly nature, strong character and enormous support of the members helped him *win hands down* the elections for the post of president of the club.

64. *To worship the ground someone walks/treads on* *be devoted* (to or infatuated with) When a new filmstar becomes a big hit, his fans start *worshipping the ground he walks on*, till another hero comes along.

Idiomatic phrases formed by the combination of a noun and an adjective each, noun phrases and adverbial phrases

1. *Argus-eyed* (jealously watchful) The husband of a pretty wife has got to be *Argus-eyed*.

2. *Augean stables*: To clean *Augean stables* (to correct a great abuse-from the stables of king Augeas of Greece, whose stables had not been cleaned for thirty years)

The law against prostitution has cleaned no *Augean stables*; it has merely pushed them underground.

3. *Backstairs influence* (influence exerted secretly and in a fashion not legitimate) The moneyed people do exercise *backstairs influence* on the Parliament.

4. *Bad blood* (ill will towards each other) There has been *bad blood* between India and Pakistan since 1947.

5. *A bone of contention* (subject of dispute) Kashmir continues to be a *bone of contention* between India and Pakistan.

6. *A bosom friend/pal* (A very intimate and trusted friend) *Bosom friends* never betray one another.

7. *Like a bull in a China shop* (someone who is too clumsy, rough, coarse etc. to suit one's surroundings, company or to handle a delicate situation) Don't let him handle the labour problem, with his short tempered nature he will only be *like a bull in a China shop* and worsen the situation.

8. *A burning question* (a question whose answer is hotly debated or on which a great deal depends) During the elections in the USA in the year 2000, with all the disputes and recounting of votes and controversies, the *burning question* was who would win: Bush or Gore?

9. *A close shave* (a narrow escape from mishap, danger or embarrassment) The bus had a *close shave* as its driver swerved to the right a split second before the on-coming truck could run into it.

10. *A cold-blooded murder* (without emotion; deliberately cruel) Many burglars *cold-bloodedly murder* any one who tries to foil their bid for burglary.

11. *A cold-comfort* (inadequate consolation) The mere promise of a better future is only *cold comfort* to the frustrated youth of today.

12. *Creature comforts* (material comforts that contribute to physical ease and well-being) A poor labourer is more concerned about *creature comforts* than spiritual development.

13. *Crocodile tears* (pretended sorrow) There are professional mourners whose *crocodile tears* seem to be more genuine than the genuine tears of others.

14. *A dog in the manger* (a person who prevents others from having things that they do not need themselves)) The affluent nations follow a *dog in the manger* policy, they would rather destroy what they can't use themselves, than give them to the poor hungry nations of Asia and Africa.

15. *Elbow room* (adequate space to move or work in) Too many rules and red-tapism hardly gives one *elbow room* to try out new methods that might prove more profitable for an organisation.

16. *A fair-weather friend* (a friend who deserts you in difficulties) *A fair-weather friend* disappears the moment your money disappears.

17. *French leave* (absence from work or duty without permission) Don't take too many *French leaves now*, it will mar your chances for a promotion.

18. *A golden opportunity* (a highly favourable opportunity) Attend the function, it will be a *golden opportunity* to meet the Prime Minister.

19. *Good offices* (influence) One can get a good job only through the *good offices* of someone in power.

20. *A good samaritan* (one who helps a stranger in distress or difficulty, without any gain or profit for himself) In this age of fast-paced living, people have become so selfish, that one rarely sees a *good samaritan*.

21. *The green-eyed monster* (jealousy) *The green-eyed monster* strikes a woman the moment she sees her husband talking to another pretty woman.

22. *A herculean task* (a job requiring greater effort) Eradication of poverty is a *herculean task* requiring the collective efforts of the entire country.

23. *Lynch law* (Mob law, law administered by private individuals and followed by summary execution) In African countries they often resort to *lynch law* to punish criminals.

24. *A maiden speech* (the first speech of a new member in a public body as in Town Hall or in Parliament) Every MP looks forward to his *maiden speech* because it is an opportunity to make a good impression.

25. *A nine day wonder* (a person or event that attracts a lot of notice for a short time but is soon forgotten) The controversy of the match-fixing charges in cricket matches was but a *nine day wonder*.

26. *An open question* (a matter of discussion and not yet decided or answered) As far as India is concerned, Kashmir is no longer *an open question*.

28. *The rising generation* (the young people).

29. *Scot free* (without suffering any punishment or injury) Because he had influential connections, the culprit went *scot free*.

30. *A sheet anchor* (a dependable person, or thing relied upon in the last resort) In times of immense strain and problems, one's family and friends are one's *sheet anchor* who keep us from giving in.

31. *Tall talk* (boastful language) If we have no real accomplishments, we indulge in *tall talk* to delude ourselves and others too.

32. *A white elephant* (something expensive to maintain) I had to dispose off the car as it turned out to be a *white elephant*.

33. *A white lie* (a harmless lie told to avoid hurting someone's feelings) His *white lie* that everything was alright with him, helped soothe his agitated mother, who had heard that he had met with an accident.

34. *A wild goose chase* (a useless search, investigation or enterprise) As he was pestering them with his constant flow of questions, to be rid of him they sent him on a *wild goose chase* of searching for a non-existent address.

35. *An apple of discord* (a subject of dispute/rivalry) Kashmir continues to be the *apple of discord* between India and Pakistan.

36. *Cock and bull story* (a ridiculous and implausible story) That India wanted to break up West Pakistan was a *cock and bull story* published by the U.S.A.

37. *A fish out of water* (a person who is uncomfortable in unfamiliar company or surroundings) An Indian may earn tons of money in the Western countries, but he will always feel *a fish out of water* there.

38. *The gift of the gab* (fluency and eloquency of speech) The *gift of the gab* invariably makes for a successful politician.

39. *The ins and outs* (the full details, intricacies, complications of a thing) We are yet to learn the *ins and outs* of the Mao-Nixon agreement.

40. *The lion's share* (an unfairly large share) The big nations continue to have the *lion's share* of world trade.

41. *A mare's nest* (a discovery that turns out to be false or worthless) There was much fanfare about the fall of the skylab. Later it turned out to be *mare's nest*.

42. *The three R's* (mastery or reading, writing and arithmetic) The *three R's* have been the main focus of primary education for many decades now.

43. *The milk of human kindness* (kindness, affection and good will towards others) Even with all their poverty, Indians do not lack the *milk of human kindness*.

44. *Penelope's web* (a work which seems to be going on and yet never comes to an end) A housewife's chores are a *Penelope's web*.

45. *The powers that be* (any governmental, legislative, managerial body) Unless you agitate against *powers that be* they will never do anything for your welfare.

46. *The pros and cons* (various points or arguments for and against someone or between something) Before taking a major decision it is always best to weigh its *pros and cons*.

47. *Scylla and Charybdis* (In the straits of Messina between Italy and Sicily there is a rock on one side anciently called Scylla and on the other a dangerous whirlpool called Charybdis. Both are equally dangerous to a sailor. Hence to be between *Scylla and Charybdis* is to be between two dangers).

A married P.A. is between *Scylla and Charybdis*. If he goes home early the boss is offended. If he obliges the boss, he displeases his wife.

48. *By the skin of one's teeth* (narrowly escape or avoid; by a small margin) The storm broke up the ship but the sailors escaped by *the skin of their teeth*.

49. *A snake in the grass* (treacherous or deceitful person) Thinking him to be her friend, Laila confided in him her problems, but he turned out to be *a snake in the grass*, as he cheated her of what little money she had.

50. *A stone's throw away* (very near, at a short distance) The Taj Hotel is a *stone's throw away* from the Gateway of India.

51. *The ups and downs of life* (varying states of prosperity and adversity in life) She has had her *ups and downs* in her career, but with sheer hardwork and determination she has made a success of it.

52. *All moonshine* (foolish talk or ideas) The talk about welfare of the poor is *all moonshine*. All parties are interested in power and power alone.

53. *Behind the scenes* (in private; out of the public eye) What you see is only the pretty picture of a happy family but you do not know what goes on *behind the scenes*.

54. *Part and Parcel of* (integral part of something) Hard work is a *part and parcel* of success.

55. *A storm in a tea cup* (a great fuss over a trifle) The commotion over the 'bomb' explosion turned out to be *a storm in a tea cup*; it was a Diwali cracker burst by an urchin.

56. *Take something with a grain/pinch of salt* (regard something as exaggerated; believe only part of something) Shaw's claim of having remained a celibate even after marriage has to be *taken with a grain of salt*.

57. *Null and void* (invalid, valueless, no longer in force) The court declared the appointment of the managing director by 'X' limited, *null and void*.

Prepositional and other phrases in English used with the verb "to be":

1. *To be worth its weight in gold* (extremely valuable) In the desert a bottle of water is often *worth its weight in gold*.

2. *To be Greek or double Dutch to one* (unintelligible, incomprehensible language) He spoke so fast that all he said was *double Dutch* to the audience.

3. *To be at daggers drawn* (in bitter enmity) With every passing year the hostility between Arabs and Israelis has grown worse that now they are at *daggers drawn*.

4. *To be at sea* (confused, uncertain) 'I am quite *at sea* in economics'.

5. *To be at sixes and sevens* (in a state of confusion or disarray) If both husband and wife are employed, you could always expect everthing in their house *to be at sixes and sevens* during the weekdays, unless they are totally organised.

6. *To be at one's wits end* (be completely at loss as to what to do) With the master shouting from the bath-room and the mistress from the kitchen the servant was *at his wits end* whom to attend first.

7. *To be in the doldrums* (to be in a state of stagnation or depression) After the 1962 debacle at the hands of China the whole nation seemed *to be in the doldrums*.

8. *To be on the wane* (becoming weaker or less vigourous) After the second

World War, the British Empire was *on the wane*.

9. *To be on the carpet* (being severely reprimanded by someone in authority) The unpunctual clerk was repeatedly *on the carpet*.

10. *To be on one's last legs* (near the end of life, usefulness or existence) With the increasing use of computers in offices, the typewriter it seems is at its *last legs*.

Idiomatic expression belonging to particular subjects

(i) Money, debt, business etc.

1. *Ready money or cash* (money immediately available for use) Earlier it was time consuming to withdraw cash, today ATM's provide *ready money* in no time.

2. *Bad debts* (debts regarded as irrecoverable) Every year the company compiles a list of *bad debts* and writes them off.

3. *In short supply* (not easily available) Sugar is *in short supply* because of the strike in sugar mills.

4. *To bring a thing under hammer* (to sell it by auction) If a person goes insolvent, his creditors will bring everything that he owns *under hammer* to recover their money.

5. *To drive a hard bargain* (to be uncompromising in making a deal) The Sheikh *drove a hard bargain* to get business in the west.

6. *To pay one's way* (earn enough to cover its or one's costs) While at college, he *paid his way* by working as a newspaper vendor.

(ii) Warfare

7. *To take something by storm* (to capture a place by sudden and violent attack) The men mounted an all-out attack from air and land and soon took the country *by storm*.

8. *To strike one's flag or colours or to show the white* (to surrender) After the army surrounded their hiding place the terrorists *showed the white* and were thereafter taken into custody.

(iii) Sea and ships

Many of the expressions belonging to this group are used metaphorically, i.e., in areas other than that to which they belong.

9. *To weather the storm* (to come out of a crisis successfully) In a crisis it is unity which helps a nation *to weather the storm*.

10. *To sail before the wind* (sail in the direction in which the wind is blowing or act in a safe way) An opportunist is he who *sails before the wind* (Its opposite is to sail close to the wind, i.e., behave or operate in a risky way).

11. *To cast anchor* (to settle in a place for the time being) After travelling around the world he finally *cast anchor* in Paris because he liked the city.

12. *To give a broadside* (a naval phrase meaning, to discharge at once at an enemy all the guns along one side of a ship. Metaphorically, to make a vigorous attack upon an opponent) The Prime Minister bore all criticism with patience and then *gave a broadside* that silenced all criticism.

13. *To be in the same boat* (be in the same difficult circumstances as others) In a nuclear war, the rich and poor nations will be *in the same boat*. None will be able to protect itself.

14. *To sail under false colours* (to pretend to be what one is not, to try to deceive) In our country, a smuggler *sailing under the false colours* of a socialist will never be exposed.

15. *To take the wind out of one's sails* (upset or disturb an overconfident or pompous person) Before he goes any further, confront him with the evidence of his wrong doings and *take the wind out of his sails*.

(iv) Fire, light, candles

16. *The game is not worth the candle* (the advantage or enjoyment to be gained is not worth the time spent in gaining it) Journey to the moon is an elaborate and costly affair and some people with a pragmatic approach feel *the game is not worth the candle*.

17. *Not fit to hold a candle to* (one is inferior) For all his pious platitudes and political students, Nixon is *not fit to hold a candle to* Lincoln or Roosevelt.

(v) Death

All the phrases given below mean, 'to die a natural death' as opposed to a violent or sudden death (from murder, in accident or in battle-field, etc.). These phrases will also apply to death after a long illness.

To pass away, to go the way of all flesh, to breathe one's last, to be gathered to one's fathers, to join the great majority, to kick the bucket.

PROVERBS

Proverbs contain homely but universal truths. Naturally, therefore, they are translatable-so far as their meaning goes-from one developed language to another. Their appeal is direct. Many of them had their origin in folk literature; hence they are simple and unadorned. They point out the incongruities of situations in life, throw light on the diversity in human life and character, and contain a grain of advice to the wayward, the forlorn and the common folk. They are everyman's philosophy. Every one of them tells a story in a single sentence. In fact, most of them have some history- legendary or real behind them. Some of them are gems from the works of great masters like Shakespeare, Dryden and Aesop, the Greek fable writer. Others go back to antiquity. Many of them come out of the Bible. Their meaning, often enough, is quite clear. Here, we will take up a few:

1. Hope springs eternal in the human breast (*one never loses hope*).
2. Better late than never.

3. Fools rush in where angels fear to tread (*said of reckless persons*)
4. There is no fool like an old fool (*an aged lover*)
5. A fool and his money are soon parted.
6. Example is better than precept (*precept is moral instruction*)
7. Well begun is half done.
8. He who pays the piper calls the tune (*One has to act according to the wishes of one's master*)
9. You cannot make a silk purse out of a sow's ear (*said of something impossible*)
10. A bird in hand is worth two in the bush.
11. Birds of a feather flock together (*People of like character come together*)
12. A little knowledge is a dangerous thing.
13. One man's meat is another man's poison (*What is good for one may be harmful for another person*)
14. Out of the frying pan into the fire (*from one trouble to another bigger trouble*)
15. It never rains but pours.
16. The last straw breaks the camel's back (*The smallest addition to an already heavy task or burden makes it intolerable*)
17. Drowning man will catch at straws.
18. Fore-warned fore armed (*A prior warning should prepare one for the contingency*)
19. To err is human; to forgive is divine.
20. Out of sight, out of mind (*Once you lose sight of a thing, you forget it altogether*).
21. Distance lends enchantment to the view (*Things look nice and beautiful when they are not within reach*)
22. Render unto Caesar what is Caesar's (*Be revengeful*)
23. Haste makes waste.
24. Look before you leap (*Do not be reckless and impulsive*)
25. Make hay while the sun shines (*to make full use of the given opportunity*)
26. Never look a gift horse in the mouth (*There can be no choice about things given in charity or gift*)
27. Beggars can't be choosers.
28. Nearer the Church, the farther from God (*The more opportunity you have the less you benefit from it*)
29. Two heads are better than one.
30. None but the brave deserve the fair.
31. All is well that ends well.

32. To rob Peter to pay Paul (*To harm one person [or side] in order to benefit the other*)
33. Every cock fights best on his own dunghill (*One is very brave and confident in one's own place*)
34. A rolling stone gathers no moss.
35. Rome was not built in a day (*Things take time to complete and to mature*)
36. A burnt child dreads the fire. Or, Once bitten twice shy.
37. One swallow does not make a summer.
38. You can't have the cake and eat it too.
39. Everyman for himself and God for us all.
40. To hit the nail on the head.
41. Familiarity breeds contempt.
42. United we stand, divided we fall.
43. God helps those who help themselves.
44. Do not count your chickens before they are hatched.
45. Every dog has his day.
46. As you make your bed so you must lie.
47. A closed mouth catches no flies.
48. The proof of the pudding lies in its eating.
49. Virtue is its own reward, and vice its own punishment.
50. While there is life, there is hope.
51. Hunger is the best sauce.
52. Man proposes, God disposes.
53. Misery makes strange bed fellows.
54. Apparel oft proclaims the man (*You judge a man's worth by his clothes*)
55. A man is known by the company he keeps (*A man is judged by the sort of friends he has*)
56. To run with the hare, to hunt with the hound.
57. Beauty provokes thieves sooner than gold.
58. Sweet are the uses of adversity.
59. It is easier for a camel to pass through the needle's eye than for a rich man to pass through the gates of Heaven.
60. Discretion is the better part of valour.
61. Uneasy lies the head that wears the crown (*With power and authority come worries and responsibilities*)
62. It is an ill wind that blows no one good.

63. A rose would smell as sweet by any other name.
64. Brevity is the soul of wit.
65. One may smile and smile, and be a villain.
66. As you sow, so will you reap.
67. Physician heal thyself.
68. Charity begins at home.
69. The wages of sin is death.
70. Early to bed and early to rise makes a man healthy, wealthy and wise.

FOREIGN WORDS AND PHRASES

English has borrowed generously from other languages, more so from Latin, Greek, French and German. Many of the borrowed words have been anglicised and today are an integral part of English vocabulary in their original or modified form, e.g., restaurant, rapport, viva voce. There are many other expressions which are liberally used in English and yet continue to retain their foreign flavour. They are still outsiders and, in print, are italicised. The examples given below are of a technical nature pertaining to law, philosophy, politics and 'officialdom'. The language of origin is indicated after the word or phrase within brackets.*

<i>ab initio</i> (L)	:	from the beginning
<i>ab origin</i> (L)	:	from the origin
<i>addenda</i> (L)	:	list of additions (addenda to a book)
<i>ad libitum</i> (L)	:	speak or perform in public without advance preparation. Abbreviation ad lib
<i>ad valorem</i> (L)	:	according to value
<i>ad hoc</i> (L)	:	a body elected or appointed for a particular work (ad hoc committee)
<i>ad infinitum</i> (L)	:	to infinity, endlessly, forever
<i>alma mater</i> (L)	:	a school or a college which one has attended
<i>a la carte</i> (F)	:	according to the card/list (A la carte dishes are available)
<i>a la mode</i> (F)	:	according to the fashion
<i>alter ego</i> (L)	:	the other self, alternative personality, intimate friend (Kissinger is the alter ego of Nixon)
<i>amende honorable</i> (F)	:	a public apology, reparation
<i>amour propre</i> (F)	:	self-love, self-esteem
<i>ancien regime</i>	:	the former order of things, a political or social system that has been displaced by a more modern one.
<i>a posteriori</i> (L)	:	empirical, from effect to cause
<i>a priori</i> (L)	:	from cause to effect (presumptive). Every science

* 'L' stands for 'Latin'; 'F' for 'French' and 'G' for 'Greek'.

	:	cannot be taught <i>a priori</i> .
<i>apropos</i> (L)	:	with reference to (<i>apropos</i> our talk)
<i>au courant</i> (L)	:	fully acquainted with matters, well-informed, up-to- date
<i>au fait</i> (F)	:	expert, having detailed knowledge
<i>au revoir</i> (F)	:	until we meet again (to say <i>au revoir</i> at parting)
<i>avant-propos</i> (F)	:	preliminary matter, preface
<i>avant-garde</i> (F)	:	new, unusual or experimental
<i>beau ideal</i> (F)	:	the ideal of perfection
<i>beau monde</i> (F)	:	the world of fashion
<i>beaux esprits</i> (F)	:	men of wit
<i>bete noire</i> (F)	:	a special aversion (India has always been <i>bete noire</i> for Pakistan)
<i>bona fide</i> (L)	:	good faith (His <i>bona fide</i> in the matter cannot be doubted)
<i>bizarre</i> (F)	:	strange, unknown
<i>bon voyage</i> (F)	:	have a good journey
<i>casus belli</i> (L)	:	that which causes or justifies war
<i>cause celebre</i> (F)	:	a famous case in law, controversial well publicised issue
<i>charge d'affaires</i> (F)	:	a deputy to the Ambassador/a diplomatic representative to a minor country
<i>chef d'oeuvre</i> (F)	:	masterpiece. (Mona Lisa is Vinci's <i>chef d'oeuvre</i> .)
<i>circa</i> (L)	:	approximately ('circa 1930')
<i>confere</i> (F)	:	Colleague
<i>contretemps</i> (F)	:	a minor dispute or disagreement
<i>corrigenda</i> (L)	:	a thing to be corrected (in a book)
<i>coup d'etat</i> (F)	:	violent change in government (There was a <i>coup d'etat</i> in Cambodia and the King was overthrown.)
<i>coup de grace</i> (F)	:	a finishing stroke (The <i>coup de grace</i> of the Russian Revolution was the total annihilation of the Czar family.)
<i>cul-de-sac</i> (F)	:	a blind alley (The failure of the policy of non- alignment in 1962 saw our foreign policy reach a <i>cul- de-sac</i> .)
<i>debacle</i> (F)	:	an utter failure or disaster (debacle of opposition in the election)
<i>de facto</i> (L)	:	actual or infact (<i>de facto</i> recognition to a state)
<i>de jure</i> (L)	:	from the law, by right
<i>de novo</i> (L)	:	anew, again (trial of a case)
<i>de' nouement</i> (L)	:	the end of a plot or narrative (in a play)
<i>de profundis</i> (L)	:	a heartfelt appeal or feeling

<i>dernier ressort</i> (F)	:	last resort
<i>detente</i> (F)	:	easing of strained relations especially between countries
<i>dramatis personae</i> (L)	:	characters of a novel, play or narrative
<i>elite</i> (L)	:	the best part, the pick (The <i>elite</i> of town)
<i>enfant terrible</i> (F)	:	a person who behaves in an unconventional or controversial manner (Bevan was the <i>enfant terrible</i> of the Labour Party)
<i>entrepreneur</i> (F)	:	a person who sets up business taking greater financial risk
<i>en masse</i> (F)	:	all together (They took leave <i>en masse</i> .)
<i>en rapport</i> (F)	:	in harmony
<i>entourage</i> (F)	:	Group of people accompanying a dignitary (P.M.'s <i>entourage</i>)
<i>errata</i> (L)	:	list of errors
<i>esprit de corps</i> (F)	:	the animating spirit of a particular group like a regiment
<i>et cetera</i> (L)	:	and the rest
<i>eureka</i> (G)	:	I have found it
<i>ex-officio</i> (L)	:	by virtue of his office/status/position
<i>expose</i> (F)	:	a report in the media that reveals something discreditable
<i>ex post facto</i> (L)	:	with retrospective action or force
<i>fait accompli</i> (F)	:	a thing already done/accomplished fact
<i>faux pas</i> (F)	:	a social blunder
<i>gauche</i> (F)	:	unsophisticated/socially awkward
<i>hoi polloi</i> (G)	:	the common people
<i>impasse</i> (F)	:	a deadlock (Talks reached an <i>impasse</i>)
<i>in extenso</i> (L)	:	in full
<i>in memorium</i> (L)	:	in memory of
<i>in toto</i> (L)	:	entirely/as a whole (The Committee's recommendations were accepted <i>in toto</i>)
<i>ipso facto</i> (L)	:	by that very fact or act
<i>laissez-faire</i> (F)	:	a policy of non-interference
<i>mala fide</i> (L)	:	in bad faith (opposite of <i>bona fide</i>)
<i>malapropos</i> (F)	:	ill timed/inappropriately
<i>modus operandi</i> (L)	:	a way of doing something (of a gang, group, etc.)
<i>mutatis mutandis</i> (L)	:	with the necessary changes (Rules will come into force <i>mutatis mutandis</i> .)
<i>noblesse oblige</i> (F)	:	privilege entails responsibility

<i>nota bene</i> (L)	:	note well (Abbreviation N.B.)
<i>par excellence</i> (F)	:	better than the others of the same kind
<i>pari passu</i> (L)	:	side by side, equally or equivalently per se (L): by itself
<i>piece de resistance</i> (F)	:	the important feature of a creative work or meal etc.
<i>poste restante</i> (F)	:	a department in the post office that keeps letters for a period till called for
<i>post mortem</i> (L)	:	examination/analysis made after death/or an event has occurred
<i>prima facie</i> (L)	:	at first view of consideration (prima facie a good case)
<i>pro bono publico</i> (L)	:	for the good of the public
<i>pro forma</i> (L)	:	denoting a standard document or form
<i>pro rata</i> (L)	:	according to rate or proportion
<i>protege</i> (F)	:	one under the protection/guidance of another older or experienced person (South Vietnam was U.S.'s protege)
<i>quid pro quo</i> (L)	:	a favour or advantage given in return for something
<i>raison d'etre</i> (F)	:	the most important reason for a thing's existence
<i>resume</i> (F)	:	a summary or curriculum vitae
<i>sanctum sanctorum</i> (L)	:	holy of holies (temple, church, etc.)
<i>seriatim</i> (L)	:	point by point
<i>sine die</i> (L)	:	without a day being appointed (The meeting was adjourned sine die.)
<i>status quo</i> (L)	:	the existing condition (status quo on the border should be maintained)
<i>stet</i> (L)	:	let it stand, do not deter
<i>sub judice</i> (L)	:	under judicial consideration and therefore prohibited from public discussion (The case is sub judice)
<i>sub rosa</i> (L)	:	confidentially/done in secret
<i>sui generis</i> (L)	:	in a class by itself
<i>summum bonum</i> (L)	:	the chief good
<i>terra incognita</i> (L)	:	an unknown territory
<i>tour de force</i> (F)	:	a notable feat of strength or skill
<i>ultra vires</i> (L)	:	beyond one's authority
<i>verbatim</i> (L)	:	word for word
<i>vice versa</i> (L)	:	conversely
<i>videlicet</i> (L)	:	namely. More formal term for viz.
<i>vis-a-vis</i> (F)	:	in relation to, as compared with, as opposed to
<i>viva voce</i> (L)	:	an oral examination

vox populi, vox Dei (L) : the voice of the people is the voice of God
Zeigeist (G) : the defining spirit of a particular period or age.

Abbreviated form of Latin, French and Roman words

An **abbreviation** is a short way of writing a word or a phrase that could also be written out in full. The word "abbreviation" comes from the Late Latin word *abbreviare* (to shorten) which is related to *brevi* (short). While some people disagree, all methods of shortening words or phrases are subsets of abbreviation. Abbreviations when used properly, can enhance communication because they act as 'short-hand' and therefore increases the efficiency of communication. In other words, more meaning is conveyed in less time and fewer words.

Abbreviation is defined as:

A shortened form of a word or phrase used for brevity in place of the whole, consisting of the first letter, or the first few letters, followed by a period (full stop).

Abbreviations are very rarely used in formal writing. One should try to avoid the use of abbreviations in formal writing. The frequent use of unnecessary abbreviations will make the text irritating and hard to read. It is far more important to make the writing easy to read than to save a few seconds in writing it.

The rule about using these abbreviations is very simple: **don't use them**. Their use is only appropriate in special circumstances in which brevity is at a premium, such as in footnotes. It is a very poor style to spatter your page with these things, and it could be disastrous to use them without being quite sure what they mean. If you do use one, make sure you punctuate it correctly. Here is an example.

The recommended form is this:

Several British universities were founded in the Victorian era; for example, the University of Manchester was established in 1851.

The following version is not wrong, but it is poor style:

Several British universities were founded in the Victorian era; e.g., the University of Manchester was established in 1851.

But this next version is disastrously wrong, because the punctuation has been omitted:

Several British universities were founded in the Victorian era e.g. the University of Manchester was established in 1851.

Using an abbreviation does not relieve one of the obligations of punctuating the sentence. Again, if one avoids abbreviations, he won't get into this sort of trouble.

Observe that it is usual to write abbreviations in italics, but this is not strictly essential, and many people don't bother.

Things to remember while using abbreviations:

- (1) Do not use an abbreviation that can easily be avoided.
- (2) In an abbreviation, use full stops and capital letters in the conventional way.
- (3) Do not forget to punctuate the rest of the sentence normally.

Latin Abbreviations:

- (1) **A.D. *Anno Domini*:** Used to date years by reckoning the date of Christ's birth, as opposed to B.C., the years "Before Christ." *Anno Domini* means "In the year of the Lord."
- (2) **c. *circa*:** Used by historians to show that a date is approximate. The word means "around," and it is sometimes abbreviated "ca."
- (3) **etc. *et cetera*:** "And so on." This is one abbreviation most students already know, and the one they tend to overuse. Note that, since *etc* already means *and*, it is redundant to write, "and etc."
Eg: The problems of the Balkan Republics are numerous, including insufficient electric power, poor highways, rampant unemployment, hostile neighbors, etc.
- (4) **e.g. *exempli gratia*:** "For example." Literally, "free as an example."
Eg: "We have numerous problems to deal with before reforming welfare policies, e.g., the trade deficit, Medicare, and social security."
- (5) **ib./ *ibid. ibidem*:** "In the same place."
Eg: "One physicist compared the behavior of quarks to bowling pins. He also indicated that the 'Charm' quark was like a 'bowling ball' (*ibid.*) due to the way it. . . ."
- (6) **i.e. *id est*:** "That is more precisely." It is commonly used to refine a general statement or provide additional information.
Eg: "Karan's girlfriend always managed to turn the conversation toward children, i.e., the possibility of having children together; i.e., the possibility of having legitimate children together; i.e., toward the subject of marriage."
- (7) **sic:** Indicates a misspelling or error in a quoted source, in order to verify to the reader that the researcher did not create a typographical error, but instead exactly reproduces the way the word or statement appeared in the original material.
Eg: There are, according to the writings of seven-year old Mohit, "Manee wayes of riting words" [*sic*].
- (8) **Ph. D. *Philosophiae Doctor*:** "Doctor (or Doctorate) of Philosophy." It can refer to the individual as a title, or to the degree itself. Note that it is redundant to write, "Dr. Aggarwal is a Ph. D."
Eg: "Vijay Aggarwal earned his Ph. D. in art history."
- (9) **vs. *versus*:** "Turned against." Often used in abbreviations for legal trials—though "v." is more common.
Eg: "In the case of *Roe v. Wade*, the Supreme Court eventually decided that abortion was a medical right."
- (10) **a.v. *ad valorem*:** "In proportion to the value of [something else].", "To the value."
Eg: "The monetary worth of the dollar is figured a.v. the price of gold."
- (11) **i.a. *in absentia*:** "In absence."
Eg: "With further evidence i.a., it is impossible to provide a definitive answer."

- (12) **MS. *manuscriptum.*** A document, particularly an ancient or historical manuscript, that was not printed, but rather drawn or written.
- (13) **P.S. *post scriptum.*** The abbreviation indicates a last-minute addition to a letter or document.
Eg: "That's all for now. Take care. Love, Tarun. P.S. Don't forget to write me back!"
- (14) **S.P.Q.R. *Senatus Populusque Romani.*** It is used to refer generally to the power, glory, and bureaucracy of a major nation.
Eg: "The S.P.Q.R. has spoken, and now American soldiers must obey the call to arms."
- (15) **s.p.s. *sine prole supersite.*** "Without surviving issue." The phrase is used in inheritance laws to indicate that an individual has no children or legal inheritors.
Eg: "Since Mrs. Gupta died s.p.s., her six million rupee estate will revert to the House of Orphans"
- (16) **t.i.d. *ter in die.*** "Three times a day." Used by older pharmacies and doctors to indicate that a medication should be taken three times a day.
Eg: "Aspirin, t.i.d.; call if headaches continue."
- (17) **viz. *videlicet.*** "More appropriately or accurately; namely." The abbreviation is often used interchangeably with i.e.
Eg: "He was a minor Duke in the House of Lords, viz. the Duke of Rochester."
- (18) **vide.:** "Look" or "see." This refers the reader back up to a previous statement or definition within the body of the paper. The most common uses are "vide 63" (which means "see page sixty-three"), **v.s. *vide supra*** ("see earlier" or "look above on this page") and **v.i. *vide infra*** ("See below" or "Look below").
- (19) **N.B.: *Nota Bene.*** The Latin imperative means "Take notice of this very carefully," that is, pay special attention to this part because it is unusually important, tricky, or confusing.
Eg: All assignments are due at the beginning of class. N. B.: I lock the door to the classroom once lecture begins.

German Abbreviations

	Abbreviation	Word	Meaning
(1)	ca.	circa	about
(2)	nat.	natus, nata	born
(3)	ren	renatus, renata	baptized, christened
(4)	spur	spurious, spuria	illegitimate
(5)	eod	eodem	the same
(6)	err	errechnet	approximated
(7)	ux	uxor	wife

(8)	vid	viduus, vidua	widower, widow
(9)	wwer	witwer	widower
(10)	wwe	witwe	widow
(11)	N.N.	nomen nescio	name not known
(12)	S.d	Sohn des, Sohn der	son of
(13)	S.v	Sohn von	son of
(14)	T.d	Tochter des, Tochter der	daughter of
(15)	T.v	Tochter von	daughter of
(16)	u.d	und des, und der	and of
(17)	ehel	ehelich	legitimate
(18)	unehel	unehelich	illegitimate
(19)	maennl	maennlich	masculine
(20)	weibl	weiblich	feminine
(21)	verh	verheiratet	married
(22)	geb	geboren	born
(23)	get	getauft	baptized, christened
(24)	gest	gestorben	died
(25)	verl	verlobt	engaged
(26)	getr	getraut	married
(27)	verh .oo	verheirated	married
(28)	Kath	Katholisch	Catholic
(29)	Ev	Evangelisch	Evangelical
(30)	Luth	Lutheranisch	Lutheran
(31)	Bez	Bezirk	district
(32)	K.B	Kirchenbuch	church book
(33)	Kr.	Kreis	country, district
(34)	[]	buried	the symbol is a rectangle lying down
(35)	*	geboren	born
(36)	(*)	unehehlich geboren	born illegitimate
(37)	o	verlobt	engaged
(38)	o o	geschieden	divorced
(39)	o-o	freie Verbindung	common law marriage, illegitimate
(40)	X	gefallen	killed in action
(41)	Xus or Xg	Christus	Christ

French Abbreviations

- (1) **acc.:** Accusative. It denotes "motion towards."
- (2) **adj. :** Adjective

- (3) **adv.:** Adverb
- (4) **Anglo-Fr.:** Anglo-French
- (5) **Anglo-L. :** Anglo-Latin
- (6) **Anglo-Norm.:** Anglo-Norman
- (7) **Ar.:** Arabic
- (8) **c.:** Century
- (9) **cf.:** confer
- (10) **chem.:** Chemical
- (11) **comb.:** Combining
- (12) **comp.:** Comparative
- (13) **Dan.:** Danish
- (14) **deriv.:** Derived
- (15) **dial.:** Dialectal
- (16) **esp.:** Especially
- (17) **fem.:** Feminine
- (18) **Fr.:** French
- (19) **fut.:** Future
- (20) **imper.:** Imperative. It is the verbal category expressing commands or orders
- (21) **indic.:** Indicative, the mood expressing assertion.
- (22) **inf.:** Infinitive, the form of a verb that expresses existence or action
- (23) **infl.:** Influenced
- (24) **intens.:** Intensive. It means giving force or emphasis
- (25) **irreg.:** Irregular
- (26) **lit.:** Literally
- (27) **loc.:** Locative. It is the case denoting "location in."
- (28) **masc.:** Masculine
- (29) **n.:** Noun
- (30) **nom.:** Nominative
- (31) **obj.:** Objective
- (32) **obs.:** Obsolete, a word or form of a word no longer in use.
- (33) **orig.:** Originally
- (34) **part.:** Participle
- (35) **pass.:** Passive
- (36) **perf.:** Perfective. It is the tense or formation expressing the notion of "completion"
- (37) **pers.:** Person
- (38) **pl.:** Plural. It is the form of a word that denotes it refers to more than one

person or thing

- (39) **Pol.:** Polish
- (40) **poss.:** Possessive. It is the form of a word designating possession or some similar relationship.
- (41) **pp.:** Past participle
- (42) **prep.:** Preposition
- (43) **prob.:** Probably
- (44) **pron.:** Pronoun
- (45) **prop.:** Properly
- (46) **prp.:** Present participle
- (47) **pt.:** Past tense
- (48) **q.v.:** quo vide "which see."
- (49) **R.S.V.P.:** Repondez S'il Vous-Plait. It means "please send a response confirming whether or not you will accept the invitation".
- (50) **sing.:** Singular, the form of a word that denotes it refers to only one person or thing.
- (51) **Skt.:** Sanskrit, the classical Indian literary language from 4c. B.C.E
- (52) **subj.:** Subject
- (53) **transl.:** translation
- (54) **ult.:** Ultimately
- (55) **uncert.:** Uncertain
- (56) **U.S.:** United States
- (57) **v.:** Verb
- (58) **var.:** Variant

Don't abbreviate the following:

(In formal academic prose it is considered bad form to abbreviate words simply to save space, time, or energy.)

- Words such as through (thru), night (nite).
- Days of the week or months of the year (in the normal flow of text).
- Words at the beginning of a sentence.
- People's names, unless those abbreviations have come to be accepted as nicknames for those particular individuals.
- Courses such as econ (for economics) or poli sci (for political science).

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answers to these questions are not to be submitted for evaluation)

1. Define communication in about 20 words.

2. Explain the importance of punctuation on while writing passage/English language.
3. Give atleast 10 examples of pairs and groups of words and frame sentences indicating their usage.
4. What is meant by synonyms and antonyms? Explain with 5 examples each.
5. What purpose is secured by the 'Phonetic chart' contained in a dictionary.
6. Define abbreviation. Give few examples of abbreviated form of Latin, French and Roman words.
7. Give both synonyms and antonyms following words:
 - (i) Absurd
 - (ii) Audacious
 - (iii) Diligent
 - (iv) Fatal
 - (v) Gigantic
 - (vi) Joy
 - (vii) Tedioces
 - (viii) Visible
 - (ix) Yearn
 - (x) Zeal.
8. Give meaning of the following phrases/idioms and also frame sentences:
 - (i) To have two strings to one's bow
 - (ii) To have a bone to pick withs
 - (iii) To cut the Gordian knot
 - (iv) Cast a slus upon
 - (v) Laugh up one's sleeves
 - (vi) Argus-eyed
 - (vii) Lynch law
 - (viii) To be on the wane
 - (ix) To be in the doldrums
 - (x) Penelope's web
9. State whether the following are Latin, French or German and give their meaning:
 - (i) hoi polloi
 - (ii) impasse
 - (iii) zeigeist
 - (iv) amour propre
 - (v) ad infinitum
 - (vi) dernier ressort
 - (vii) de profundis
 - (viii) eureka

(ix) mutates mutandis

(x) gauche

Suggested Readings:

- (1) Modern English Grammar with Practical Exercises—*Vikas Publishing House*.
 - (2) English Grammar—An Outline—*Rodney Huddleston*
 - (3) Oxford dictionary of English Idioms—*A.P. Cowie, R. Mackin & I.R. McCaig*
 - (4) English Grammar and Composition—*G.S. Mudambadithaya*
 - (5) Business Communication and organisation management—*Varinder Kumar and Bodh Raj*
 - (6) Business Communication—*K.K. Sinha*
 - (7) Cambridge International Dictionary of Phrasal Verbs
 - (8) Cambridge International Dictionary of Idioms
 - (9) A Good Dictionary
 - (10) English Journals and Newspapers.
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STUDY II

ESSAY WRITING

“An Essay is a literary composition on any subject, usually in prose and short.”

Hornby's Advance Learners' Oxford Dictionary

Why an Essay?

An important component of most professional examinations is the writing of an essay. The purpose for including it is three-fold:

- The first is to test the familiarity of the candidate with the topical issues. The developments in the world of trade, commerce and technology take place at a fast pace. A candidate will only be able to present facts if he knows them.
- An essay also tests the ability of candidates to think in a coherent manner. It is said that *clear language is the product of a clear mind*. A confused writer will only produce a haphazard collection of half-truths.
- The third is to see whether the candidate can express his/her views in a fluent language, which is free from errors and grammatically acceptable.

Choosing the Topic

We are generally offered a choice of topics. They may range from developments in the field of economy and commerce to the changing profile of a company secretary. It is assumed that we are always better informed about some subjects than others. The topics, which seem to be the easiest may be the most difficult to write about. This may happen because we do not have enough material to rely upon. Alternatively the subject may be too vast to be attempted in 300 to 400 words. Therefore, we must choose a topic, which is focused and about which we are well informed. However, before making the final selection it is important to have a clear and accurate conception of the subject of the essay.

Methods of Expression

Essay may be written using different methods of expression. A descriptive approach, for example, may enlighten about a place or a process. An expert may choose a narrative approach to familiarise the readers with the intricacies of a subject the way he views them. Details of a complex problem may be analytically tackled through an explanatory approach. The one we are likely to use often is the argumentative approach, which allows us to show our range of knowledge and command over the language. A topic, which allows a narrower focus and an in-depth analysis, has more room for an argumentative approach. Though most topics in professional examinations call for an argumentative approach, yet *it is possible to effectively combine different methods of expression in the same essay*.

Unity, Coherence and Proportion

The essays produced by different people on the same subject will never be identical. This happens even when they are using the same source-materials. There

may be several reasons for this.

The characteristics of a good essay are as follows:

- A good essay possesses a *unity of whole as well as of parts*. It does not deviate from the premise it seeks to finally prove. For example, an essay intending to support the liberalisation of economy should not end up opposing it and demanding that it should be scrapped forthwith.
- The ideals and arguments must be *presented in a logical and coherent sequence*. It may be sensible to deal with the disadvantages of a closed or mixed economy before venturing to build a case for liberalisation. A paragraph should deal with only one point and should develop out of preceding one and lead to the next. The very first sentence of the paragraph can unlock or open the central theme it deals with. All other sentences should be so well connected as to portray a sense of *continuity*.
- A good essay follows a sense of *proportion and balance in structure*. If we write four paragraphs about the merits of an issue but dismiss the demerits in a half-hearted manner then obviously we reveal a prejudiced and partisan outlook such an exercise will raise more questions than it seeks to answer. The parts of an essay should be proportionate. This overall design into which separate paragraphs of identical length fit in differentiates a good essay from an average one.

It is important to keep in mind that irrelevant and/or inaccurate information and repetition have no place in a good essay.

Style and Tone

There is style in essay writing of course, which is highly individualistic. The ability to structure our thoughts alone is not enough. There must be a judicious mix of facts and opinions. An essay is a serious exercise. Therefore the tone should be formal. Montaigne, the French philosopher and essayist wrote in the 15th Century that "It is myself, I Portray". Indeed, an essay should reveal the personality and individuality of the writer. Therefore, one must give a personal touch by expressing ones honest and sincere opinions. However, care must be taken to avoid, excessive use of personal pronouns and opinions till the author has gained recognition and acceptance. Contraction of words or use of non-standard abbreviations is also inadvisable.

Interestingly, the elements of a paragraph are comparable to writing of an essay. It may sound odd but the sentences of a good paragraph quite often discharge functions which are identical to those of paragraphs in a well-written essay. A paragraph needs to be written with the same care than an essay requires. Let us analyse the following paragraph to understand the analogy better:

Securities and Exchange Board of India (SEBI) plays an important role from the point of view of an investor. There may be occasions when we have a grievance against a listed company of which we are a share-holder. It may be related to delay in the issue of duplicate shares or interest on delayed refunds. Alternatively, our deposits in collective investment schemes may be at risk or the Mutual Fund manager may be guilty of acting in contravention of terms stated at the time of issue. SEBI is one of the organisations to which an investor may go in order to secure relief.

It will be seen that the first sentence introduces us to the organisation. The next sentence builds on it and visualises a situation, which we may face as investors. The third sentence emphasises the point by giving two more examples of situations in which the organisation may prove beneficial. The last sentence restates the contents of the opening sentence.

“Despite their obvious differences in length, the paragraph and the essay are quite similar structurally. In the essay, the first paragraph provides introductory material and establishes the topic focus. The body of an essay consists of a number of paragraphs that expand and support the ideas presented in the introductory paragraph. Finally the essay too has a device which brings its ideas to a completion: the concluding paragraph. Most well-written paragraphs and essays are comparable in structure”-From Paragraph to an Essay” by Inhoof and Hudson, Longman

Synopsis

After having chosen the topic for the essay, it may be a good idea to prepare a synopsis or an outline in the form of points. It allows us to deal with the topic in a systematic and orderly manner. First, think out a line of thought, which is to be kept in view throughout the essay. Note down the facts, thoughts, ideas, arguments, etc., that occur to you. Care must be taken to note down only those matters that are relevant to the scope of the subject. Next, arrange these points in a logical sequence and form an outline of the essay. However the essay itself should not be in the form of points since such a composition looks sketchy. Then, to this synopsis add suitable illustrations, examples and quotations for both support and effect.

A sample synopsis of an essay may read like the following:

Advertising

- *Introduction*
 - Purpose: Dissemination of information for varied purposes
 - Strategy: Targeting specific audience through copy and illustration
 - Choice: Classified and Boxed in print, Sound and visual mediums
 - Merits and Demerits
- *Conclusion.*

STRUCTURE

Introduction

An essay should have a brief introduction, which should set out the approach the writer proposes to adopt. It is not necessary to take sides and it is possible to deal with both or all sides of a problem. But it must become clear right in the beginning how we propose to deal with the topic. We should not keep the reader guessing. A direct and positive introduction, which grips his attention, is bound to be successful.

Middle

The middle part of an essay must evolve out of the introduction. It should be composed of several paragraphs. The number of paragraphs will be partly determined by the proposed length of our essay and the outline we have prepared. But in the interest of unity and proportion, their size should be identical. Each paragraph should ideally deal with only one or similar points. This is what gives coherence and clarity to our writing. It also enables us to move progressively towards the conclusion.

Conclusion

The conclusion should be brief. It should be in the form of a paragraph, which is shorter than those preceding it. It must not look like an extension of the middle. An essay is often described as an attempt to prove a hypothesis. We make a statement in the introduction and then systematically build up a case by carefully presenting arguments and supporting them with relevant examples. If it is true, then we are expected to summarise or restate the position we took in the introduction. If we deviate from it or oppose it altogether, then the essay will be an exercise in futility. For example, an essay in favour of disinvestment should not end up pleading a case for retention of government's equity in public sector. A conclusion says the same thing as said in the introduction but the words used are different. This is done in order to retain readers' interest.

Revision

Our first draft is rarely the best. This is true of all types of composition including essay-writing. We should always find time to read our essay again and to revise it if necessary. Quite often our second reading exposes real chinks in our armour. While writing in haste, we commit errors relating to the use of not only spellings but also usage. When using a word-processor, we may use features, which enable us to check errors of spellings and usage.

MODEL ESSAYS

A few essays are given hereunder by way of models:

1. SOCIAL RESPONSIBILITIES OF BUSINESS

There has been spate of literature on social responsibility of business. There is a noticeable wane of the view that "business of business is business". Business be it is a sole trading concern, a corporation, private, public or Government operates in a given environment-political, economic and social. The Government as well as the public at large expects business to realise their responsibilities towards the genuine needs of the society. With a large amount of investible funds being provided by members of the public directly and indirectly, business especially corporations cannot afford to behave at variance with prevailing social values. Peter Drucker, a well known doyen of management observes, "Even the most private enterprise must be viewed as an organ of society which has a social function. Every managerial practice, every policy must be measured by a single yardstick, that is, not what it means to the management, rather what it means to the workers, to consumers, to suppliers, to shareholders, to the community in which the plant is located, to the industry of which it is part, to the country as a whole".

A time has, therefore, come when business should become more conscious of the needs of various segments of the environment of which it is a part and to which it owes its existence.

Interests of consumers

Consumer is the life-blood of every business. Therefore, it should be the constant endeavour of every business to ensure adequate supplies of goods and services of good quality at an appropriate time and at a reasonable price. Business cannot afford to take shelter under the maxim 'Let the buyer beware'. Goods and services have to be tested and proved to be acceptable before they are made available to the consumers. Businessmen should ensure good quality of products, free from adulteration, reasonable price, correct weight and measure, wide spread distribution, satisfactory after-sales services, maintenance of free competition, proper labelling and displaying harmful effects prominently so as to caution the consumers against serious and adverse consequences. Advertising and packaging must be in consonance with high ethical standards. Welcoming criticism and suggestions from consumers will be a test check for businessmen to know how far they have been successful in discharging their responsibility to this important segment of society.

Needs of employees

The expectations of employees in business are continuously surging. A businessman can ill-afford to be blind to the employees' aspirations. The employees should be assured of congenial surroundings to work in, efficient plant and other equipments to work on, and perfect tools and accessories to work with. Provision of safety equipments, fire fighting and first aid facilities will go to fulfill the yearning for secure environment for workers in the factory. This apart, medical facilities, leave travel concessions, profit sharing schemes, etc. will satisfy the financial aspirations of employees. Assuring promotional opportunities, employees counselling, recognition of meritorious performance, etc. will quench ego-satisfaction of the employees. Encouraging workers' participation in management will elevate the status of the employees psychologically and provide a forum for them to have their problems solved in an amicable manner in an atmosphere of mutual faith and goodwill. In short, every businessman should take into confidence the employees in all matters affecting the organisation.

Interest of shareholders

The corporate sector has emerged as an important agency of change in most of the developed countries of the world. This is vouched by the fact that it contributes a sizable proportion of the Gross National Product in the developed countries. Especially in developing countries like India, the role of the corporate sector as a catalyst of social change is all the more important. With the growth of corporate sector, the concept of control by virtue of ownership is melting; on the other hand, there is a divorce between ownership and management. Therefore, the companies should ever be conscious of the fact that the capital with which it is carrying on business belongs to the society, that it is the trustee of their money and so, follow policies which are not injurious or prejudicial to the interest of the shareholders. As a

first step towards discharging its responsibility to this segment of society, the corporation should ensure adequate return on the capital contributed by them, i.e. consistent with the prevalent interest rates. The corporation should endeavour to ensure safety of investment and appreciation in their investment. Apart from this, the corporation owes a tremendous responsibility to the shareholders in disclosing all aspects of corporate activities in the Directors' Report, Audited Accounts, etc. The shareholders have every right as true owners of the enterprise to know all relevant information and goings-on within the organisation. The corporation has to justify constantly that it functions as the repository of the confidence of the shareholders.

Creditors

Financial needs of business have increased to such an extent that it is not possible for owners to provide the entire capital. Especially in a capital-starved country like India, risk capital is not readily forthcoming. The Government, in order to foster the pace of industrialisation has set up various National and State level public financial institutions like the IFCI, IDBI, etc. which provide bulk of the capital of modern giant capital-intensive industries. Even the nationalised banks have been made to cater not only to short-term financial needs, but also to finance import of capital equipments, provide pre-shipment credit facilities for exporters, etc. This apart the wheels of business will become squeaky but for the short-term credit allowed by various suppliers. Therefore, responsibility of business to creditors has increased manifold. While dealing with creditors, the business should ensure prompt payment in order to command goodwill and more credit. While borrowing money from banks and other financial institutions, fair and square dealing should be the hallmark. Utilisation of borrowed money must be for the purpose for which it was intended. Every application for loan or overdraft facilities with banks should be justified by genuine needs of business. Overstating financial needs, delaying repayments of loan instalments are inimical to the long term interest of business.

Ecological safeguards

An important dimension of social responsibility concerns the natural environment. Prevention of water and air pollution, preservation of natural vegetation etc. are equally the responsibility of business.

Community

In a developing country like India, businessmen should strengthen the hands of the Government in alleviating the sufferings of the community. Development work like laying of roads, construction of buildings for schools, laying the drainage system, digging of wells for irrigation purposes in rural areas, etc. should be willingly taken up by the businessmen. Already the Government has provided necessary stimulus to the businessmen to undertake such projects in large measures especially with a view to

developing rural areas by fiscal and other means. For instance, tax concession has been granted to the businessmen in respect of expenditure incurred for rural development work under certain circumstances. It is imperative for every businessman to come forward to magnanimously undertake the task of rural development, taking advantage of these tax concessions.

Government

Businessmen have a duty to co-operate with the Government in every respect. The Government brings out legislations when deemed necessary to protect the interest of the consumers to stabilise the monetary fluctuations, to ensure fair trade practices by the businessmen, etc. Every businessman should comply with various legislations like Monopolies and Restrictive Trade Practices Act, the Essential Commodities Act, the Central Excise Act, the Foreign Exchange Management Act, the Customs Act, etc. Prompt payment of taxes, avoidance of unnecessary litigation etc. must form a part of the overall code of conduct of every business.

To conclude, business policies must be responsive to social compulsions. Martin Luther said, "The prosperity of a country depends not on abundance of its revenues, nor on the strength of its fortifications, nor on the beauty of its public buildings, but it consists of the number of its cultivated citizens, in its men of education, enlightenment and character". Although a business as an entity is not legally speaking a citizen yet the persons who are responsible for managing it should nevertheless steer the activities and policies of the business in such a manner as to subserve the well-being of the various segments of the society.

2. ROLE OF COMPUTERS IN BUSINESS

Computers in the present day business, have come to stay. The same have become a common feature in every business house. Whereas in medicine, computers help doctors detect and diagnose diseases, keep information about patients and find new cures, in science and technology computers simplify complex mathematical problems, help remote control of space crafts and even assist the police in traffic management as well as keeping a track of criminals.

The advent of computers in India is comparatively new. Today, as in the West, Indian business is being rapidly computerised. To cope with the complex business matters, computers in business environment have become a necessity. The first important work that a computer does is that it helps store all kinds of information. The bulging file records are stored more scientifically in compact disc. The fully processed and analysed information can be recalled at the push of a button. This indeed helps in quick and precise decision-making.

Any kind of additions, multiplications, deductions can be done by computers in no time. Whereas with the help of a calculator, one can only process and work with numbers, with a computer one is enabled to work with both numbers and words. A computer can store and implement instructions. The typical business functions like

accounting of the pay rolls; maintaining record of stocks, sales, transfer and management of goods can also be computerised. The results and the conclusions of the various business data can be drawn very fast and accurately. The more advanced computers can even process hundred millions instructions in one second. A computer, in fact, is a non-complaining asset to any business. It can contain information of a thousand pages which can be instantly recalled from memory and printed, re-printed, as per the requirements.

The growth of internet and e-mail has made the tasks of dissemination of information and communication in business, very easy.

The computer technology is developing very fast in India as well as abroad. With the transputer, capable of performing one and a half millions operations every second already invented, the day of polyglot computers, with the help of which the computer users will be able to talk to computers in their native language and receive a spoken reply is not far.

In the years to come, more sophistication in computer applications are in the offing. The only disquieting dimension is the manual labour that the computer may displace and rightfully, many employees' unions are agitated over introduction of computers. But it is wrong to think that computers would lead to large scale unemployment. The labour rendered surplus may profitably be employed in alternative jobs which may be more productive and less monotonous.

3. BLACK MONEY AND INDIAN ECONOMY

The Indian economy has made rapid strides since independence, building up an industrially strong economy and achieving self-sufficiency in the agricultural sector. While the positive features are many, the economy is faced with an environment where corruption and low standards of morality have spread like a virus in the very mainstream of public life and one of the "gifts" of this state of affairs is BLACK MONEY.

While the colour of money is neither black nor white, it is termed as black when the income earned during a particular year is not declared by the earner with the objective of avoiding tax. The net effect, thus is that on the one hand the income earned remains unaccounted for while computing the Net National Income, and on the other the treasury loses out on the taxes due.

It is widely acknowledged that there exists a parallel economy in the country, fed and encouraged by the stupendous amount of black money generated. The implications for the economy as a whole, faced as it is with a severe resource crunch on the one hand and inflation on the other are tremendous.

While it is second nature to blame the tax structure in the country for the prevailing parallel economy, studies have shown that it is but one of the many causes. The other major causes for generation of black money include, amongst others, prevalence of excessive economic controls, high rate of government spending, low standards of public morality, political donations and social acceptability of black money holders, use

of discretionary powers at different levels of bureaucracy, proliferation of illegal activities in all spheres of life, and widespread practices of getting incomes through kickbacks, cuts and commissions on Government and other projects.

Generation of black money has far reaching consequences on the economy as a whole. The Central Bank of the country, viz. the Reserve Bank of India acts as a banker of all banks in the country and is also formulating and implementing authority of monetary and fiscal policies in the country. However, to the extent that unaccounted money floats in the economy, these policies are not likely to have the envisaged impact. This money is further utilised in speculative and other non-developmental activities thereby diverting valuable resources to non-priority areas. There is a saying 'Easy Come-Easy Go', unaccounted for surpluses perpetuate conspicuous spending, making the gulf between rich and the poor more visible, and in turn promoting social unrest. These are but a few aspects of the impact the existence of a parallel economy has on the socio-economic fibre of the country.

The Government has, from time to time, been announcing schemes to mop up black money in the economy. Various schemes aimed at both resident and non-resident Indians are announced periodically with the objective of unearthing black money and at the same time, canalising the funds so mobilised for financing slum clearances, low cost housing for the poor and the like.

The crux of the various amnesty schemes lies in wielding a long stick with the carrot i.e., urging declaration of the black money stacked up or face the dire consequences.

4. IMPACT OF LIBERALISATION POLICIES ON INDUSTRY

While framing the constitution of India the leadership chose for the country the socialistic pattern of economy. The objective was to develop a mixed economy with the public sector playing the role of a catalyst in the growth process. With a view to ensure that the development process treads the desired path envisaged in the five-year plans, a regulatory framework was evolved. The objective was to attain self-sufficiency and to restrict foreign investment except for certain priority sector areas.

Over the period, however, industrial licensing procedures became highly bureaucratised. Besides, such a regulatory regime became both a hurdle to further development and unnecessary in view of the changed national and international realities.

The industrial policy announced by the Government of India on 24th July, 1991 proposed to remove the administrative and legal controls to allow industry to achieve higher levels of growth and to make it competitive in the international markets. The policy aims at substantially reducing the number of industries requiring compulsory licensing, promotion of foreign investment in India, automatic approval of foreign technology agreements, public sector reforms and to liberalise the Monopolies and Restrictive Trade Practices Act. While retaining control over key industries, private sector has been granted entrepreneurial freedom.

Industry has welcomed the new policy initiatives as long over due. It is expected that the reforms would help industry achieve both economies of scale and technological upgradation. Industry can be expected to achieve higher productivity. Last, but not the least, industry unshackled from highly bureaucratised controls can be expected to cut down both costs and delays. Without improvement in the foreign exchange reserves position, the curbs on imports of raw materials and intermediate goods are also expected to be considerably reduced, thereby providing impetus to increased industrial production.

However, there are two aspects which are a cause for serious concern, viz. double digit inflation, and devaluation. The former has considerably reduced the purchasing power of people. While the latter has made imports more expensive for the industry. Already a number of durable consumer goods industries are faced with a decline in sales figures. With major industrial growth sectors exhibiting recessionary trends, industrial growth is likely to be considerably hampered. The impact of the Liberalisation policies is, therefore, expected to be toned down by the constraints within which the economy is operating at present. It is ultimately the success of structural reforms envisaged which will determine the import of liberalisation policies on industry and on the economy as a whole. Besides, liberalisation has to be a steady process to yield positive results.

5. WOMEN ENTREPRENEURS

Entrepreneur is not a new concept, nor it is gender-specific. An entrepreneur is a person who makes money by starting or running businesses, especially when this involves taking financial risks. But there were few examples of women entrepreneurs before the twentieth century. Entrepreneurship was primarily a male arena while women were confined to their homes and hearth.

In the twentieth century, women have ventured into many male dominated areas and business is one of those. Her transition from cloistered joint family environs to male dominated cut-throat business world has had its traumas. Some, who could not bear it all, faltered and retreated. Others, however, took the snubs in their stride and persevered. These are the few who are now writing the first chapters of tomorrow's success stories.

Some women ventured into conventional small businesses such as running beauty parlours, cookery classes, sewing classes at home etc., to supplement their household income, but there were others who devoted themselves fully to challenging fields such as real estate, running restaurants, establishing textile mills, making television serials, and so on. In these fields, women have proved themselves admirably. Today they have successfully shattered the glass ceiling and are holding top positions. The Government has done its bit too. The Entrepreneurship Development Institute and other National/State level industrial development investment corporations organise special programs not only to cater to the requirements of existing women entrepreneurs but also to identify new entrepreneurs and provide them with assistance to start new ventures. There are also special schemes for women who set up their own units. However, studies indicate that many women and, also the organisations sponsoring the women are not fully aware of the same.

What is needed, under circumstances, is a wider publicity of the schemes offered to enable many more talented aspirants to avail the benefits thereof. The recommendation of the UNICEF is apt in this regard. "Advocate a broad perception of women in society and in the development process taking the view that women are not limited to motherhood or domestic roles but should be seen in the totality of women's role".

Moreover, to encourage the women entrepreneurs, a number of prizes and awards have been instituted by the government and other institutions such as – "Outstanding International Personality of the Decade"; "Women of the Year"; "Udyog Ratna"; "Best Women Entrepreneur"; "Woman of the Decade"; and many women entrepreneurs but also encourage and inspire other women to venture out from their traditional roles of mother, wife and housekeeper.

In the given circumstances it can be envisaged that women will come out in great numbers from their closet to create a mark in the cut throat world of business and their skills will no longer be neglected and misused in doing household chores.

6. NEW SOURCE OF FINANCE

Finance is vital to any business. The traditional sources of finance consists of internal surpluses, share/debentures/bond issues, public deposits and loans from financial institutions. There have been regulations governing the extent to which these sources can be explored. Not only this, the response from the market is also a matter crucial to any decision to issue a particular type of security. Given the rate of savings and investment consciousness in corporate securities the issues by new companies particularly get a lukewarm response. Thus, there is, in a relative sense, a limit beyond which the indigenous sources of finance can be tapped. But the imperatives of growth and development necessitate heavy investments, particularly where the projects are capital-intensive. Infact, the Plan documents of Government do call upon the private sector to contribute substantially to planned investments.

Keeping in view the limitations on availability of finance from traditional sources, there is a need to search for new avenues for tapping funds required on such a colossal scale. The following are some of the relatively new sources that have come up in the recent years like:

"Leasing" which has in the recent times, emerged as an alternative mode for funding the acquisition of fixed assets. Many banks, financial institutions as well as leasing and finance companies are engaged in the business of financing or booking for leasing. This medium provides a good means of modernisation and diversification to the small and medium industries, entrepreneurs, businessmen not having adequate funds to purchase the assets required for their business. The lease rentals payable are spread over a number of years. Depending upon the lease agreements, the lessee does not even have to pay for the normal wear and tear which too is taken care of by the lessor. It also helps the organisation to go in for newer and more modern assets at shorter intervals, i.e., if the tenure of the lease is ten years, the possession of the asset would revert to the lessor at the end of the tenth year. Then, the lessee can enter into a fresh lease agreement for a more modern equipment.

Lease, thus, helps in modernisation without causing any lump-sum financial strains on the concerned organisation.

The other source of finance are the "*mutual funds*". The issue of the "Master Shares" in 1986 by the Unit Trust of India, heralded the emergence of mutual funds in India. This helped small investors, reluctant to invest in securities, to give their savings to the managers of funds, who were specialists in the field, to gauge the market and make investments in new issues after an assessment of the viability thereof. Under this scheme, the investors' funds are pooled and invested in diversified portfolio of securities. This helps spreading and reducing the risk. There are a number of mutual funds in the capital market now. These investments assure regular high returns, easy liquidity, guarantee of safety, and tax incentives. Though for the banks and Unit Trust of India, it is a giant step in an untapped area, to be more useful in canalising the savings as per national priorities, multiplication of savings has to be done in rural/semi-urban areas too. The funds thus mobilised must then be invested in schemes of benefit to the society at large. These funds should not be restricted to being tools of tax saving devices for the class of urban-salaried employees.

"*Factoring*" is a financial service under which the "Factor" undertakes to collect the clients' debt and finances on the basis of accounts' receivables which arise as a result of credit sales to the buyers by the sellers. The 'factors' collect the service charge by way of discount or rebate deducted from the bills. Though this concept owes its origin to the advanced countries, it serves an important function in India too. It is an appropriate field of diversification for the Indian banks to help the sellers in choosing the buyers who seek credit terms, to settle their bills.

"*Housing Finance*" is another concept in the field of finance. It provides finance for construction of houses. Companies like Housing Development Finance Corporation, State Co-operative Housing Financing Societies, Banks, Life Insurance Corporation, Housing and Urban Development Corporation have devised different schemes under which finance is provided for construction of houses both by the individuals as well as Cooperative Group Housing Societies. This field of finance is vast and unlimited. A lot of profitable business can be carved out in this field by attracting long-term funds from various sources within the country and also from abroad.

"*Consumer Credit*", i.e. grant of credit to consumer to buy durable consumer goods like Air Conditioners, Cars and Furniture, Television sets/video recorders has also emerged in the recent past. Apart from the employers granting soft loans to their employees, many banks and specialised financing agencies are offering consumer credit facilities. The source of finance, if developed properly, can give a fillip to the industries facing demand deficit consequent upon rise in prices/inflation index. Despite the incidence of interest, it is more practicable for many consumers to buy the assets in easy instalments rather than pay up a heavy lump sum at one go. It could also be employed as a means of providing the basic amenities to the rural people.

The other source of finance i.e. "*agricultural financing*" has witnessed evolution of the concept of involvement of commercial banks even in agricultural financing in the last two decades. Under the auspices of various schemes of direct financing of agriculture, irrigation potential has been harnessed, use of improved and high yielding varieties of seeds encouraged, productivity increased through farm mechanisation, employment generated in the fields of dairy/poultry farming. A major break through has been the release of the helpless villagers from the tentacles of the conventional 'shylocks' (money lenders). "*Zero Coupon Debenture*" is another emerging source of finance. It implies payment of no interest to the debenture holders of periodical basis, but cycling thereof in the company. Whereas the interest is paid on maturity of the debentures, the same are sold at large discount from their face or maturity value and the price gain is considered as the interest income of the investor. This relieves the investors from the botheration of re-investing coupon interest receipts at disadvantageous interest rates. These debentures also carry a conversion feature.

"*Venture Finance*" is another source of finance. The venture capital owes its existence of the long term Fiscal Policy announced in December 1986. The main objective of this source was to provide equity finance to ventures using new technology in order to commercialise the technology and develop new entrepreneurs in setting up new units. This also implies greater involvement of the promoter in the project. These projects are distinct from other sources of finance in the sense that whereas they hold immense promise for the investor, they do not have any past performance track record. Therefore, sometimes the investments may prove a little risky. To obviate this risk and attract the investor, concessional treatment has been accorded to the investments of this nature from the capital gains tax under the Income-tax Act. The Central Government has provided specific guidelines for the setting up and governance of such funds. This form of finance is still in its nascent stage with a scope for rapid and wide growth.

Last but not the least are the "*commercial paper*". Development of this money market instrument has been made on the recommendations of the Vaghul Committee with the aim of reducing the brunt of heavy reliance placed by the corporate sector on banking industry for meeting its financial requirements.

'Commercial Paper' comprises unsecured promissory notes, sold directly by the issuers to investors or, placed by the borrowers through agents like merchant bankers and security houses. It is a short term debt issued by corporate borrowers directly to investors in the money market. This arrangement circumvents the intermediary role of the banking system. This paper does not have any standardised maturity period and the same can range from 91 days to six months. To ensure some degree of security of finances, only companies with 'A' rating can issue commercial papers. The minimum net worth of a company making an issue has to be Rs 10 crores, as per the latest audited balance sheet. Therefore, loss-making as well as small worth companies are ineligible. The minimum size of a CP issue has to be Rs.1 crore, to be issued in multiples of Rs. 25 lakhs. Issuance can be made either on a single date or in parts of different dates, within a period of two weeks from the date of approval. A company can raise maximum of 20% of the fund based working capital

limit. The CPs are issued at a discount to face value, the discount rate being freely determinable by the issuing company. Underwriting or co-acceptance is not allowed. The banks can, however, issue standby credit lines. The Commercial Papers are negotiable by endorsement and delivery. The same can be issued only 'to order' and not 'on bearer'. These are out of the purview of the regulations governing 'Intercorporate loans and borrowings'.

In the times to come, 'Commercial Paper' is envisaged as an useful avenue for large companies having excess funds on their hands to invest the surplus profitably with other good companies in need of funds. Though not secured, compulsory six-monthly credit rating would provide an 'in-built' security to the investments. This security is also likely to pose a competition to the banks which, in turn, may be compelled to provide better services to their clients.

The aforementioned sources of finance are expected to revolutionize the concept of corporate finance which, by liberalisation and broad-basing, will make new landmarks in corporate achievements.

7. LAW'S DELAYS

In the body of the administration of justice, delays are a chronic disease. Justice Krishna Iyer calls it 'slow-motion' justice. The Law commission also was seized of the problem. Eminent jurists have passed adverse remarks in the course of rendering their judgements, on the question of delaying the process of justice. Not only private litigants, but even Government litigants have been adversely commented upon. The subject has figured prominently in many seminars and discussions. "Justice delayed is justice denied"- goes a well known saying. It is, therefore, time to deliberate on the causes for delay in disposal of cases.

The causes for delay in dispensing justice are many: some inevitable and others avoidable. The Legislature, the Executive, the Bar, the Court procedures and the litigating public, each of these organs of the body politic contribute knowingly or unknowingly to the delays in disposal or litigation.

The legislature makes laws for the purpose of effective governance, for giving effect to Directive Principles of State Policy, now there is a maze of laws both Central and State. The result of these laws has been an onward thrust to litigating mood. Constitutional issues abound in courts. Every Act of legislature is challenged on the ground of offending some fundamental right or other. Next to constitutional matter come the litigation on revenue or tax legislations. The number of cases reported on Income-tax, Excise, Sales Tax, etc, are a pointer to this. The question that the legislature should seriously consider is how to improve the drafting technique to say beyond doubt what intention is sought to be carried out. The apathy of the Legislature to amend the law despite court judgments is an agonising experience. Justice Bhagwati observed in one of the cases, "this slovenliness in drafting is becoming rather common these days,... bad or defective drafting of laws breeds litigation and this is exactly what is happening in our country". Justice Tulzarpurkar also observed that when laws are enacted on a mass scale and that too in much haste drafting is bound to be defective. The government can do well to enact laws carefully or at least amend them if the courts interpret them differently from the actual intent of the

government. The Executive is no less responsible for delays. They set in motion the court processes by their hasty, injudicious and even dishonest actions sometimes by passing palpably wrong orders, acting arbitrarily and capriciously and with subjective considerations. Now that more laws have been passed, the implementation has been put in the hands of the Executive. But the untrained executive, oblivious of legal implications or knowingly sometimes, act not in accordance with law resulting in filling of avoidable suits. Only a little more training and 'legal-fermentation of the executive' would help avoid litigation due to Executives' lack of care.

The judiciary also is not completely free from blame. The insufficiency of judges is the primary reason for delays. But to say that more the judges the fewer the litigation would be to disprove Parkinson's theory. Incompetence of judges cannot be said to be the main cause though this may not be wholly untrue. Where the judges do not understand the question, the advocates go on arguing the point endlessly. An alert judge would prune such wobbling of words and waxing of eloquence.

The members of the Bar do contribute to delays and piling up of cases. Many a times, they are interested in perpetuating the process so that their interests are serviced. It is a common occurrence that the parties to a suit come with statements tutored by their advocates. These statements lead to further complications. Not only this, the cases are sometimes not properly drawn up, wasting the precious time of the court officials. A good advocate should prevent litigation by boldly suggesting that the case may not win. These days advocate advise the client of the benefit of at least interim stay, though the case may ultimately turn to be a failure.

The litigant public is mostly those bent upon going to the court for the sake of going. Many a time, despite knowing that what he does is bad in law, a citizen triggers an action ending up in court process. Property rights, matrimonial problems, etc. are instances where the public can with a little more ethics and good sense, avoid litigation. The question is one of protracting the issues to enjoy benefits in the meantime. But is democracy meant for these purposes? One way to prevent such litigation is for the court to award heavy damages.

Courtroom reforms can do a lot to prevent unnecessary litigation. In fact, 'courtroom management' should be a separate discipline of study. Discreetness in awarding stays and injunctions, preventing prolix arguments, etc., are a part of such endeavours to reforming court process. In the USA for instance, the arguments of the advocates are clocked. Brevity and force, not prolixity and vagueness is the emphasis in the USA. But members of the Bar, even judges take pride in saying things circumloquitously. The lengthy the arguments, the more popular an advocate feels he becomes, the lengthier the judgement the more appealing it is, feels a judge.

Everyone concerned should not ponder over these matters.

8. STOCK EXCHANGES-THEIR ROLE

Stock Exchanges are important institutions in the financial market. In India, Stock Exchanges date back to early years of the 20th century. The successive World Wars and the notorious depression had led to the crash of many stock exchanges. The Government of India, realising the need for regulating the formation and functioning

of Stock Exchanges in India in the interest of the trade and the members of the public, enacted a separate legislation called the Securities Contracts (Regulation) Act, 1956. Only recognised Stock Exchanges can function in the country now. There are now a number of such stock exchanges among others at Delhi, Chennai, Kolkata, Mumbai, Ahmedabad, Indore, Hyderabad, Bangalore, Cochin, Pune, Kanpur, Guwahati, Ludhiana, Bangalore, Patna, Jaipur, Bhubaneswar, Rajkot, Vadodra, Coimbatore and Meerut; Over the Counter Exchange of India (OTCEI) and National Stock Exchange (NSE), both headquartered at Mumbai.

Stock Exchanges are a blessing for companies. They serve as a forum for trading of securities. The daily quotations for various corporate securities enable companies to learn about the market preference for their securities. This helps them indirectly in negotiating loan proposals with banks and other financial institutions. The market quotations are very helpful in finalising the exchange rate for shares in amalgamation proposals.

To the members of the investing public, stock exchanges are of immense utility. The trading on the floor of the exchange is regulated by the Act and the rules and regulations framed thereunder. The Government has power to supersede the governing body of the exchange, appoint its own nominees thereon and issue suitable directions to them whenever necessary. This ensures fairness in dealings in securities. The hours of trading, disclosure to the investing public and audit of accounts of the members of the stock exchange would ensure more probity and ethics in the activities of members. The daily quotations of the security prices enable the investing public to suitably change their investment portfolio. Investing public find little difficulty in pledging their shares with banks who readily accept quoted securities. The Stock Exchange price quotations are acceptable to income-tax, wealth-tax and estate duty authorities as well.

The Stock Exchanges compel listed companies to comply with certain requirements. Minimum number of public shareholders, intimation of important items in the agenda for board and general meetings of companies, elimination of certain restrictive clauses in the articles of association of companies, regulation of takeover bids, norms for face value of shares, periodic and special reports on the performances of company are a few of the stipulations to ensure convenient and fair trading and avoidance of establishment of false markets.

Thus the Stock Exchanges perform a vital role in the money and capital markets, by which the corporate sector, investing public and the lending institutions benefit immensely.

9. ADVERTISEMENT-ITS USES AND ABUSES

Advertisement is an effective marketing tool aiding the cycle of production, employment, income and consumption. Over the years, consistent with the growth in technology and science, marketing endeavours have also become very sophisticated. Today, away from the traditional forms of advertisement through hoardings, letters, circulars, etc. one finds the increasing use of Television, Radio and Internet in popularising goods and service.

Advertising has four vital uses. It is informative, innovative, persuasive and

competitive. Arrival of new goods, new uses for goods are brought to the knowledge of the consumers. Technological innovation and resultant benefits to the society exude from the innovative role of advertising. Advertising persuades people to buy goods and enjoy the services provided. The persuasive role has reached professional perfection. Any advertisement message of modern times excels in language, syntax, and appeal. The marketing men and advertising consultants commendably perform in ensuring that the advertisement makes an appeal to the prospective buyer, moves him to enquire, develop keen interest and ultimately decide in favour of buying. Last but not the least is the competitive function of advertisement. It enables consumers to evaluate the utility of a product or service. Each advertiser competes with his rival in reaching the consumer. The consumer has enough opportunity thereby to choose what he considers best for himself.

Despite the above virtues, there are vices too. Firstly, advertisement is an overhead and forms part of the cost of the product or service. Advertisements through mass media like newspapers, magazines, radio, television and the internet cost heavily leading to increase in prices of goods and services. The more the frequency of advertisement, more the cost. Is it in the interest of consumers? -ask some purists. Secondly, advertisements at times tend to create unnecessary demand for goods and services. Today, most of the items advertised are not essentials of life but luxury items. Repeated advertisements leads one to madly desire a product or service though one's means are quite forbidding. The result is buying out of borrowed money and the resultant suffering. Not only that, inflation (in a macro sense) would set in.

Thirdly, the merit of the message itself. How many manufacturers are guided by business ethics and honesty while advertising their product? Many an advertisement is false, misleading and fraudulent. There are yet others which bring disrepute to rival's product. Today, one is bewildered by the untruths and half-truths in almost every advertisement message. The trained market man takes for a ride gullible, inarticulate consumer. Is it fair?

The remedy lies in voluntary compliance with a code of conduct, failing which regulation by Government through laws is the only answer.

10. ROLE OF CONSULTANCY ORGANISATIONS

Consultation organisations or consultancy as a profession or business is fast picking up in India. A consultant is one who specialises in a particular area, say medicine, engineering, accountancy, law, etc., and is prepared to offer counsel to the client's problem in return for a fee. In fact, consultancy organisations render 'service' not free of cost but at a price. The exact fee charged by them is directly proportionate to the quality of service rendered by a particular consultancy organisation.

Consultancy organisations render expert advice on a variety of matters. There are engineering consultancy organisations which specialise in rendering advice on engineering details. The services may range from advising on the proper machinery to be installed, source of supply, installation details, maintenance, advice on breakdowns, installation of balancing equipment etc. Some organisations have specialised in turnkey services. Engineering consultants also render advice in project

report preparation and assisting the client in answering the queries raised by various approving authorities at the Central and State level. There are engineering consultants who attend only to repairs and breakdown of machineries of a particular make or country of origin.

In the non-engineering fields too, consultancy organisations are numerous. There are professionals like Chartered Accountants, Cost and Works Accountants, Company Secretaries, Management Experts, Doctors etc., who render various services.

The services rendered by them vary depending upon their area of specialisation. Advice on tax matters, accountancy problems, devising internal control systems, management information systems, bodily disorders, their diagnosis, cure, future, prevention are a few commonly known services rendered by these organisations. Besides, there are firms which specialise in company formation, managing public issues and a host of other functions peculiar to company type of business organisations. Yet other firms specialise in other corporate legislations like the Monopolies and Restrictive Trade Practices Act, the Foreign Exchange Management Act, Income-tax, Wealth-tax Act, Customs Act, Sales-tax Act, Central Excise Act, the Securities Contract (Regulation) Act, etc. Some are rendering legal advice in response to show cause notices levying fine/penalty by various government and quasi-government authorities. They also appear before various tribunals and adjudicating authorities on behalf of these clients.

In this era of narrow specialisation, consultancy organisations have become a necessary complement to the process of not only industrial growth, but also growth in the field of medicine, law, accountancy, etc. The merits of these organisations lies in their specialisation and consequently the soundness of their advice. Clients find it economical to approach these organisations rather than equip themselves with various specialists on their payroll. The complexity of technology as well as the maze of rules and regulations that defy easy comprehension and updating, make consultancy organisations a basic necessity and, they constitute a significant sector by themselves.

11. SALES PROMOTION METHODS

The success of any business depends upon the sales it is able to achieve. This applies to manufacturing as well as service activity. While the former sell tangible goods, the latter sell service. One way of surviving in the competitive market of today is the adoption of appropriate and effective sales promotion strategies. Even articles which have a well-established market are copiously advertised these days, just to keep up the sales.

Sales promotion methods vary from organisation to organisation. Each organisation has to select a method most suited to its needs and resource availability. The size of the organisation, the size of the market, the finance available, the nature of the goods or services, the type of customers to be reached etc. influence the decision on the exact method to be employed.

The most commonly used methods of promoting sales that one comes across

these days are like: Advertisements in newspapers, magazines and other periodicals are quite popular these days. Advertisement matter may be printed and distributed as handouts. Besides, advertisement message may be displayed in hoardings on highways and in important vantage points in the cities. Advertisement messages are also displayed in trains and buses. Not only this, during special programmes, meets, sports events etc. advertisement matter is depicted so as to attract the attention of the audience. Of late, radio, television and internet are used as an effective means of advertising. Besides, special slides are shown at the cinema theatres. Sponsored programmes by the industrial houses, both over the television and radio are a rule of the day. For instance, serials, soap operas, quiz programmes, music programmes, sports events, game shows are sponsored by well-known companies as part of their advertisement strategy. On the Internet companies advertise using banners which appear on the webpages and links which link one website to another.

Door to door campaign through specially trained sales personnel of the company is yet another method of sales promotion. Sometimes even practical demonstration of use of certain articles is shown by these sales personnel.

Participation in fairs and exhibitions is a very effective method of promoting sales. Fairs and exhibitions may be organised at State, national or even international level, where the sellers can display their products/services at one place and prospective buyers can visit their stall and check out the product/service they are interested in. The Trade Fair Authority of India actively assists in holding trade fairs in India and abroad.

Special prize schemes, offer off-seasonal discounts (for instance, on fans and refrigerators in winter) free after sale service, warranty for longer periods, exchange of old goods with new goods, incentive schemes for wholesalers and retailers, offer of goods for sale on easy installments, free door delivery service, etc. are a few other sales promotion methods that one normally comes across.

12. ROLE OF CHAMBERS OF COMMERCE

Chambers of Commerce plays an important role in modern times. They are voluntary organisations of trade interests. The membership generally consists of industrialists, bankers, financiers, wholesalers, retailers, etc. There are chambers of commerce at District, State and National levels. In the present day set up of Government and industry and their relationship, chambers of commerce play a very vital role.

The Chambers of Commerce act as a mouthpiece of industry. They are the spokesperson of the trade so to say and their views carry considerable weight. Governments of modern times do pay deference to the views and comments given by the Chambers of Commerce.

The role of the Chambers of Commerce is manifold. They disseminate much information of relevance and importance to their members. Various government notifications, order, circulars, clarification etc. issued by numerous Government departments are brought to the notice of the members for prompt compliance. They educate the members on current developments in trade and commerce. They

conduct special studies and bring out reports for use by members. Besides, they also collect useful data on demand, supply, market potential abroad etc. which prove of immense value to members. They conduct in-depth studies into the problems of industry in general or any particular industry and submit the findings to the government for favourable and corrective action.

The Chambers of Commerce submit their comments on various Government policies relating to taxation, role of large industrial houses, incentives for industrialisation of backward areas, balanced regional development, maintenance of ecological balance etc. They collectively represent the grievances of industry to the Government for redressal.

The Chambers of Commerce have staff to work on specialised areas. With the help of such staff, they prepare pre-budget memorandum for consideration by the Government, express their views and comments before various Commissions/Committees appointed by the Government and at times bring out research papers highlighting certain problems.

The Chambers act as a useful forum for settlement of disputes among the members. They also impress upon the members the need to follow fair business practices and ethics in carrying on business. They organise periodic meeting of members to know their problems. They hold seminars and conferences for the benefit of members. They organise exhibitions and fairs at times. The elected office-bearers of the chambers visit foreign countries and collect information of use and relevance to members.

Thus the Chambers of Commerce render useful services to members and also considerably influence government policies.

13. INDUSTRIAL POLLUTION

Many countries have to take recourse to industrialisation for raising the standard of living. Currently, India is passing through the same process. A major disadvantage of industrialisation is the menace of industrial pollution. This can play havoc and change the very life style of the people. The gas tragedy at Bhopal is a pointer to this.

Pollution is an undesirable excessive addition of substance to our natural world including water, air and land which leads to alteration of the ecosystem. The developed countries took timely care to focus on the natural world of air, water and land, in a developing country like ours, the haphazard manner of setting-up industries, unsystematic discharge of industrial waste etc. have given rise to an alarming situation. Some major pollutants in big cities like Mumbai, Kolkata, Delhi are results of speedy set up of industries. Citizens of Delhi and Mumbai are familiar with the thick black smoke and soot that come out from chimneys of factories and electricity generating plants. Everyday, about thousand tonnes of diverse pollutants come out from more than two thousand industrial set ups, the thermal power stations and transport vehicles in Kolkata. Cotton dust is another pollutant characteristic to Ahmedabad, Surat and other areas having textile mills. Considerable water pollution is also caused by industries such as leather tanneries, beet sugar refining and meat pollutants such as inorganic and synthetic chemicals. Reaction of chemical waste can

cripple the humans and nuclear fall out can even affect the coming generations in the birth of malformed children. Deadly diseases like tuberculosis, cancer can be caused to the people living in the proximity of these industries.

To a great extent, industrial pollution is the price paid for advancement of civilization on the technology front. This problem is facing the country like a dragon. The Government is aware of this. Steps are, therefore, being taken to clean the environment and prevent pollution. Consequently, some legislations in the form of Acts have been enacted. Industrial licences are being linked with the policy on our environment. The recent upsurge of interest and growing concern for the quality of our environment has strengthened the hands of the Government to identify pollution problem and to plan pollution strategies. Only enlightened public opinion and Government can save our habitat from industrial pollution.

14. APPLICATION OF SCIENCE TO INDUSTRY

The contribution of science to industry is phenomenal. The transformation of the household industry of the 19th and even 20th century, into a modern industrial complex is rightly attributable to science. The pursuit of science, the manifestation of which is new discoveries, has become a matter of prestige among the countries the world over. In a way, industrially advanced countries of the world like USA, UK, Japan, Italy etc. vouch that scientific advances directly contribute to industrial development.

Researches in sciences have been conducted to find out optimum utilisation of resources, new users for articles, economy of operations and better quality control besides numerous other benefits like safety and welfare of workers. The textile industry, for instance has been benefitted by the invention of man-made fibres which has not only reduced the reliance on natural fibre like cotton, wool etc. but has brought in lasting benefits to the consuming public. Similarly, shuttles with more speed have been invented for efficient and economic operation of modern textile mills. Artificial humidification has rendered dispersal of cotton textile industry. Tremendous improvements have been rendered possible in colouring, printing etc. of cloth.

Computers which are a product of application of science have enormous benefits to confer on industry. Computers, rightly called 'Electronic Brains' have relieved man of monotony, routine and drudgery. Today there is no industry which does not employ a computer in atleast a small way. Pay rolls accounting, stock and stores control, bank transactions, etc. are some routine jobs in industry admirably undertaken by computers. Computers have set on sails an industry in video games. Even in composing music, computers have come in handy facilitating the film industry. In hospitals, computer systems have been rendering marvellous aid in the conduct of surgery, X-ray techniques etc. In industry, computers help in keeping the specifications of the finished product to near zero variation. In oil exploration computers have rendered excellent assistance in measuring well-pressure, flow rates etc. In iron and steel industry, electrical power station, chemical industry etc., there is application of computer, a product of science, in an increasing measure.

Of late, industry has realised the importance of furthering the scientific knowledge

which has rendered possible the present day level of technology. Most of the big industrial units have their own research and development cell. The imported technology is increasingly being tried to be indigenised through these research laboratories. Tremendous advance has been made in both on-shore and off-shore oil exploration, tapping of energy from solar, bio-gas, bio-mass and plant life. Today a stage has been reached where science and industry can be said to play complementary role, benefiting mankind in the provision of better goods and services. In fact, with more scientific discoveries through laboratory and clinical research, industry is bound to benefit immensely in the years to come.

15. CHANGING INFORMATION TECHNOLOGY—CHALLENGES AND PROSPECTS

Information technology is as ancient as civilisation, because societies have always been dependent on information. Modern societies are, however, becoming increasingly information rich. During the past decade, information technology has made momentous progress. It is no longer interpreted as a resource, it is rather the environment itself.

The instruments of information technology consist of a number of components. These include, automated banking and post office equipments, franking machines; digital transmission equipment; satellite earth stations; TVRO stations; data broadcasting by satellite; relayed telecommunications with radio link branches to provide telephone and television services over a vast expanse of territory; computer hardware and software; computer data storage; communication networks, i.e., networks which can handle voice, data, text and images; computer outputs on various types of media; office automation devices such as word processors, photocopiers, electronic mail and filing, electronic memory teleprinters, microfilming, facsimile or fax, and a lot more. In practice, the new information technology represents the three “islands” on the information sea i.e. *data processing*, *telecommunications* and *office automation*.

However, revolutionisation of work environment by the rapid strides made by information technology has posed challenges for: (a) an imminent major reorganisation in many companies; (b) an integration of the aforementioned three islands on the information sea because, historically, the three technologies have been hitherto managed in different ways: office automation by the office manager; data processing by controller accountant, telecommunications by the telephone companies; (c) location/ development of data hardware and software; (d) a shift in the role of information technology from that of automate to informant, for example, storage of information in floppy diskettes recalled as and when any references etc. are required, in place of manually scanning through voluminous ledgers and records; (e) a shift from an industrial to information society, where the most strategic resource is information; (f) ushering an era of generalists rather than specialists to ensure better adaptability of the people to new jobs and professions; (g) generation of counter balancing human response to erase antagonism to innovations and (h) subservience of machines to humans, because, humans never like to lose their superiority in activities requiring intelligence.

The prospects offered by use of the various aforementioned instruments of new

information technology are very promising. What requires to be done is (a) to make people do things they are good at, viz., selling and serving customers or managing other people; (b) to make machines perform the routine functions, like reporting, ordering supplies, forecasting sales, scheduling production and staffing, administration and the paper work; (c) use of as simple technology as possible, upgraded from time to time to suit the growth requirement and; (d) to have one database for the company, to enable everyone to have access to more information, for better decision-making and more control.

It is envisaged that in the years to come, a positive use of information technology will open up new vistas of development unparalleled in the history of civilization.

16. EXPORT PROMOTION

Exports are very important for the growth of our economy. Sudden rise in prices of oil in 1973 swelled our import bill to such an extent that we felt our economy grumbling under its heavy burden. It was soon realised that to cope with increasing export bill, there was an urgent need to boost exports and consequently, export promotion became one of the priority areas in our five-year plans.

In the beginning, our exports were confined to a few traditional items mainly based on plantation, agricultural products and textiles. Our exportable surpluses were negligible in other sectors and moreover, our country was lagging behind other countries in terms of quality, price, etc. in the international market. The announcement of "New Export-Import Policy 1992-97" in tune with economic liberalisation initiated in 1991, gave export sector prominence in the country's economic planning strategy. The new policy intended to give a big boost to exports, offered many new incentives such as duty free import for exports, tax holidays and power tariff concessions for 100% Export oriented units, reduction of items in negative list for exports, etc. Besides, government offers various other incentives to promote exports such as financial assistance, supply of raw materials on priority basis for production of goods for export, simplified procedure for exports, grant of special import license for import of goods used for manufacture of goods for exports, etc.

Government has set up various Government and semi-Government agencies to promote exports, e.g. Central Advisory Committee on Trade, Trade Development Authority, Export Promotion Councils, Export Quality and Inspection Agencies, Commodity Boards, Exim Bank, Indian Institute of Foreign Trade, etc. The activities of these institutions include ensuring quality, finding of new markets for exports, providing specialised export finance, conducting promotional activities for export trade etc. Moreover, the Government encourages participation of Indian Industry in International Trade fairs conducted both in the country and abroad. Trade delegations are sent to foreign countries to explore market for Indian goods and services. Similarly delegations from foreign countries are invited to India and meetings are arranged with Indian Business and Industry which enable conveying of information about Indian goods to foreign buyers. Government also enters into pacts with various trade blocks of countries to obtain favourable treatment for Indian goods to boost exports. Maintenance of Foreign Trade Missions and offices in major world trade

centres helps exports by gathering timely market information.

As a result of various promotional efforts our exports have undergone a structural transformation since 1992. Our exports not only achieved a quantum jump but also exhibited a striking and significant change in their composition and direction showing annual growth rate between 15 to 20%. Presently our exports cover a large range of goods and services which find markets throughout the world. The success of liberalisation policy is in fact linked to the success of our exports.

17. COMPETITION IN BUSINESS

In every walk of human life, we find competition. In an increasing competitive environment, those who can excel, enjoy the fruit of competition. In business also competition exists in its every segment-production, distribution, use of capital, labour, raw materials and technology. Competition also encompasses the management of the business.

Competition in business encourages the businessmen to use their resources in a manner which gives them maximum benefit. Innovation is an off shoot of competition. This will in the long-run ensure price stability availability of goods and services, and unhindered operation of market forces of supply and demand. In such a situation, use of resources of finance, labour and materials would be at the optimum level. Improvement of quality of goods, introduction of substitute products and services, etc., would get a boost in a competitive environment. In competitive market environment, adjustment of demand and supply forces regulates the price. Thus a healthy competition in business is good for the society.

However, competition becomes unfair when black sheep in business resort to unfair means to defeat fair competition, by creating artificial scarcity of goods, distribution of goods of inferior quality, manipulation of prices and supply of goods, misleading and false advertisements, etc. Besides, some businessmen in order to curtail competition among themselves, through their Trade Association adopt uniform trade practices or tacit understanding. In some instances, businessmen through their Trade Association attempt to exploit consumers at large, by charging uniformly higher prices, by collective boycotting of certain consumers, by refusing to supply certain brand of goods, by taking unauthorised additional charges, etc. These activities restrict fair competition in the market.

The Government has initiated various steps to make competition healthy, fair and socially useful. The Monopolies and Restrictive Trade Practices Commission constituted under Monopolies and Restrictive Trade Practices Act, 1969 (MRTP Act, 1969), deals with various types of unfair and restrictive trade practices effectively, with an objective to make competition in business fair and reasonable. Statutory requirement of compulsorily mentioning the maximum retail price and other details of manufacture on goods, is another step in the direction of protecting consumers' interest while making competition fair and transparent. Further, market intervention through production and direct marketing of goods and services by government undertakings and producers' and consumers' cooperative societies and other voluntary organisations in competition with private sector, timely import of goods and restricting exports during times of shortages, etc., facilitate adequate

supply of goods and at the same time resulting in an indirect check on unfair competition. Consumer organisations also play an important role in identifying and bringing such trade practices emanating from unfair competition to the notice of appropriate authorities.

Competition in business has become the rule of the day. Economic liberalisation has paved the way for lifting of controls and the policy of over protectionism has also gone with it. Government, itself, is trying to privatise its own undertakings pushing them to face the real competition. Now competition has become global. Indian business has to face competition from abroad also. Whosoever can offer the best, can survive; others naturally will perish. Let us hope for a better deal for consumers.

18. MULTINATIONALS IN INDIA

In tune with economic liberalisation, the Industrial Policy of 1991 proposed to remove administrative controls to allow higher levels of economic growth, thereby to make Indian Economy a globally competitive one. To cope with the phenomenon of the entire world becoming one globalised market, the Industrial Policy, among other measures, envisaged promotion of foreign investments and transfer of foreign technology.

In consonance with Government's new initiatives, many Indian Companies have joined hands with foreign multinational corporations for starting Joint Ventures. Multinationals from USA, Canada, Europe, Australia, South Korea and Japan have invested in India, since it is considered to be the biggest market next to China. Since India is stable and largely peaceful, it provides a congenial environment for safe investment on equitable terms. Even before the advent of new industrial Policy, few Multinationals were operating in India. Now, with fast changes taking place in the industrial scene of the country, their number is constantly increasing.

Multinationals have contributed significantly to the Indian economy by bringing foreign investment, superior technological knowhow, sophisticated manufacturing process and improved skills. Their contribution to development of Indian exports especially to Third World Countries is also notable. The large scale foreign investment in industry could create additional employment opportunities in the country. The efforts of Research and Development undertaken by Multinationals also benefit the Indian Industry thereby taking it to international standards. The involvement of multinationals in India, has also focussed upon the urgent need for upgradation of technology, sharpening of skills and improvement of productivity. It need not be emphasised here that quality standards have also been drastically improved and observed more strictly since the entry of multinationals. Multinationals have contributed to development of Indian industry directly or indirectly through subsidiaries or associates in the areas of Electronics, Telecommunication, Chemicals, Pharmaceuticals, Plantations, Heavy Machinery, Automobiles, Computer Software and Acquaculture. The supporters of multinationals justify their operations on the aforesaid grounds.

However, the critics of multinationals discount them on many counts. After all, multinationals are primarily profit-oriented like any business enterprise. They, through their globalised operations tend to take maximum advantage to exercise control over

markets to protect their interests even at the disadvantage of national interest. They prefer to concentrate on technology intensive manufacturing and thereby making the country more and more dependent on their technology even at heavy cost as they charge big sums as royalty for use of their technologies. Moreover, multinationals' outward remittance on account of dividend repatriation and on other accounts, put a severe strain on country's foreign exchange reserves. Multinationals may prove detrimental in long-run to the industrial development of the country. Local industry may find it difficult to compete with multinationals. Already there is a demand from local industry for a level playing field vis-a-vis multinationals.

Since India has already accepted multinationals, it would be prudent to maintain a watch over their activities. Multinationals may be allowed after careful scrutiny and evaluation of their performance and credibility, selectively in areas, where the latest technology is needed or where Indian entrepreneurs are hesitant to invest.

19. BUSINESS MORALITY

It is the duty of the businessmen to use the resources of the community efficiently to produce economic wealth without infringing the legitimate rights and interests of fellow countrymen by following moral and ethical standards in business. But, what are the moral standards the business community should observe? It all depends upon the business and the contemporary society it serves. However, it can be regarded that the moral values to be followed by business at a given time depends upon the overall moral values imbibed by the society. Therefore, business has to conduct its affairs pursuing those policies or lines of action which are desirable in terms of objectives and values of the society. The activities of business should not shock the moral conscience of society.

The business community owes moral responsibility in its attitude towards other segments of the society e.g. employees, consumers, community at large, investors, government and fellow business fraternity. Providing a dignified wage, satisfactory conditions for work, sufficient avenues for development, etc., regardless of sex or race are treated as moral responsibilities of businessmen towards employees. Ensuring quality of goods, charging of only legitimate price, adhering to ethical standards in advertisement, etc., are considered to be moral obligations of business towards consumers. The main moral responsibility of businessmen towards community at large is to protect and preserve environment, to be aware of and work for social problems and to ensure optimum use of community's resources. Business also shoulders moral responsibility towards investors/shareholders for ensuring safety of their funds and rewarding of an equitable return on their investment. Similarly the moral values call upon the businessmen to show obedience to law and to observe fair practices in dealing with Government. Businessmen should also be fair and reasonable in their dealings with fellow businessmen.

Moral values have eroded in every segment of the society and the business community is no exception. The greed for quick money, and self-interest has diminished the moral standards of some businesspeople. Businessmen who are expected to serve the society, expect the society to serve them by obliging to accept adulterated/inferior goods, overpricing, black-marketing, etc. Government acts

through legislations and regulations to discipline business and exercise control over the business so as to make it more responsible to the society. Even after adopting various stringent measures, the conduct of business in general continues to be not below the mark. The quest for sheer profiteering and quick money will not be the ultimate winner. Business entities which always keep high ideals conforming to moral and ethical values will stand out and stay much longer.

20. TOURISM IN INDIA

World tourism is a 350 billion dollar industry, with every 10th human being a traveller. The remarkable achievements that Spain (which hosts 50 million tourists per year) has demonstrated in the development of tourism is an example that could inspire India to faster growth. The international tourism scene, with its strong focus on China and other countries in the Far East, can benefit India, if we also make a concerted effort. In the burgeoning Asian market, the time is ripe for a big leap forward by India to capture a major slice of the tourism cake.

India has the potential of becoming a major player in the world tourism league, endowed as it is with unrivalled resources ranging from its millennia-old heritage, kaleidoscopic landscape, a wide variety of delectable cuisines and a rich mosaic of cultures and peoples. Also, few countries can offer a heady mix like India with its specialised tourist attractions such as adventure sports, historical monuments, nature watch and unmatched cultural and religious experiences. The most demanding tourist can take his pick, at one-third or less of the price prevailing in the developed countries. We have been constantly re-defining our targets on the number of tourists over the years. The country is short of guest/hotel rooms. We also urgently need commensurate infrastructure for other components of the tourism product like adequate modern airports, more air services and air seats, express ways, dependable and comfortable road-transport, communications network, better sanitation, improved hygiene and attitudinal changes towards tourists and tourism. Promoting tourism before development of requisite infrastructure will only create dissatisfied travellers.

Within the country, the message has yet to go out that there would be benefits for almost everybody in an upswing of Indian tourism. In this beneficial horizon, gains would accrue among others to business, trade, shopping, lodging and catering, financial services, the transport industry, the arts and crafts and picturesque regions however remote. Tourism has tremendous employment potential, as it is highly labour-intensive industry. What is also not realised is that tourism, apart from earning foreign exchange can bring about integrated community development and thereby help improve the quality of life of the people. In this regard the tourism industry must achieve a high degree of coordination among the central and state governments as well as the civic authorities.

21. FOREIGN INVESTMENT IN INDIA

Foreign investment in India is subject to policy guidelines framed by the Government from time to time in accordance with its industrial policy. In terms of

Industrial Policy announced by Government of India on 24th July, 1991 which has signalled a new era of liberalisation, foreign equity is permitted by RBI in high priority industries and trading companies primarily engaged in export activities. Foreign Institutional Investors are permitted to invest in all securities in primary and secondary markets in India. A wide range of facilities for making investments in shares and securities, bank deposits, company deposits, etc. are available to individuals of Indian nationality or origin resident outside India (NRIs) and Overseas Corporate Bodies (OCBs) predominantly owned by such persons. Foreign investment in India is also subject to regulation through various provisions of Foreign Exchange Management Act, 1999 (FEMA). However, once foreign investment is approved by Government under its foreign investment and industrial policies, requisite approvals under FEMA are granted by RBI in pursuance of Government guidelines.

Foreign investment plays an important role in the upliftment of our economy. It helps to bridge the gap between the rate of savings and the required rate of investment. The availability of foreign investment supplements our internal resources which makes it possible to undertake huge industrial/infrastructural projects. It helps in development of infrastructure such as construction of power plants, super highways, tele-communications, port facilities etc. Normally, development of these infrastructural facilities requires huge investments. It also helps to bring foreign technology to the country. Thus, the foreign investment assists in acceleration of industrial growth. This, in turn, brings about generation of more employment opportunities. However, it is not without its demerits. Excessive reliance may have a bad effect on our local initiative. Foreign investment may not always find its way to infrastructural projects. Many foreign investors favour non-essential sectors, such as production of luxury goods or semi-luxury goods of consumption. It is true that foreign investors too want to reap immediate gains and hence, are more interested in the consumer sector.

To conclude, although foreign investment plays a crucial role in the development of the country, due precautions should be taken for proper distribution of such investment in various sectors as per country's economic priority. In the last five years, the foreign investment has considerably increased in electronics, food processing and automobile sectors but not much in infrastructural projects. This imbalance should be rectified by proper regulation.

22. SUBSIDIES IN THE CHANGING INDIAN ECONOMY

Subsidies are introduced at a stage when the target groups cannot pay for the goods or services, because their level of development is very low. But they are supposed to be abolished once a reasonable economic level has been achieved. However it has not happened in India. Subsidies in agricultural inputs like fertilizers, water, implements, electricity for irrigation etc. were introduced at the time of independence and they continue till date. The issue of these subsidies has come in for much debate in more recent times. There are arguments being advanced on both the sides.

Against the continuation of these subsidies, it is contended that fertilizers and

irrigation subsidies have widened regional disparities to some extent. The maximum benefit of subsidisation of inputs is reaped by large and medium farmers, who possess the capacity to buy inputs at market prices. They have accumulated enough savings. One way of mopping up part of their savings will be to withdraw the subsidies without adversely affecting agricultural output.

But in favour of subsidisation, it is argued that subsidised inputs sell at lower prices and their production would go up. Higher prices would affect their sale and reduce application of inputs of cultivation and would lower agricultural production and compel the country to import food products. Importing fertilizers and subsidising their use have proved cheaper than importing foodgrains. Besides, the subsidisation of inputs has influenced the acceptance of the new technology in agricultural sector.

Similarly, subsidies in non-agricultural sectors are also prevalent in our country. In the public distribution system foodgrains, sugar, fuel, etc. are supplied under subsidised ration scheme wherein affluent sections also take benefit. Here, 'Creamy Layer' of the population should have been excluded. Those who can afford to pay market rates, should be asked to pay. The Government has taken some steps in this regard in the recent part.

The financial strains of subsidies are too many. It affects the Government's economic development plans. It creates pockets of affluence among a section of population and imbalance in development. We should not retain subsidies to appease farmers or urbanites or for that matter any section of the population. We should not think about creating 'vote banks'. We should have the political will to take sound economic decisions for easing out unnecessary subsidies or else, the national economic growth would suffer.

23. RURAL DEVELOPMENT

Rural development means improving living standards of the low income population residing in rural areas and their self-development. It embraces all those programmes touching rural life—agriculture, communication, education, health, employment, training and social welfare.

The government has to take up appropriate development programmes for the upliftment of rural population. These programmes can be successfully implemented with active participation of the rural folk. Ideally a rural development programme has to be prepared and initiated by the rural community itself. Self-reliance, self-help and mutual cooperation will infuse brotherliness among rural population which is very essential for successfully undertaking any rural development programme such as literacy campaigns, community health and family welfare services, rural banking, distribution of essential goods, etc. Some of the rural development programmes undertaken by Government are like—Rural Works programme—for construction of rural infrastructural facilities such as roads; buildings etc.; Small farmers development scheme—providing financial assistance to practice intensive agriculture; Integrated dry land agricultural development scheme—activities like soil conservation, land development and water harnessing are undertaken; Agro service centres

scheme—this scheme is aimed at providing assistance for self-employment like establishing workshop for agricultural machinery, repairing and hiring facilities etc.; Crash programme for rural employment—the basic objective of this is to generate additional employment through a network of rural projects of various kinds which are labour intensive and productive in nature (Jawahar Rozgar Yojana); Food for work programme—to generate additional gainful employment in the rural areas by giving wages in food grains; Integrated rural development programme (IRDP)—to promote self-employment by providing productive assets and inputs to the rural poor through a mix of subsidy and bank credit.

Since the commencement of the liberalisation process, there is a feeling that rural development is not receiving due attention. Earlier, the Indian Government used to care for the rural growth in our economic plans, but the focus has now suddenly shifted to the foreign investments, collaborations and expansion in the consumer goods industries. It should be remembered that most of India still lives in villages. If we cannot provide basic necessities and facilities to our villages, India can never really progress.

24. ECONOMIC GROWTH

The economy of India was in a very bad shape when Britishers left in 1947. They left the country's economy in an utterly undeveloped state. But, after independence, the scene has completely changed. The country opted for planned economic growth through Five Year Plans.

India is largely an agricultural country and its economy is based on agriculture. Therefore, the first focus of our planning was on agriculture, which was in a very bad shape due to uneconomical holding, inadequate irrigation facilities, outdated techniques of production etc. Building of dams and canals, manufacture of fertilizers and pesticides, production of good quality seeds, use of modern equipments for farming, imparting of knowledge and training in scientific methods of farming, provision of loans and subsidies, assistance in marketing of agriculture produce etc. helped to make India self-sufficient in food and a global exporter of agricultural products-both food and commercial crops.

Our achievements in the field of industrial development are also remarkable. At the time of independence, we had only a few industrial units. For want of entrepreneurial skill, technical know-how, lack of capital etc., it was not easy to develop the industry. Greater involvement of public sector in heavy and capital goods industry and power sector and on the other side participation of private sector in consumer goods industry strengthened our industrial structure in the initial stage. In the later stages of our planning, more emphasis on engineering, construction, precision goods, electronics, transport and communication services, modernisation of traditional industries such as cotton, jute, sugar etc. by both private and public sectors resulted in remarkable growth in overall industrial production and employment. The momentum was further accelerated by doing away with industrial licensing and inviting of foreign industrial investments and technology in the recent years. Our exports now cover a large range of goods and services which find market throughout the world. India is steadily becoming an economic super-power on its own intrinsic

strength.

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answers to these questions are not to be submitted for evaluation)

1. Discuss the structure of an essay?
2. Write essays on the following:
 - (a) Role of humour in communication.
 - (b) Business Process Outsourcing.
 - (c) Influence of Internet.
 - (d) Indian brands vs. International brands.
 - (e) School Life vis-à-vis College Life.
 - (f) Do you read the newspaper everyday. Why or why not.
 - (g) Death penalty – for and against.
 - (h) Smoking – Is it fashion or a bad habit?
 - (i) Legal Drinking Age.
 - (j) Information Technology in the year 2020.

Suggested Readings:

- (1) Economic and Commercial Dailies and Journals
 - (2) Business Communication—*K.K. Sinha*
 - (3) Business Communication and Organisation Management—*Varinder Kumar and Bodh Raj*
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STUDY III
PRECIS WRITING

Introduction

Hornby's Advanced Learner's Dictionary defines a precis as a "restatement in shortened form of the chief ideas, points, etc., of a speech or a piece of writing". Therefore, a precis is an abridgement of a lengthy matter, whether it is a speech, suggestions, findings or record or other proceedings or discussions. The purpose of this exercise is to check two things. One, whether we can understand the contents of the main passage correctly and second, whether we can express the gist of the passage in our own words. So it is a test of comprehension as well as expression. How is it different from a summary? Well, a summary can be made in points, headings and sub-headings also. A precis is usually written in the form of a brief and coherent paragraph.

Abridgement is an art which has to be developed into a high degree of perfection in order to communicate effectively with the top level management. For instance, the managing director or the Board of Directors hardly has/have time to go through lengthy matters. In order to assist them to know the crux of a given matter without much loss of their precious time, precis is a handy tool.

Many a time, a particular proposal might have been discussed at various committees and each member of the committee concerned might have given his views on the proposal. Now, in order to apprise the top management of the views of the members of committee, a gist has to be made. Here is where precis writing principles have to be applied.

In business, precis writing principles can be effectively employed in relation to the following matters, namely, apprising management of:

- (i) The proposed plans and their impact on industry;
- (ii) The tax planning proposals and their implications;
- (iii) The Government policy statements;
- (iv) The reports and recommendations of various committees and commissions and their statements;
- (v) The internal audit reports;
- (vi) The internal investigations and enquiry reports;
- (vii) The findings and recommendations of various internal committees;
- (viii) The gist of confidential correspondence on any given matter.

Prerequisites to Precis Writing

The following are some of the prerequisites for Precis Writing, and one should hone these skills in order to write a good précis:

- Abstracting
- Paraphrasing

- Vocabulary
- Punctuation
- Indirect speech
- Title

Abstracting

An abstract is an abridgement of a passage, wherein, the significant terms, phrases, and statements containing the relevant ideas are composed into sentences. The skill to identify essential facts is a prerequisite for the purpose of abstracting.

Paraphrasing

Paraphrasing simply means rewording for the purpose of clarification. Precis writing involves the skill of paraphrasing with concision.

Vocabulary

Vocabulary comprises the sum of words used by, understood by, or at the command of a particular person or group. In précis writing it is important to express as much as possible in the least possible words; hence, one needs to use own words while retaining the general idea of the passage. For this purpose one should have a good repertoire of words and phrases.

Punctuation

Punctuation implies the use of standard marks and signs in writing to separate words into sentences, clauses, and phrases in order to clarify meaning. Since the meaning of any text largely depends on how it is being punctuated, the proper use of punctuation is an aid to good précis writing.

Indirect Speech

Since a précis is brief narration of a lengthy matter, it needs to be objective. It provides no room for personal opinion or views of the writer. Hence, to maintain this, a précis should be written in reported or indirect speech. That is a précis should be written in third person and in the past tense.

Title

A précis title must be appropriate and accurate since it gives an overview of what the précis is going to cover.

How to Make a Good Précis/Guidelines for Writing a Good Précis

The following points may be borne in mind in order to make a good précis:

Reduce the passage to one-third of its original length. The word limit is flexible to some extent. Usually, five words, on either side of the limit are allowed. In other words, the précis of a passage of 300 words may have between 95 to 105 words. However, marks may be deducted if word limit is not observed. If the précis is

shorter than required, then adding words is usually not a problem. Deletion of words is a skill, which is acquired with practice. Let us look at the following italicised sentence, which has 43 words:

The Indications are that unless we produce goods of quality at a cost internationally competitive, and at the same time exhibit our concern for energy, environment and the customer convenience, we shall not be able to sustain our share in the global market.

The sentence can be rewritten in fewer words as:

It is important to produce goods at competitive rates and to protect the interests of energy, environment and customers in order to retain the share in international market.

It still has 28 words, almost double the number we can afford. So let us try again:

Production of quality goods and protection of energy and environment helps retain customers worldwide. (14 words)

One-word substitutions may also be of great help in shortening a paragraph, e.g. using 'opportune' in place of 'coming at the right time', or 'extracts' in place of 'a passage taken from a book or minutes'.

Choose a title, which gives an 'over-view' of the passage. In a Precis question, we are often asked to provide a suitable title. A title in the form of a single word has its limitations as it provides only a small idea about the contents of the precis. For example, a title like 'Economy' only tells us that it has something to do with economy. 'The Indian Economy' on the other hand is more focussed and 'Globalisation and Indian Economy' provides a valuable insight into what the precis actually contains. So while a single-word title is not wrong, a group of words or a phrase to adequately describe the views expressed in the passage of which the precis is being made of. However, care should be taken not to select a title in the form of a complete sentence. We should also remember that the main words of a title begin with capital letters and articles should be used if needed.

Write in your own words. Since precis writing is also meant to test our power of expression, therefore we should preferably use our own vocabulary. If it is not possible for any reason then we should at least ensure coherence. To pick and delete sentences from the given passage at random only produces an incoherent paragraph, not a precis. In a coherent piece of writing, every sentence develops out of the preceding one and leads to the next. In other words, a precis is expected to be an organised piece of writing. It would also help if one had a rich repertoire of vocabulary, good knowledge of language and keenness to understand and grasp the main points of the passage.

Avoid phrases/words from the passage, which stand out. Every passage has words or expression, which we tend to notice. They may be words used figuratively or

may have crept into English from other languages. For example, a passage dealing with the budget contained a sentence, "Reduction of fiscal deficit should not be a mantra". The word in italics is bound to be noticed by all. A description of the London Stock Exchange gave its motto in Latin, *Dictum Meum Pactum*. It may be prudent to omit, translate or substitute such words or expressions. When we reproduce them in their entirety, we create an impression of having borrowed extensively from the passage. Similarly we should never use a word from the passage the meaning of which is not known to us or we are not absolutely sure of since there is a risk of using it wrongly. It is also good to omit ornamental phrases, poetic utterances, floral expressions, etc. which will enable to cut down the number of words legitimately but at the same time ensure that the precis contains the key points relating to the matter.

Reduce data to the minimum. Passage on specialised subjects may contain extensive data. If it is absolutely necessary to include it, then we can reduce it to the minimum. For instance, if the rates of inflation over a period of ten years have been given in the passage, in the precis we can mention the range within which inflation has moved.

Use only third person, pronouns and indirect speech. Since we are restating the views given in the passage, therefore we are not expected to reproduce the exact words of a speaker or an author. So the use of personal pronouns is also avoided. It is common to refer to the author and then attribute the words to him.

Do not add anything extraneous to the passage. Since we are concerned with shortening of the given passage, therefore we should not add foreign material to it. Some of us try to define, interpret or illustrate the ideas given in the passage. Such an act only makes our job more difficult. We should only make a summary of the contents of the passage, without giving our opinion.

Delete repetitive ideas or words. The authors sometimes repeat their arguments in order to emphasise the same. They may also give several examples to prove a point. A longer piece of writing also allows the generous use of words. We can remove multiple examples and retain just one. Similarly deleting repetition, contrary points of view and cross-references helps us make the passage shorter. Longer sentences may be made shorter by rewriting them.

Follow all rules of grammar and punctuation. Reduction of length does not mean taking liberties with grammar. We should not omit an article or a connective if it is required. The precis should also be properly punctuated. The precis should be a correct paragraph.

Always make a rough draft. Precis writing is almost a craft. It is advisable to make a rough draft so that changes can be made without affecting the neatness of the final exercise. When we are sure that we have covered all the relevant points of the passage in a grammatically correct and coherent manner within the desired word-limit, then we can make a fair copy.

Use the precis-sheets. In many examinations, we are given a precis-sheet, which contains numbered cages or boxes. We have to be careful not to write more than one word in each cage and punctuate it. Title should be written in the space provided for the purpose. A specimen precis written using a precis sheet is given later in the study.

Steps in Precis Writing

Try to make a precis of smaller passages in the beginning and then attempt longer passages. The following steps may prove helpful:

Step 1

First of all, you should read the entire passage carefully, steadily and slowly:

At the end of the reading pose a question: "What is this passage about?" An answer to this question will normally give you the central idea of the passage.

For example, your answer may be that the passage, is about Information Technology.

"What about Information Technology?" you may further ask.

'Well, Information Technology and Economic Development'.

Thus, you can not only develop a better understanding of the contents of the paragraph but may also find in the process a good title for the precis.

Step 2

Give the passage another reading with the central idea at the back of your mind. This time, you should carefully mark or underline the main points or arguments directly linked to the central idea. These points have to be covered in the precis about to be attempted. You can simultaneously identify words to be substituted, examples to be retained and expressions to be re-phrased. You can also roughly determine the number of words or lines in which you can cover each point.

Step 3

The first draft of your precis should be prepared by writing in a natural and fluent style. Your main concern should be to cover all the points in a concise and clear style. Having done so, you should count the number of words and edit them suitably to conform to the limit. You should ensure that there are no errors of spellings or usage. The test of a good precis is that a subsequent reading of the passage should make you feel familiar with the contents and not reveal new facts or grave omissions. After satisfying yourself that your precis covers all the important points of the passage within the desired word-limit and is free from errors of language or punctuation, you should make a fair copy of it on the Precis-Sheet if one is provided or on the answer sheet itself. You must score out the rough work.

In the pages that follow precis writing principles have been illustrated with the help of examples of certain passages and their summary. Students are advised to read them carefully. Some passages are also given at the end for practice by the students.

PASSAGES AND THEIR PRECIS*

Passage 1

Commercial Paper (CP) - a short term money market instrument partaking the character of unsecured promissory notes usually with a fixed maturity ranging between seven days and three months, issued in bearer form and on a distant basis, is emerging as a vibrant source of funding working capital needs of corporate enterprises in different parts of the world in view of its built-in advantages. Thus, CP is usually less expensive than short term bank credit by about 1 to 2 per cent and this cost difference increases in periods of easy money. Since no compensating balance requirements are associated with the issuing of CP, cost of its issue would further be lower than that of the bank credit. Further CP helps the firm to raise burgeoning amount of resources from the market which it cannot garner from a single bank. Moreover, it provides sufficient flexibility in business financing in as much as the issuing firm may decide the quantum of CP and its maturity on the basis of its future cash flows. However, only large and well established firms with a track record of high creditworthiness can make use of CP as a means of financing the short term requirements because it is an unsecured promissory note and does not carry any tangible security.

COMMERCIAL PAPER AND CORPORATE FINANCE

Commercial paper which is a short term money market instrument is gaining fast popularity in world money market and is becoming a convenient method of funding for working capital requirements of corporate enterprises. CP is less expensive and it helps mobilise huge resources which cannot be met by a single bank alone. It also provides sufficient flexibility in business financing as the issuing firm may decide on its own about its value and the maturity depending upon its cash needs.

(Number of words: 81)

Passage 2

It is evident that the Indian investors have immense opportunities to invest; they may either approach primary market or the secondary market or both the markets simultaneously for making their investments. Before deciding about individual investment portfolio, every investor is confronted with four important factors; namely, safety, return or yield on investment, liquidity and maturity period. Study shows that safety is the prime consideration in choosing an investment. Next, emphasis is on return or yield on investment and the least weightage is given to liquidity. Some investors also consider maturity period while making investments. Perhaps, the most important objective before an investor is the safety of his investment. If there is a considerable fall in the value of his investment, he might be ruined. So, every investor gives greater emphasis for safety of his investment while selecting the investment avenues. However, it must be kept in mind that greater profit may be expected when risks are taken. In case of a low risk, the expectation of income is low and safety of investment decision is higher. The second important consideration for an investor is

* These passages have been taken from reports appearing in newspapers and journals and their précis can well be taken as information furnished to the management.

the expected return or yield on investment. It is important to point out that yield is directly related to risk. Before deciding about the return on investment, one must consider: the risk involved in the investment, inflation rate, appreciation in investment and tax advantages. Liquidity is important because in case of emergency, if investment cannot be converted into cash immediately, the investor has to borrow money at comparatively higher rate of interest.

(Number of words: 256)

MANAGEMENT OF INDIVIDUAL INVESTMENTS

Indian investors have sufficient opportunities to invest both in primary and secondary markets. While making any investment decision, an investor faces problems on four factors namely, safety, return, liquidity and period. Safety is the most important factor influencing an investment decision. Return on income is the next vital point. If higher risk is taken the return will be higher. Yield is directly related with risk. Liquidity is another important issue which is to be considered while making an investment decision. If an investment is more liquid then it will have less yield.

(Number of words: 92)

Passage 3

The two most important words in modern management are information and communication. Information percolates through effective communication and communication by way of presentation has been acknowledged as one of the most effective means to sell one's idea to a group of persons. A well designed presentation could also be the means through which behaviour may be modified, change effected, information made productive and goals achieved; whether it is in a social group or a business enterprise. As an effective presentation could facilitate the information transfer which is absolutely essential in any organised activity of modern society. Hence, it is of paramount importance to make an effective presentation.

It is noteworthy that delivering an effective presentation has less to do with presenter than with his expertise in the subject matter, preparation and rehearsal. Generally presentations are made to convince someone to make a change in themselves or in their environment. Since you want them to change the current environment, you must take time to describe it and the shortcomings that exist. Sales people describe the problems that their product will solve.

The presentations should proceed logically from one issue to the next, leading the audience from topic to topic with very little effort on their part. When making a presentation in a business environment, leave out irrelevant or superfluous comments. Stick to the main theme. True stories, analogies, and metaphors are excellent rhetorical devices that can help your audience to reach the conclusion, but if they are not related to the main theme, they may do more than good by disrupting the coherence of your presentation.

(Number of words: 265)

EFFECTIVE PRESENTATIONS

Presentations play an important role in conveying information. They allow us to communicate effectively in order to manage better. If properly done, they can change the way the members of the audience think and act. Thus, they can help us achieve our social and business goals. A good presentation requires a thorough knowledge of the subject, preparation and practice. It must point out the deficiencies in the existing situation and explain how the proposed solutions will work. It should exclude irrelevant information and be logical and focussed.

(Number of words: 87)

Passage 4

Liberalisation in India, which began almost a decade ago, has been proceeding at a frantic pace. The implications for corporations in India are significant. This is true of all vertical industry segments across the board such as banking, financial services, airlines, transportation, telecom and manufacturing. One of the most far-reaching implications in this liberalised and hence globalised regimes is the increasing widespread use of state-of-the-art information technology solutions. This is done to gain strategic and competitive advantage vis-a-vis the past. It is worthwhile to examine in some detail the position of enterprises manufacturing systems for the manufacturing industry.

Up until recently, manufacturers in India have been a relatively sheltered lot, what with the “*license raj*” regime in the home market on the one hand and lack of global as well as multinational competition on the other. In the current context, however this protection is being withdrawn in intermittent doses by the Union Government. Alarming though this may sound, this is both a problem and an opportunity for Indian manufacturers with an eye towards growth via the international marketplace. The problem is that suddenly they have to compete against the best in the world, albeit in the local market. The opportunity is that if they successfully do so, nothing can really stop them from repeating this success across the globe. It is apart that to achieve world class status, use of latest information technology will be a pre-requisite. After all, having world class manufacturing processes, world class design processes and large local and export market at the same time is of no avail if the organisation cannot produce the right product at the right time and at the right cost. This would also enable them to market their products world wide using the latest information technology solutions. Liberalisation then will cease to be a dreaded word.

(Number of words: 305)

LIBERALISATION AND INDIAN INDUSTRY

Liberalisation has affected most sectors of Indian industry by now. Therefore a wider acceptance of information technology is necessary, only then they will be able to compete both at local and international levels. The manufacturing industry in particular needs to adjust as the government gradually opens up the closed market. It can turn the apparent crisis to a chance to grow worldwide. Use of the latest communication techniques is a precondition. Indian enterprises will also have to enforce exacting manufacturing as well as costing standards comparable to those prevailing abroad. If they succeed, they can benefit from liberalisation at home and abroad.

(Number of words: 102)

Passage 5

Most of us have an image of such a normal or standard English in pronunciation, and very commonly in Great Britain this is "Received Pronunciation", often associated with the public schools, Oxford and the BBC. Indeed, a pronunciation within this range has great prestige throughout the world, and for English taught as a foreign language it is more usually the ideal than any other pronunciation.

At the same time, it must be remembered that, so far as English speaking countries are concerned this "Received Pronunciation" approaches the status of a "standard" almost only in England: educated Scots, Irishmen, Americans, Australians and others have their own, different images of a standard form of English.

Even in England it is difficult to speak of a standard in pronunciation. For one thing, pronunciation is infinitely variable, so that even given the will to adopt a single pronunciation, it would be difficult to achieve. The word dance may be pronounced in a dozen ways even by people who do not think of themselves as dialect speakers; there is no sure way of any two people saying the same word with precisely the same sound. In this respect, pronunciation closely resembles handwriting than spelling. In spellings, there are absolute distinctions, which can be learnt and imitated with complete precision: one can know at once whether a word is spelt in a standard way or not. But two persons' handwriting and pronunciation may both be intelligible, yet have obvious differences without our being able to say which is "better" or more "standard".

Moreover, while the easy and quick communications of modern times have mixed up and levelled dialectal distinctions to a great extent, and encouraged the spread of "neutral", "normal" pronunciation, the accompanying sociological changes have reduced the prestige of "Received Pronunciation". When Mr. Robert Graves returned to Oxford in October 1961 to take up the Professorship of Poetry, The Times reported him as saying, "Only the ordinary accent of the undergraduate has changed. In my day, you very seldom heard anything but Oxford English; now there is a lot of north country and so on. In 1920 it was prophesied that the Oxford accent would overcome all others. But the regional speech proved stronger. A good thing".

(Number of words: 372)

(From *The Use of English* by Randolph Quirk)

THE RIGHT PRONUNCIATION

"Received Pronunciation" has generally been considered as the standard one though it has largely been followed in select institutions and organisations of Britain. People learning and using English as a second language have also aimed at this standard forgetting that people of different English-speaking countries, ranging from America to Australia pronounce words differently. People living in different parts of Britain may not necessarily be speaking a word in the same manner. One can say that pronunciation is closer to handwriting than spellings. While handwritings can differ without affecting the usage, spellings do not allow many variations, The advancement in communication has helped erase regional varieties or pronunciation and evolve

widely acceptable norms. The sociological changes have also lowered the desire to acquire Received Pronunciation.

(Number of words: 124)

Passage 6

To make the most effective use of the potential of information systems now provide for organising a business more efficiently, companies and other organisations are having to make radical changes to their organisation structures and operations, management methods, working practices and other aspects of organisational culture. Hierarchical and bureaucratic organisation structures are disappearing in the favour of 'flatter' organisation structures with fewer tiers of management. Middle managers, who previously relayed information upwards and downwards through the organisation structure, can be bypassed (and dispensed with) as top managers access and analyse information directly. These flatter business structures often now consist of a federation of loosely knit and fluid strategic units such as multidisciplinary activity and task-oriented project teams, with an IT executive placed at board or top management level alongside representatives of other business functions such as personnel, marketing and finance. IT is also changing the nature of people's job and work practices in the new organisation structure. Most obviously, communication between computers is enabling people to work from remote sites, encouraging the development of staff working from home. And by freeing workers from the need to undertake the routine manual chores of handling and processing data and information, IT enables a business's human resources to be used more effectively and efficiently for innovation and planning, production, decision- making and the servicing of customers needs. In his book Information Technology, Roger Carter defines information technology as 'the use of modern technology to aid the capture, processing, storage and retrieval, and communication of information, whether in the form of numerical data, text sound, or image.' The various hardware devices in a computer system can best be understood in terms of how they function with regard to these four operations of capture, processing, storage and retrieval, and communication, which are involved in the handling of any kind of information. Input devices capture the information, which is fed into the system. At the heart of the computing systems are the central processing unit (CPU) and the control unit, which are usually housed in the box we think as 'computer'. The CPU performs the logical and arithmetical calculations which are what computing is all about, while the control unit executes the commands which are either typed in at the keyboard or are already stored in the software loaded in the system. Storage is split between short-term memory within the computer and long-term memory, normally using magnetic skills, which may also be within the computer or external to the computer itself. Finally, output devices communicate the information, which results from the computer processing to the people who wish to make use of this information.

(Number of words: 439)

(From Business Environment and Information Technology by R.Powell)

THE EFFECT OF INFORMATION TECHNOLOGY ON BUSINESS

Information systems are forcing changes in the structure, hierarchy, policies and working of companies. The middle rung of the vertical chain of command is being

replaced as the top executive directly handles duties namely the passing of information. An Information Technology specialist sits along with the experts of other fields such as finance, personnel and marketing to create teams for varied purposes. The use of computers now allows communication from far and distant sites. It also saves manpower, as monotonous and routine data processing is no longer done manually. This resource can be used in areas like customer servicing and product innovations. Hardware, mainly central processing unit performs complicated arithmetical calculations. The control unit through the loaded software or the keyboard does this. These functions enable computers to capture, process, store and retrieve vital information, which is passed on through output devices.

(Number of words: 142)

Passage 7

Now that you know how to buy Venga Boys on the Net, let us explore the scope of the Internet further and see what are the other things that you can get at your doorstep and desk tops, literally!

While we talk about buying things on the Net, we do not say that the Net is some genie or like a magic wand which gets anything and everything for you at your doorstep. There are definitely inherent limitations as well as cultural barriers which limit the scope of Net-shopping. So let's see what these are. What can be best bought on the Net and what cannot?

As said before, the Internet has evolved as the best medium to buy books, cassettes and gifts. Sale of electronic appliances, entertainment products, computer products (hardware and software) and consumer products has also caught up on the Web, according to studies conducted by various research firms.

However, what can be sold and bought on the Net also depends a lot on who is involved in the transactions. Cultures and habits of people involved affect business on the Net in a big way. While in the USA, grocery stores on the Net may be flooded with customers, in India it is less likely that people will give up on their weekly trips to the grocer at the corner.

Same is the case with apparels. While an Indian would be happy to buy a routine black trouser or a white shirt on the Net, or even check out the latest from foreign fashion stores, would an Indian bride even consider buying her wedding trousseau on the Net? It's almost impossible that she will want to miss all the pampering and fun involved in trekking to real world stores to buy her Banarsi silks and Paithanis!

However as the use of the Net evolves in the country, the buying habits too are bound to change. E-commerce markets will hold out possibilities which may seem unthinkable now. Also let's not forget that e-commerce is not only about Net-shopping alone. It includes a wide range of activities like stock and bond transactions, renting of properties, auctions and business-to-business (B to B) transactions.

B to B sites or portals in areas like engineering and automobile are coming up in a big way and are surely going to change the way business will be conducted. B to B sites offer an ideal meeting place for a variety of large, small and medium-sized businesses to showcase their products. Access to market information is made easier

and orders are placed on the Net, even if the actual transaction may be completed in the real world.

Auctions on the Web (E-bay.com being the biggest example) have caught on rapidly. The beauty of these auctions is that you can sell old, used items too, which may not be of much use to you but could be just the thing your neighbour is looking for... could you have imagined this kind of Net-shopping a few years ago?

(Number of words: 503)

(From Dishnet's website)

FROM NET-SHOPPING TO E-COMMERCE

Shopping on the internet is becoming increasingly popular. More and more goods and services are being bought on it. But one cannot buy everything on the net as it has its limitations. Studies reveal that finished goods and appliances such as books, gifts, music cassettes and computer peripherals enjoy a good market on the net. However the days of traditional shopping are not over. Buying in a store is still preferred in places like India particularly when one is looking for household goods or furnishing one's wardrobe. Such shoppers enjoy the personal attention to range and convenience of net shopping. It is also influenced by cultural considerations. More Americans are likely to order groceries on the net than Indians ever would. However, net-shopping is gradually evolving into full-fledged e-commerce. It is spreading to trading in stocks as well as real estate. Auctions, which enable people to find buyers for their obsolete goods have caught everyone's attention. The real benefit lies in business-to-business transactions.

(Number of words: 164)

Passage 8

If we have to encourage the small-scale sector towards technology exports, some sort of organisational support will be inescapable and such a support has to go beyond organising delegations etc. Support from NSIC*, as in the case of setting up of industrial estates, involving small units, participation is one way of extending it. But to utilise the full potential of the sector towards technology exports much greater support will be required.

Exploitation of the full potential of the small-scale sector towards technology exports will require not only exposure of their products abroad, but a good deal of publicity will need to be given about the technology involved, the investment required, the employment potential, and such other features which will be of relevance to the developing countries.

A number of developing countries will like to opt for technology which will raise the productivity and incomes of the rural poor and the uneducated untrained urban employed, technology simple to adopt and cheap to buy, technology that may open

* National Small industries Corporation.

avenues for productive employment without requiring a high degree of technological background. Such a technology must be directed towards producing goods and services needed to meet the minimum needs of the masses. This is where our small-scale industries have an edge over others; they provide an ideal model which has proved its efficacy. This is precisely the base of our small-scale sector.

What is needed is that the developing countries have to be convinced of the appropriateness of our small industries technologies in their context. Every possible means of conveying this message to the developing countries will be worth trying. We have such a wide spectrum of product lines, especially in the consumer goods field, where our small industries could provide tried-out and well proven capital-saving technologies, simple and easy to adopt, that these would be naturally preferred by the developing countries if only an effective system of displaying the technologies and a pragmatic approach towards marketing the same could be conceived.

Naturally, while participating in international trade fairs, we should devise ways of displaying relevant technology along side the products we exhibit. Similarly, during the visits of foreign dignitaries, especially from the developing countries, special efforts should be made to let them see the technology involved as also appreciate the advisability of adoption of the same in their countries. A visual display of the technology and enumeration of its relevance in their context will have a far greater impact than a mere discussion could have.

The technologies selected for display must necessarily be those which have proved to be economically viable in the small-scale sector, requiring little capital investment, employment generating, easy to comprehend and adopt, yet yielding quality production in consumer goods field. It should cover various levels of small industry technology, something in the nature of village industries and the sophisticated modern industries.

However, the merit of the proposal lies in the effectiveness of the display, the attention it draws and the message it is able to convey. A really effective display will cost money; it will need advice from experts in the field of advertisement and publicity; it will demand a good bit of time and effort from the entrepreneurs; it will demand a detailed planning; it will demand organisation.

NSIC has been co-ordinating the display of small industries' products at exhibitions and trade fairs. It would, therefore, seem logical that the display of technologies as envisaged above should be co-ordinated and organised by them. Besides, their experience in Tanzania and Nigeria would be most invaluable in the matter of choice of technology for display, with special reference to developing countries, and the experience they will gain during this display will be extremely useful for similar exercises in future.

(Number of words: 620)

TECHNOLOGY EXPORTS BY SMALL SCALE SECTOR

If technology exports by Small Scale units are to be encouraged, support from

the NSIC, besides others, is essential. Only by display of products, good publicity regarding investment, employment potential abroad, etc., the full potential can be exploited. A number of developing countries would like to opt for the SSI technology in view of low cost and the employment potential it generates. In such cases the objective should be meeting the minimum needs of the masses. However, the developing countries have to be convinced of the aptness of our SSI technology in wide-ranging product lines, especially in consumer goods field, having proven easy capital saving technologies. This requires effective display of technologies and a pragmatic marketing approach. Display of relevant technology alongside the products in foreign trade fairs and indigenous display while foreign dignitaries visit India would go a long way in persuading developing countries to opt for our technology. The display must be of technologies economically viable, involving less capital, generating more employment and turning out quality products. Effective display, conveying the needed message, is possible with proper planning and programme organisation by publicity specialists. This would mean spending money. NSIC can coordinate effectively especially in view of its own experience in Tanzania and Nigeria in the matter of choice of technology.

(Number of words: 213)

Passage 9

Organisations do not exist in isolation. They are very much part of general political environment which to a very large extent determines the functioning of the organisation. For example, there are clear-cut linkages between union and political parties. Managements too have their own pressure groups that lobby for them. This external relationship often percolates down to the internal operations of the organisation and may to some extent account for industrial-relation problem.

The challenge of industrial society is to combine speedy decision-making with democratic involvement, especially where change is concerned. Agrarian society value systems which have been unwillingly transferred seem out of context. Not only is there the revolution of workers' expectations to cope with, but the fact to changed attitude to 'work' and 'relationship'.

A mechanism for sharing power, that has been tried in several countries in one form or the other, is the concept of 'workers' participation in management.' The concept of participation involves not only sharing power, but also an equal obligation of giving something in return for the organisation's viability. It is a two-way street. Participation in the decision-making process also implies equal participation in the implementation of the decision so reached by the plethora of works Committee, joint management councils and now worker director serve to justify the existence of a format, but not the substance of the matter.

A form of workers' participation is collective bargaining which needs to be accepted and utilised much more than it is being done today. In the Indian system, the Government, trade unions and employers' organisations seem to have preferred transference of their problems to a third party-the institution of arbitration. This mechanism, however convenient, makes for delays and not always brings the two parties-management and union-together to solve common problems. Such perfect

harmony may not always be outcome of collective bargaining. There are going to be instances where larger stakes will be involved and interests may be diametrically opposed to each other which may necessitate more radical and perhaps damaging measures to get one's interests furthered. Nevertheless, collective bargaining provides a framework with in which reasonable men can find agreement.

Management should regard unions as part of the total system and hence should involve them in the decision-making processes. It is possible that both unions and management may have apprehensions as to the extent of and faith in participation. The unions feel that not enough data are provided to initiate and carry forward meaningful participation. The management, on the other hand, feels that it would be highly irrational to involve unions in all kinds of decision-making because they lack relevant background. Their participation should be concerned with decision-making processes that has relevance for them.

Participation also emphasises change in attitude. Conscious efforts have to be made to understand and recognise the worker and to show respect for him. So much so, the workers should exercise greater discipline and should not indulge in damaging behaviour. Participation and change in attitude, it is hoped, will bring a general consciousness and concern for the society which will finally bear the effect of any industrial fallout.

(Number of words: 516)

WORKERS' PARTICIPATION IN MANAGEMENT

The functioning of an organisation is considerably governed by the general political climate which also affects the industrial relation situation in the organisation. The industrial society is presently faced with the challenge to combine speedy decision-making with democratic involvement. This is sought to be made through workers' participation in management. The responsibility to implement the decisions so made goes hand-in-hand with the concept of participation in the decision-making. Collective bargaining is an effective medium of workers' participation. It is distinguishable from the general trend for resolving disputes through arbitration which often leaves bitterness behind. Undoubtedly, the unions and managements have certain reservations about each other. The management views the workers as lacking in competence for participation in every kind of decision-making and, on their part, the workers feel that they have not been allowed meaningful participation. What is required is a change in attitudes with the management recognising the workers and treating them with more respect. The workers, on their part, should exercise greater discipline and maturity.

(Number of words: 167)

Passage 10

There is often an inadequate understanding or erroneous impression of the role of Government in the management of the public sector. It is to be clarified that it is not that of a fifth wheel in the whole set-up. It is complementary to the functions of the management of the public sector corporations and, at the same time, effective and in consonance with discharging its obligation of accountability of the public sector.

It is also the Government's primary responsibility to ensure that the public sector

units are run in accordance with the overall government policies, objectives and goals set for the undertakings and that they continue to improve on their performance. It must, therefore, prescribe the yardsticks for judging their performance and must have the necessary inflow of information to monitor and evaluate their progress to pre-determine indices.

In order to do so, the Government has rightly retained the right to appoint the chief executives on the Board of directors of public sector companies. Furthermore, it has its nominee director on the Board to ensure that important policy decisions conform to Government policies.

Likewise, it is for the Government to formulate policies of a national character and it has to have an effective say in the overall policies of labour relations, in the matter of wages and incentives and in the system and modalities of recruitment, research and development, import and transfer of technology, import of equipment and so on. But all this is not to usurp the role of management in these companies but to help and supplement their efforts within the overall national policies.

It is in this context, drawing on my own experience in Government in so far as the Department of Heavy Industry is concerned, that we took a decision in the very beginning to professionalise the management of public sector undertakings within our purview, at the same time giving them a reasonably long period to prove their performance, and thus, giving them a sense of stability and involvement.

We also set up a management information system in our department to accord with our functions and responsibilities so that problems and difficulties could be anticipated or detected in time for remedial measures rather than be confined to post mortem.

I am glad to say that the present working relationship between the public sector undertakings and the Government is such that each one understands, appreciates and respects the other's role and responsibilities and it has given rise to a mutual feeling of trust and inter-dependence.

The public sector units can have no occasion to say that directives are issued by Government sitting in an ivory tower. They have the confidence that their difficulties and problems are appreciated and that they can always look to Government for such legitimate assistance as they may require.

GOVERNMENT ROLE IN PUBLIC SECTOR MANAGEMENT

Main Points: (These points are only to help the students to know how a precis is developed. First the main points of the passage are listed and then they are interlinked and developed into paragraphs).

1. Complementary role of Government in managing the public sector undertakings with accountability.
2. By ensuring adherence to the Government policies and objectives, the performance of the undertakings improves.
3. To evaluate the performance of the undertakings.
4. Policies in the areas like wages, recruitment, research and development are made by the Government without usurping management role and functions.
5. The management was professionalised under Department of Heavy Industry.

6. The present relationship between the government and the public sector undertakings is one of mutual understanding and respect.

(With a view to acquaint the students how a precis sheet looks and how to use the same, the precis of the above passage is presented in a precis sheet).

PRECIS SHEET

TITLE: GOVERNMENT ROLE IN PUBLIC SECTOR MANAGEMENT					Number of Words
The	Government's	Role	In	The	
Management	Of	Public	Sector	Undertakings	
Is	Not	Obstructive	But	complementary,	
and	consistent	with	the	accountability	
of	the	public	sector	The	25
Government	Must	Ensure	That	The	
Public	Sector	Operates	according	to	
Its	Policies	And	Objectives	And	
That	Its	Performance	Improves.	The	
Government	Must	Have	Norms	To	50
judge	performance	and,	information	feed-back	
for	evaluation.	It	has,	therefore,	
the	right	to	appoint	Chief	
Executives	And	Nominees	On	The	
Board	of	public	sector	undertakings	75
The	Government	makes	policies	and	
exercises	an	effective	say	in	
matters	like	Wages,	Recruitment,	Research	
and	Development,	transfer	of	technology	
without	usurping	the	role	and	100
functions	of	management	in	this	
Background,	management	was	professionalised	in	
the	public	sector	undertakings	under	
the	Department	of	Heavy	Industry.	
To	anticipate	and	solve	Prlems,	
					P.T.O.

a	management	information	system	was	
set	up.	The	present	relationship	
between	Government	and	public	sector	
undertaking	is	one	of	mutual	

understanding	and	respect.	The	latter	150
are	assures	of	the	Government's	
understanding	and	legitimate	Help.		
					175

Exercises

A few passages are given in the following pages. Students may try to make a precis of each of them.

Passage 1

The healthy industrial relations are the key to progress. Their significance may be spelt out as under:

The most important benefit is that this ensures continuity of production. This means continuous employment for all from manager to the workers. The industrial equipment is fully utilised, resulting in the maximum possible production. There is uninterrupted flow of income for all, more importantly for workers who, unlike the property-owning class, have nothing to fall back upon in times of unemployment. Equally important is the smooth running of an industry. For several other interests: to other industries if its products are capital goods/intermediates or inputs; to exporters if these are export goods; to consumers/workers, if these are goods of mass consumption etc.

Peaceful industrial relations promote healthy work-ethos. Workers and management recognise their respective responsibility towards work and through that to the society. The discipline then is a self-cultivated one. The rewards are linked with productivity. The employers find it profitable to provide good working conditions to the workers. Underlying all this is the cooperative attitude of both the parties fostered by good industrial relations.

In a broader perspective peaceful industrial relations provide stability to the social set-up. No doubt the industrial working class in the country at present is not big. But it is very important. Being concentrated in a few places, and well organised (particularly in the corporate sector) it has a lead role to play in conflicts in the country, It is vocal too, and being engaged in the vital sectors of the economy, (large industry, transport, etc.) it can influence the entire fabric of the society. Hence, it is important not only to ensure that no injustice is done to the workers in the industry, but also to promote good industrial relations for the sake of healthy social relations in the society.

(Suggested title: Importance of Industrial Relations)

Passage 2

To begin with it is necessary to be clear about "sickness" of a unit so as to bring out the precise nature of the problem. This will also help us in sizing up the magnitude of the problem.

To clarify the meaning of "sickness" in industrial units, we may refer to the Sick Industrial Companies (Special Provisions) Act, 1985. In this Act, a sick industrial company has been defined as under: "An industrial company (being a company registered for not less than seven years) which has at the end of any financial year accumulated losses equal to or exceeding its entire net-worth and has also suffered cash losses in such financial year and the financial year immediately preceding such financial year". Although not covered by the Act, the Government has also identified another category of sick units. These are called "weak" units. These are the ones which are at the incipient stage of sickness. A weak unit is termed as such if at the end of any accounting year, it has:

- (i) accumulated losses equal to or exceeding 50 per cent of its peak net worth;
- (ii) a current debt-equity ratio of less than 1:1; and
- (iii) suffers a cash loss in the immediately preceding accounting year.

Thus as per these two definitions there are two types of sick units: those who have already fallen sick and the weak units about to fall sick. The basic indicators of sickness are the extent of erosion of their net worth (networth = share or paid-up capital plus reserves) and the cash losses, with an additional indicator for the weak units in respect of debt-equity ratio. Obviously the essential malady of a sick/weak unit is the size of accumulated losses over a period of time. If these losses eat away even the net worth, it is apparent that there is something basically wrong with the operation of a company.

In such a company cash losses are also bound to occur. The debt-equity ratio will also go unfavorable, for such a company, who, unable to fine equity-capital, would be seeking larger amounts of loans from financial institutions.

The extent of sickness is both large and widespread. The number of sick and weak-large and medium units-is 2,476 (March 1998). The amount of bank credit outstanding in respect of these units is as much as Rs 11,825 crores. The number of sick units as also the credit locked up in these units have been on increase in the past. In 1980, for example, the number of such units was 1401. This increased to 2,269 in 1990 and to 2,500 in 1994. The amount of bank credit outstanding rose from Rs. 1,502 crores to Rs. 6,926 crores and further to Rs. 10,015 crores in the respective years. The sick units are to be found both in the private sector and in the public sector. The industries affected are of great importance because of their large backward and forward linkages. These industries are, for example, those like engineering, chemicals, textiles, etc. Quite a number of them are non-viable i.e., these are incapable of being revived. As a result the large bank credit is going to waste.

(Suggested title: Industrial Sickness-Meaning and Magnitude)

Passage 3

Small-scale industries differ from large-scale industries in such important matters as organisation, scale of production, collateral/security etc. Their sources of finance are both traditional and modern, and both are equally important.

An important traditional source of finance is the money-lender. He predominates in the rural areas, and is of some significance in urban areas also. However, in urban areas it is the indigenous banker who does much of the financing of small industries. Considerable finances flow from these sources. These sources are also important because these often come to the aid of these industries at critical times and that too with little fuss. Their relations with small industrialists are very close indeed. But the financing from these sources has not been of much help in ensuring a proper use of funds or in promoting productive activities along healthy lines. Interest charges are normally very high. Repayment conditions too are stiff. New and risky ventures get very little from these sources. As a result many of the industries depending on them have not done well.

As far as modern sources are concerned, there are several institutions in the field. To begin with, one may mention those almost exclusively meant for small industries (and also medium industries). These are, for example, the state financial corporations so far set up in 18 states and in operation since 1951. At the state level there are also industrial development corporations for financing small industries in their respective states. In addition, there are several institutions and schemes at all India level. There is, for instance, the Credit Guarantee Scheme (started in July 1960) and later replaced (in April 1981) by the Deposit-Insurance and Credit-Guarantee Corporation. These are meant to ensure guarantee-support for finance of the weaker sections. Then there are commercial banks offering mostly short-term credit. They have also been helpful in setting up of industrial estates. Since these banks are largely urban-oriented in their working, government established regional rural banks to meet the credit needs of village industries and craftsmen. Other all-India institutions which also provide finances to the small industries are the Industrial Development Bank, Industrial Finance Corporation as also Industrial Credit and Investment Corporation.

(Suggested title: Sources of Finance for Small-Scale Industries)

Passage 4

There are various economic factors which have caused backwardness in countries. Historically, these have operated over long periods in the past obstructing development, leaving behind factor-shortages and institutional inadequacies which persist till today. These may be identified to get an insight into them.

Among the factors that became short in supply, the most important is the acute deficient of capital. The vicious circle of poverty-low income, low savings, low capital, hence low income-has prevented these countries from building up a desirable stock of capital. In most of these countries, the rate of capital formation has ranged around 5 per cent of national income at the time of their independence. Though it has increased since then, yet in many countries it continues to be far below the 25-30 per cent range considered desirable. Another unfortunate aspect of the situation is that even the little that was available was not put to productive use. As an illustration, one may state that in India in the second half of the 19th century, while the saving rate was estimated at five per cent, the rate of investment, was less at around three per cent. The remaining around two percent was wasted in acquiring unproductive assets like precious metals, dresses, arts, crafts, etc. as also for ostentatious living. The

situation did not change much even after that till Independence in 1947. Likewise in most of other underdeveloped countries, unproductive use of saving left very little for productive investment.

Allied to the deficiency of capital and in part consequence of it, there are two further inhibiting factors: low level of techniques; and shortage of skilled labour. Both of these factors are as much symbols as causes of backwardness. In the totality of under development, these deficiencies point to the lines on which these countries travelled to non-growth. The simple, almost primitive technique and unskilled labour cannot make high productivity. Hence low incomes, the beginning point of the vicious circle of poverty and all that causes backwardness.

Another factor, an entrepreneurial class or an industrial class, to which Schumpeter attached a key role in development, is almost conspicuous by its absence in these countries. Commercial classes did abound in these countries. But they knew only how to make money and quick money at that by trading in the existing products. As captains of industries, who could perceive economic opportunities of making profits in production activities, they proved of no help. The innovator, the risk-taker and the promoter of manufacturing units were not to be found. A few industries that one finds in these countries were installed by foreigners to serve the interests of foreigners.

Alongside the factor-shortages are the institutional inadequacies which stood in the way of modernisation of these economies. For centuries economic institutions have served these subsistence and pre-industrial economies. These could not be otherwise, because no other institutions were needed. The backwardness of the past has, therefore, given to these countries institutions totally inept for development-tasks. In the circumstances, development-oriented institutions could not develop much. There is, for instance, a great paucity of financial institutions to collect savings and to disburse them for investment purposes. There is again very little information service, and a weak communication network. The facilitative set-up for the mobility of factors, too, is grossly insufficient. In short, the institutional framework for development activities, has been very deficient.

(Suggested title: Economic Obstacles to Development of Countries)

Summary of matters reported in the dailies/journals

Economic and commercial dailies and journals carry important information of relevance to trade, commerce and industry. In fact, businessmen and executives come to know of important policy changes/proposed legislations, pertaining to taxation and other levies as well as liberalisation of controls, etc. through the economic and commercial dailies/journals.

In every organisation there is a system of close follow-up of such reporting and very vital information is passed on to the higher levels of management including sometimes the managing director/chairman of the company.

Whenever the information is passed on to the higher levels there is need to prune

the reporting to suit the informational needs of the persons whom they are meant for. Here is where the art of precis writing assumes importance. Now, read the following press report:

“Venture capital funds-SEBI to be ‘nodal agency’

The Government has said that the Securities and Exchange Board of India (SEBI) will now be the single-point nodal agency for registration and regulation of both domestic and overseas venture capital funds (VCFs).

This follows the Government's decision to withdraw its guidelines dated September 20, 1995, which had set out the norms and procedures for overseas investments in venture capital fund and venture capital company. These guidelines would cease to be in force from the date SEBI's new guidelines become effective, according to an official release here.

The new guidelines for VCFs which were issued by SEBI on September 15 provide for registration with the capital markets regulator. According to the new norms, the maximum investments by a foreign venture capital investor in a single venture capital undertaking cannot exceed 25 per cent of the funds committed for India. The maximum investment in a single venture capital undertaking for domestic funds also cannot exceed 25 per cent of the fund's corpus.

A VCF seeking to avail itself of the tax-pass through benefit will have to divest from the investment within a period of one year from the listing of the venture capital undertaking.

Earlier, the Government had done away with the mandatory requirement of a Foreign Investment Promotion Board (FIPB) approval for overseas VCFs subject to adherence to sectoral caps.

VCFs were also subject to FDI related norms and provisions under the Industrial Policy 1991, including NBFC guidelines, tax-related matters under the provision of Section 10 (23F) of the Income Tax Act and rules thereunder and SEBI (Venture Capital Funds) Regulations, 1996."

This can be made concise as follows

“Nodal Agency for Venture Capital Funds

According to an official press release of the Government, SEBI will now be the single point nodal agency for both registration and regulation of venture capital funds (VCFs) in India. The Government guidelines dated September 20, 1995 in this regard will not be applicable once SEBI's new guidelines issued on September 15, 2000 become effective. These new guidelines for VCFs provide for registration; sets new norms for maximum investment (i.e.) upto 25% of the foreign capital investor's funds committed for India or upto 25% of the domestic fund's corpus, in a single venture capital undertaking. In order to avail of the tax-pass through benefit, the VCF will have to divest from the investment within one year from the listing of the Venture Capital undertaking. The norms that had earlier been applicable to VCF's relating to

FDI, Income-Tax, SEBI regulation of 1996 etc., have now been done away with."

Precis such as these can be placed at meetings of the Board, its Committees where such matter are to be discussed, or circulated to members in the management as information on latest developments etc.

Summary of decisions taken in Meetings and Conferences

Many a time decisions taken at meetings are communicated to various departments. On such occasions only the gist of the decision is communicated to the department or the official concerned, as the case may be.

Now, read the following decision taken at a Board meeting.

"The Board is serious about the declining sales trend in carpets department. The sales in 1998 were of the order of Rs. 10 lakhs, in 1999 the figure stagnated at Rs. 8 lakhs and in 2000 it was appallingly low at Rs. 5 lakhs. In the 3 months ending 31st March the total sales are a paltry sum of Rs. 2 lakhs. Despite the supremacy in quality and reasonable prices, the Board is vexed over the virtually nosediving trend in sales. The Board is of the view that the sales thrust lack direction and purpose. The Board hereby directs the Marketing Manager to pay immediate attention to this problem and report to the Board, the action he proposes to take to ensure higher sales. The Board also desires to know whether any structural changes in the marketing strategy are necessary to reverse the present trend".

The above information can be summarised as follows:

"The Board of Directors, in their meeting held on____, have taken a serious view of the consistently downward trend in sales of carpets despite reasonable prices and good quality. The Marketing Manager has been directed to report to the Board, about the steps (including any structural changes) he proposes to take, to reverse this trend. This matter is very urgent".

Proceedings at conferences and other such meets may have to be summarised either for use by the company or for the purpose of getting the proceedings published in newspapers and journals. While making briefs for newspapers, care should be taken to ensure that the matter does not run in great length. Newspapers carry a lot of information and, therefore, there may be space constraints. Also, the editorial policy of a newspaper may be to give only small column reporting to some conferences and meets.

The art of precis writing in a business context is, therefore, a necessary skill that successful executives need to develop. Brevity without vitiating the contents is what should be the hallmark of a good precis.

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answers to these questions are not to be submitted for evaluation)

1. What is a Precis?

2. What ingredients make up a good précis? Explain.
3. Explain the various steps involved in writing a précis?

Suggested Readings:

- (1) Leading Economic/Business Newspapers and Journals
 - (2) Commercial Correspondence and Office Management—*R.S.N. Pillai & Bagavathi*
 - (3) Business Communication—*K.K. Sinha*
 - (4) Business Communication—*K. Monippally*
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STUDY IV

BUSINESS COMMUNICATION

Communication

Communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behaviour. It is the expression and exchange of facts, opinions, ideas or feelings. Communication may be intrapersonal i.e. when we are trying to communicate with ourselves or it may be interpersonal when we convey a message to others. In interpersonal communication, there must be at least two persons to allow the completion of the process. One takes up the role of a sender and the other that of receiver. A medium is used to enable the transmission of the message.

Business Communication

When one communicates to transact some commercial activity i.e., providing goods or services, with the intention of generating profits, then it is termed as Business Communication. It is useful to acquire the skills of effective writing and speaking. In fact, lack of these may result in loss of business opportunities. Therefore curriculums of most business schools the world over cover this subject prominently. It is also common for prestigious companies to insist upon excellent communication skills as a requirement at the time of recruitment.

Means and Modes of Communication

Business communication is generally interpersonal since discharge of business functions requires interaction with others.

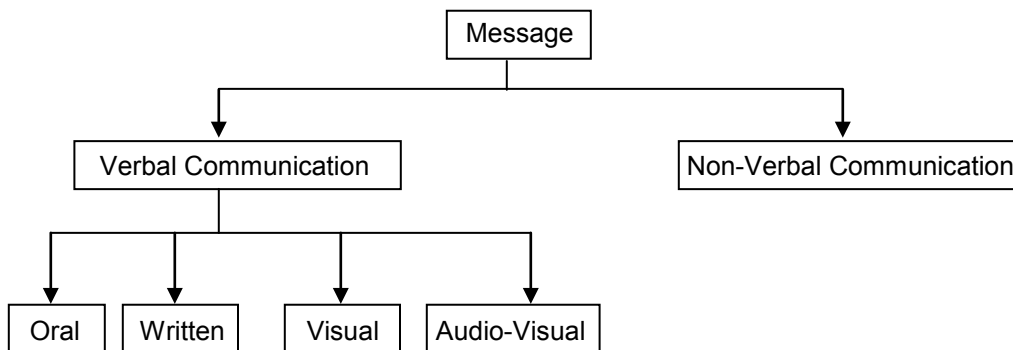


Figure 4.1: Means of Communication

Means of Communication

The means or methods of communication, as is evident from the Figure 4.1, are broadly classified into (i) verbal communication entails use of words to convey messages either in speech or through writing; and (ii) Non-verbal communication where messages are communicated through body language (i.e.) facial expressions and gestures. There are a variety of Modes through which one can communicate most of which you may be familiar with and may have also used or been the recipient of at some point of time.

Modes of Communication

Verbal Communication

It is a written or a spoken message that uses words to exchange ideas/information. Words are selected in phrases, sentences and paragraphs depending upon the results the verbal communication is trying to achieve.

The means of verbal communication are:

- Written communication
- Oral communication
- Visual communication
- Audio-visual communication.

Written Communication

In the written form, it may require drafting of letters and circulars, proposals, memos and business reports of varying kinds and includes:

- Memo
- Report
- Office order
- Circulars
- Graphs/Charts
- Staff Newsletter
- E-mail
- Fax
- Form/Questionnaire
- Letter
- Notice, Agenda, Notes on Agenda
- Minutes of Meetings
- Advertisement
- Customer Newsletter
- Press Release
- Invitation
- Leaflet/Brochure/Handbills
- Manuals
- Telegram

Advantages and Disadvantages of Written Communication

Written Communication has several advantages, although the disadvantages of written communication are equally serious.

Advantages

1. It allows us sufficient time for planning the document we propose to create, taking into account the purpose for which it is being written.
2. It also enables us to revise the contents if we find them unsuitable for the recipient from the point of view of clarity or interest.

3. To display what we have written, we have a variety of recent and traditional trends to choose from. There is also a scope to use tastefully designed stationery for the purpose.
4. The use of headings and bullets enable us to organise the material for better understanding.
5. Information in the written form may be filed or retrieved at our convenience. Its permanence facilitates prolonged correspondence.

Disadvantages

1. It takes much more time to compose a message in writing. Therefore it is expensive.
2. It also tends to suffer from the limitations of the sender, like the assumptions or prejudices, and the delayed feedback makes it worse.
3. The inadequacies of the first message may only be revealed when the reply arrives.
4. Communication in writing suffers from lack of congruence with non-verbal communication

Requirements of Effective Written Communication

It may be mentioned that hereunto organisations have to depend mostly on written communication either to maintain a link with the different entities within the organisation or with the outside world. It has been observed that executives of the organisations have to spend much of their working hours on communication and that too on written communication to maintain inter-departmental and intra-departmental links as well as link with the external bodies. In this matter they obviously depend upon letters, circulars, notes and explanations, memorandums, reports, etc. Incidentally, they have to keep in mind that the receivers remain widely distributed among common people, working class and experts too. Obviously, in such a case the transmitter of written communication has to pay adequate attention to certain important factors, such as:

- (i) appropriate words;
- (ii) clarity of ideas;
- (iii) inoffensive language;
- (iv) lucid style;
- (v) coherent presentation.

Now let us understand the above in greater detail.

(i) Appropriate Words

‘Pen is mightier than the sword’-goes a well known saying. Words may bring you encomiums or alternatively rebukes and misunderstanding. Much depends upon how and when you have used the words. For instance, you write a letter to your superior as under:

“Kindly get this matter done at the earliest.”

Your superior may not like it as it smacks of an order by you. Instead you may write:

“Will you please take necessary action as you may deem necessary in the matter.”

There is a lot of difference. Similarly when assessing your subordinate’s performance you should use appropriate words. You may not sound incorrect, if you were to write ‘he is dull, docile and sluggish’, but it is better to say ‘*he is lethargic*’.

(ii) *Clarity of ideas*

Clarity of ideas is a precursor for effective communication. Read the following passage:

“It appears from the seemingly honest disposition of..... Company Ltd. that they would be in a position to pay the amount by August end. However, their present commitments indicate that their financial position may not be bright until October unless, a turn of events for the better, occurs. Indications are that they would like to pay us at the earliest possible. It cannot, however, be said that they can be taken at face value.”

What have you understood from the passage? Read the following passage instead-

“I visited..... Company Ltd. They promised to pay the amount by August end by which time they are sure to be in a much better position financially. They are honest, however, in trying to honour their commitment.”

Does this make some difference? Use of ‘may’, ‘seem’, etc. always suggest uncertainty and should be used only where warranted by facts and circumstances.

(iii) *Inoffensive Language*

Inoffensive language is a sure way to building goodwill and reputation. Especially while writing business or while communicating within the organisation one should try to be as inoffensive as possible. Offensive language begets hatred, enmity and ill-feeling. Read the following ‘note’ from one department to another.

“We have for reference your note dated..... drawing our attention to the Service Rules regarding entertainment expenditure. Probably you are unaware of an amendment made to Rule No. 121(c) on 4th May, 2000. It is unfortunate that the circular amending the Rule was signed by you. It is ironical that you are raising a question of propriety of the amount spent on entertainment when the expense stands covered clearly by the amendment circulated on 4th May, 2000. Would you ensure in future that the queries raised by you are correct so that we are not put to an unfortunate position of replying to your notes where there is no warrant?”

See the language. Granting for a while that the objection to entertainment expenditure has been raised erroneously, don’t you think that the language needs to be a little more refined and less pungent and offensive. What is wrong if you write as follows:

“With reference to your note on entertainment expenditure incurred by the department, we feel that the expense is well within the Rule 121(c) as amended on 4th May, 2000. We are, however, not aware of any other amendment later

than this date. We hope you would find our claim to accord with the Rule. Please let us have your views.”

Again, instead of writing to a customer “you have not cared to remit the amount in payment of our bill. We fail to see any reason for your obstinacy in not replying to our earlier letter. It is therefore, clear that you do not intend to be honest”, write as follows:

“We are constrained to note that payment against our Bill No..... is yet to be received by us. Would you please let us know what holds up the payment? It has never been our experience with you so far. Kindly let us know the factual position. We may be able to assist you in some way.”

In the first draft, you are bent upon losing a customer for reason of a single instance of non-payment. A business cannot afford it.

(iv) Lucid Style

‘Style’ is personal to an individual. There are executives who cultivate a style of writing from which they rarely depart. But style has to be uniform and lucid. Read the following:

“I am impressed with your performance for this quarter. As against the target sale of 150 tonnes it is heartening to note that you have achieved a total sale of 220 tonnes, far ahead of the target. I am to inform that I am extremely happy over your sustained efforts to improve the sales. Will you accept my hearty appreciations on this occasion?”

The style of writing, in the example is not lucid, nor is it uniform though there is apparently nothing incorrect. The same matter can be written as follows:

“I am impressed with your performance. You have exceeded the target sale by 70 tonnes for this quarter. I am happy over your sustained efforts to improve sales. My sincere appreciations.”

See the voice and length of sentences. Don’t you feel that style is perceptible. Read the following passage:

“The target sale of 100 tonnes for the month of August, it is felt, is a little ambitious. The off-season for aircoolers really begins in early July when the monsoon sets in. Reference to the targets and actual sales in the previous two years would suggest that in the month of August sales slacken. This year due to a lukewarm summer, the off take has been very low even in April, May and June, which are the best months for sale. Therefore, the forecast for the quarter ending 30th September should have been recast on the basis of the weather conditions prevailing in the summer months ending 30th June.”

In the above matter, direct speech has been employed throughout. Nevertheless the style is lucid.

(v) Coherent Presentation

Coherent presentation is a virtue. Where the evidence tendered by a witness before a judge is true but incoherent, the judge would not be inclined to rely on it. Incoherence is due to confused thinking, branching off from the main streams of thought and lack of poise. In business, it is a virtue to be coherent while writing (or even while talking). Coherent writing facilitates easy understanding. Read the following passage:

“We have for reference your letter asking for information as to the credit and standing of M/s Sundar Electricals. M/s Sundar Electricals though known to us for over a decade, have not had any significant dealing with us. The managing partner of Sundar Electricals, however, is known to be a very honest gentleman. This we came to know from one of our customers who has dealings with them for the past three years. Sundar Electricals are in the ‘Electrical Goods’ trade for a long time now and are very popular. We purchase our requirements from a reliable party at Delhi whose address and particulars if you are very particular, we would be glad to furnish. Coming back to the subject, we do not want to say anything adverse about Sundar Electricals. After all we are also in business. However, do not take it as a representation from our side about the credit worthiness of Sundar Electricals. Should you require our Delhi Suppliers’ address referred to earlier we will furnish the same to you. Please ascertain the factual position about Sundar Electricals from other sources. Meanwhile send us a catalogue of your products. We deal with Electrical wires and pipings”.

The above example is muddled and mixed. While writing, it is vital to ensure that there exists a proper link between the sentences and the paragraphs. That is known as coherence.

(2) Oral Communication

Research studies have shown that 80% of communication by executives of a company is in the oral form. The modes of Oral Communication include:

- Telephone/Cellular phone
- Messages
- Intercom
- Face-to-face discussion
- Meetings/Conferences
- Presentation
- Dictaphone/Dictation
- Conversation
- Radio
- Tape-recorder
- Teleconferencing
- Speeches
- Brainstorming sessions
- Grapevine
- Interview.

Importance of Oral Communication in Business

Speech is one of the earliest as well as the widely used medium of communication. We can retrace our memory to the days of Socrates, Demosthenes and others who were great and renowned orators. In fact, talking has achieved bringing into being great institutions. The world-renowned insurance company Lloyds is the brain child of some merchants and shipowners who used to meet and discuss the matters of mutual interest at a coffee house on the banks of the river Thames.

The Bank of England, the oldest in U.K. was born out of the deliberations the goldsmiths had amidst themselves. There were and there are great personalities who hold the audience spell-bound.

Everyday in business, people come into conversation-the superior with the subordinate, superiors among themselves, subordinates among themselves, the customers with the suppliers and suppliers with clients and so on and so forth. Effective oral communication is a passport to success in business. No fixed norms can be set for effective oral communication. Factors like the audience, size of audience, the degree of significance attached to the information to be spoken out, fear of the boss, fear of status, fear of one's own self-advancement, all affect oral communication. Often the Chief of a Corporation appearing on television or radio or at a meeting picks his words as if he is a tight rope walker knowing that a single word wrongly uttered may shatter his image or that of the corporation which he heads.

It is true that all business managers should be adept at communication since they have to communicate to various people at various places, various facts and figures, financial or non-financial, implication of which may have significant impact upon the management of the business. Business communication itself is a difficult subject, it is also very difficult to separate it from every day activity of business people as it has acquired special significance in the life of the people in business. It is said a successful businessman should be first of all well conversant with the techniques and the art of communication in order to make his assignment a successful one.

In the early days, much time was spent in generating data of all kinds. However, not much attention was given to quality of transmission of information. It depends upon the presentation of information by using appropriate words and medium, which upgrades the value of the information by the receiver.

As stated earlier, oral communication is the most frequently used means of transmitting messages in business. It is resorted to more often than any other type of communication. The reasons for the popularity of oral communication are its advantages. They are:

1. Oral communication saves time. It is said time is money. Wherever and whenever action needs to be taken instantly or immediately, the best way to expedite action is to transmit necessary messages orally. Oral communication helps busy people to reassign their workload quickly by giving necessary instructions, guidance and providing information to subordinates. It thus saves time and quickens the action.
2. Oral communication provides the opportunity for feedback and clarification. This process of communication helps the sender of the message to clarify each and every point instantly. The receiver, at the same time, can also express his opinion, views or emotions on the spot. He can ask for clarifications wherever required and get himself satisfied. Thus, clarity is better ensured and makes the communication more effective and purposeful.
3. Oral communication helps to convey the message more appropriately with

suitable tone, voice and use of words. It can instantly make the receiver of the message understand the content of communication and significance thereof assigned to any particular matter of communication.

4. Oral communication is an effective tool of persuasion in management. It gives a personal touch to the communication. For this reason, supervisors and executives in all sorts of business enterprises prefer to communicate their views, ideas and opinion orally.
5. Oral communication is very effective in communicating with groups. It helps the speaker to establish personal contact with a group of people and make the group understand his opinion and views at a single point of time. The speaker can also hear about the group's reaction subsequently.
6. Oral communication is economic also. It saves manhours to be spent in preparing notes, explanation, circulars, etc. It also saves the stationery of the organisation.
7. Withdrawal of oral communication is comparatively an easy task. There are at times situations in business where oral communication is preferred to written communication for, the latter may create an official record which may be used as evidence against the person on any legal matters arising later in point of time.

Disadvantages of Oral Communication

The disadvantages of oral communication also deserve equal mention, as oral communication by itself, is not effective always. It mainly depends upon the attitude of the sender and receiver of messages. It should always be kept in view that communication is not a one sided activity. The communicator will have to use appropriate words to convey the message as well as develop ability to receive and react to the communication spontaneously. The use of right words specially in oral communication makes the communication more effective. Saying the right word at the right time to the right person will receive best possible response from the receiver. It is not what you say but how you say it that matters in oral communication, only the right word will get right response. People especially in business should develop a habit to listen to the whole message with meanings, ideas, feelings, intentions and facts conveyed, including things that are unpleasant and unwelcome.

Oral communication is totally dependent on listening. Therefore bad or partial listening may affect the comprehension of the message. Since the feedback is instant, therefore the process may become extremely lengthy. Some meetings go on endlessly without producing proportionate results. Oral communication generally has no record or legal liability. Therefore, it is strongly recommended to confirm important oral messages in writing. Similarly, the economy of oral communication is dependent on control. Telephone calls, unless kept brief, may also cost a lot of money. Unfamiliar accents and pronunciation caused by regional variations and mother-tongue interference often lead to temporary difficulties for the recipients. In short, it is important to exercise control in order to derive the benefits of oral communication.

Dictation

In this age of e-mails when many managers prefer to send their own replies there are certain situations, for e.g. replying to routine queries, drafting long replies/representations etc., where the manager could dictate a reply in order to not only save time but to also ensure that his efforts and energy are not wasted on mundane and routine matters but are utilised only on important issues. Resorting to dictation would also depend on the organisational structure, your position and the policy of the organisation. Some suggestions for effective dictation are:

- (i) Sort all your incoming mail yourself or leave it to be done by your secretary.
- (ii) Take personal action only on those papers that you feel are important and require your attention. Mark routine replies to your secretary and delegate other matters to relevant staff in your section.
- (iii) Set aside regular time slot(s) for dictation. Whether you schedule it for the morning, afternoon etc. would depend on when you receive your mail and on personal preference. Be flexible to include emergency dictation when the need arises.
- (iv) Organise your thoughts, plan the reply for a letter and if need be jot down all the points you want to cover before you commence your dictation.
- (v) Be clear in pronunciation. Use simple words and short sentences.
- (vi) Do not repeat words or sentences unless requested.
- (vii) Use your natural voice and normal volume. Halt during any interruptions like the telephone ringing or knock on the door etc.
- (viii) Do not dictate while chewing something or with chewing gum, pipe, cigar etc. in your mouth, as the words may sound muffled or not come out clear.
- (ix) Spell out complicated or technical words.
- (x) Pause after you complete a sentence and indicate paragraphs.
- (xi) Listen carefully when the dictation is being read back to you.
- (xii) Give all the letters and supporting papers to your secretary to link the replies, the moment you finish dictating for a letter.

Talking on the Telephone

It is essential that you use your voice effectively to create a good impression while communicating on the telephone. This is because your voice is the sole means of communicating on the telephone. It is quite true that the first image/impression of the organisation is reflected by the telephone operator. But, it is also essential for the entire personnel to adopt good telephone manners. The following are some suggestions and cues that can help you do just that:

- (i) Do not let your telephone ring for too long. Pick it up in the first three-four rings if possible. This reflects your promptness. For this it may help if you

place the telephone within easy reach and preferably to your left, unless you are left handed.

- (ii) Always state the name of the company if speaking on a direct line. If your company has a private branch exchange or a direct line in your section, then always state the name of your department and your name. You could use various styles, for e.g.
 - Secretarial Department
 - Finance Cell, Bharat Speaking
 - Mr. Shyam's office.
- (iii) Be clear and audible and do not shout into the mouthpiece. Infer that you have to raise your voice if you hear "Pardon", "excuse me" or some such words from the other end.
- (iv) Always be polite, no matter what your mood is or how the person on the other end is talking.
- (v) Be formal and do not use words like yeah! yep! etc.
- (vi) Be careful of your facial expressions and/or body language while talking as they affect the way you sound. If you slouch/slump then you tend to sound tired. If you frown you tend to sound annoyed. So always smile when you speak on the phone as this keeps your voice bright and warm.
- (vii) Do not answer the phone in a rush or sound hurried. Be calm and composed. This will help you in sounding relaxed and in being clear.
- (viii) Use the name of the person if you recognise them both at the beginning and also before ending the call.
- (ix) In case a conflict develops during the course of the conversation, hear the other person out patiently before stating your point. This is basic courtesy.
- (x) If you know someone will keep on rambling and will not finish the conversation soon and you are busy and hard pressed for time, make it clear right at the beginning of the call that you can spare only so many minutes to take the call and also add that you are busy. If the problem or whatever requires more time either suggest that the other person call you back or offer to call back, when you are free.
- (xi) Do not eat, chew or drink anything while talking on the phone.
- (xii) If someone is not available in the office and they get a call, state that the person is not available and when they may be available. State your name and offer to take a message. If you do take a message then inform the other person when they get back or leave a written note on their desk.
- (xiii) When leaving messages on an answering machine, be clear and brief. Leave your name, telephone number, purpose of call and what you want the other person to do-call back etc. Visualising that you are actually talking to the person may help you in overcoming any uneasiness you may feel in talking

to a machine.

- (xiv) While recording a message on your own answering machine be polite, sound warm and welcoming. Do not be abrupt, Tell the callers what details you would like them to leave after the beep. Listening to your own recorded message can help you record a good sounding message.
- (xv) Last but very important-never bang the phone, always replace the receiver gently on the cradle.

(3) Visual Communication

Visual communication could be with words or pictures or a combination of both and includes:

- Graphs
- Tables/charts
- Maps
- Models
- Demonstrations
- Slides
- Flipcharts
- Neon Hoardings
- Printed/Painted Pictures (Posters etc.)
- Internet without use of multimedia
- Pagers

The modes of visual communication are useful tools for conveying information in a manner that makes the data and any relationship between variables clearer and easier for the receiver to follow. They can be used on their own. But the maximum benefit can be gained from them if they are used as a complement of the main message because they are more capable of attracting and retaining the attention of the receiver than speech or written words.

The main advantage of using visual communication is that the message conveyed using this mode is easily remembered by the receiver and for a long period too. However, using this mode is also expensive which is its major disadvantage.

(4) Audio-visual Communication

The rapid advancements taking place in the field of information technology have brought about unprecedented changes in the communication systems the world over. In this scenario the modes of audio-visual communication assume more importance.

The means of audio-visual communication include:

- Television/video/cable
- Cinema

- Internet with multimedia
- Video conferencing
- Presentation using visual aids or electronic presentation.

The greatest advantage of this mode is that it aims at stimulating the senses of both sight and hearing simultaneously and thus enhances the effectiveness of the message. The other advantages are its wider reach and the fact that the message is remembered for a much longer time than it would be if it had been conveyed by any other mode of communication. Here again the high cost factor involved is its greatest disadvantage.

Non-verbal Communication

Non-verbal communication includes:

- Facial expressions
- Gestures
- Movements
- Eye contact
- Nodding the head
- Physical appearances.

It is an unspoken or unwritten message that uses body language. This may be used by itself e.g., frowning or smiling at someone or along with oral communication. In a situation involving the use of oral communication, non-verbal signs play an equally important role. While listening to someone, one may also be looking at the person. Their facial expressions such as a smile or a frown may strengthen the verbal message. The entire body language, from large gestures to proximity with the listener, may help emphasise the contents of the message.

Alternatively, if the non-verbal communication is absent, it leaves the recipient guessing. The “British stiff upper lip” which looks down upon display of emotions in public is a good example. Similarly in the case of verbal and non-verbal incongruence, the result may be confusion and even a communication failure. It is important to note two things. In simple situations, non-verbal communication may suffice in itself. For example, it will be perfectly in order to smile at a guest and escort him in without speaking a word. Second, this form of communication has a strong cultural content. The Arabs and Latin Americans are prone to move closer to the listener as well as maintain more eye-contact than the Europeans do. Similarly, physical contact is considered a powerful tool of communication. But touching an acquaintance, the handshake excepted, is almost taboo among the British, insignificant in America and common in Latin America.

Choice of Means and Mode of Communication

Choosing the right means and mode of communication plays a vital role in the effectiveness of the message being communicated and such choice depends on various factors such as:

Organisation size and Policy

If the organisation is small, probably more communication will be oral, than in larger organisations where it may be in writing. The policy for communication also would play a major part in influencing one's choice of mode of communication.

Cost Factor

The main point to be considered here would be to evaluate whether the cost involved in sending the message would be commensurate with the results expected.

Nature of Message

Whether the message is confidential in nature, urgent or important etc., and whether a matter would require hand-delivery or be sent by registered post etc. also influences the choice of mode and means of communication.

Distance Involved

Where the message is to be sent is also another vital factor which could influence the choice of means and modes of communication. For example, if a letter is to be sent to a partner in a joint venture in Japan and it is urgent, you would not think of sending someone to personally deliver it.

Resources

The resources available to both the sender and receiver would also influence your choice. You can only send a fax if the other person/organisation has a fax machine.

Therefore we can see that the choice of a particular mode and means of communication will depend on a case to case basis and is influenced by various factors.

Process of Communication

Having seen the various means, modes and factors, influencing the choice of the same, let us now see the process of communication. The process of interpersonal communication may be divided into the following parts:

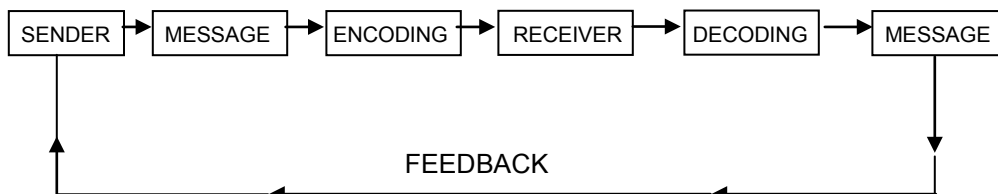


Figure 4.2: PROCESS OF COMMUNICATION

Sender

The first step is at the level of the sender. An idea or an argument is initially formed in the mind of the sender. Once the person feels the need to share it with someone, say a business associate, he has to convert it into a message.

Message

The idea or message, which the sender wants to convey, at this stage may be quite vague. It has to be given a concrete shape by encoding it in suitable words or symbols.

Medium

Once he is satisfied that he has found the right words to express it and that it is likely to be understood correctly by the receiver, then he has to look for an effective medium or mode. This medium may be in the form of a letter or report, fax or telegram, telephone or email.

Receiver

When the message reaches the other person i.e. the receiver, then the functions are discharged in reverse. The receiver has to decode the message in order to determine the meaning of the message sent to him. The contents of the message provoke a reaction or a response in his mind. This is the germination of an idea or an argument similar in nature to what happened in the sender's mind sometime earlier.

Feedback

From this stage, the receiver takes on the sender's functions. His reaction or response has to be similarly encoded or expressed in words or symbols. He also needs a medium to send this response across to the other person. His message is in the form of feedback, which completes one cycle of interpersonal communication.

The process of interpersonal communication appears to be quite simple and should not pose a problem in communicating with anyone. But real life experiences are different. There are a lot of misunderstandings in the communications in our personal as well as professional lives. Every time someone utters the word "Pardon", a communication failure has taken place. Requests for repetition or seeking of clarifications also imply that communication has been ineffective.

Noise

Most communication failures are caused because of what is known as noise. It is an element, which interferes with the communication process. We fail to discharge the sender's or the receiver's functions efficiently or the channel/medium we rely upon is faulty. At the level of the sender, it may be encoded wrongly due to the attitudes, prejudices, frame of reference or the use of wrong tone. Similarly the receiver's attitude, background and prejudices affect the decoding of the message at his end. Even the channel of communication may be unsuitable because of distortion of sound, speech defects, distracting body-language or illegible handwriting. The success of communication is proportionate to the control of noise at different levels of the communication process.

Communication Failures

There are certain barriers that cause communication failures. Communication failures may have serious effects. They affect personal or professional relationship to the extent of causing a rupture. At the personal level, such failures may cause low self-esteem. As the confidence level falls, the productivity graph also plunges lower and lower.

Failure to communicate effectively in organisations, may cause disruption or delays in achieving targets. From the point of view of finances, a communication failure may mean higher project costs and affect profitability. In business, the role of communication is even more important. A failure to communicate effectively may result in loss of money. For example, a failure to explain the terms clearly may lead to the cancellation of an order. There may even be loss of goodwill if an aggrieved customer is not handled tactfully.

Barriers to Effective Communication

Communication failures may be caused due to many reasons. A few of them are:

Lack of Planning

Every message is conveyed with a specific purpose in mind. One needs to know one's own abilities to express the message well. Simultaneously, the personality and attributes of the recipient and the limitations of the medium also have to be considered. If a message is communicated without adequate planning, then the desired result may not be obtained. For example, an invitation to potential investors to deposit money in a mutual fund may not offer all the relevant details such as entry and exit points, all the risks involved etc. This would lead to a loss of interest in the scheme. While drafting a message, one has the option of revising it. In oral communication, the words are comparable to arrows, once released, they do not return. Therefore one must choose one's words with care.

False Assumptions

In many communication situations, the sender starts with several assumptions, which may not be true. The receiver may also wish to be understood in a certain way and encourage false assumptions by the sender. Therefore the result will be anything but along expected lines. For example, a Quality Control Manager should first check whether the workers are familiar with the Six Sigma Standards before pulling them up for non-adherence. Their silence during the verbal onslaught may only mean that they do not want to admit their ignorance.

India's premier intelligence agency, Research & Analysis Wing invited IT experts from abroad to train its agents in Cyber crime. After a grueling three-day session, those conducting the program invited questions. A member of the audience raised his hand and asked without any expression on his face, "What is the difference between a phone and a modem?"
—News report

Ambiguity

We must remember that our intentions are strictly private. They are only known to us. Therefore the receiver may not correctly understand the meaning intended by us. A wrong inference is often drawn because the message yields more than one meaning. For example, the instruction that relevant details must be submitted for preparation of order by Saturday is ambiguous. It does not clarify whether the details are required by Saturday or that the order must be prepared by that day.

Distortions

Many communications do not register because the receiver is busy or preoccupied with other things. While the sender believes that he has delivered the message correctly and the desired action will follow, the truth is that the receiver has not understood it at all. Or he may have done so in part only. It is also common for a receiver to distort the meaning to suit his expectations. 'Productivity linked bonus will be paid on the 7th of next month subject to realisation of outstanding payments' has a conditional clause. The workers could conveniently forget this when they storm the office to claim the money.

Passing Judgments

Many communication failures are caused because the message tends to pass a judgment against the receiver. Therefore it is not received at its face value. Giving precedence to expression of opinion over the facts and use of offensive or annoying expressions ensure that the receiver becomes guarded and defensive. For example, a supervisor was aghast when he found a worker using a welding torch close to where the inflammable material was stored. He showered abuses at him, pushed him away and accused him of trying to destroy the factory. When he returned after ordering the removal of the material, the workers had proceeded on a spontaneous strike. It took half a day to assuage the feelings of the striking workers and to restore normalcy. Had the supervisor only stated the facts and explained the risks, the communication failure and the repercussions could have been avoided.

Implied Meanings Messages may not always convey a meaning in a straightforward manner. If the background of the sender and the receiver is not similar, then it is possible for the latter not to uncover the implied meaning. For example, a reference to weather is often indicative of a desire to change the topic of discussion. Lack of familiarity with slang or colloquial expressions often causes communication failures.

Lack of Trust

The relationship between the sender and the receiver plays an important role in a communication situation. If the two of them do not share trust and understanding, then there is a strong possibility of a communication failure. The information shared by them will be minimal. Both of them will also tend to treat the information received with suspicion. For example, even a compliment paid by a hostile boss is likely to be received by a subordinate with caution. He may wonder what the actual intention of the boss is.

Principles of Effective Communication

As the key to efficient business lies partly in communicating effectively, we must therefore make a conscious effort to master it. Effective communication depends mainly on three things: “understandable messages, credibility of the sender, and how the message is affecting the receiver.”¹ Effective communication can be achieved by having a thorough knowledge of the communication process in an organisation. And also being aware of the various barriers that exist and taking relevant steps to overcome the same while keeping in focus the objective of the communication, whom it is meant for and under what circumstances it is being made.

The Seven C's of Effective Communication

- Clarity of expression,
- Completeness of information,
- Conciseness of message,
- Concreteness in presentation,
- Courtesy towards recipient,
- Correctness of facts, and
- Consideration for receiver.

The following guidelines ensure effective communication:

Choose the right means and mode

It is most important to choose the right means and mode of communication. This would depend on, the organisation, its size, its policy, cost involved, urgency, distance, resources available, confidentiality, safety, security, necessity for official record of the communication, the recipient and the resources available.

Own your messages

It is important to take responsibility for what we say. It is common to come across instances where the sender chooses vague or general terms to denote the sender. When you state that many shareholders are unhappy with the proposed merger of the company, you may or may not be speaking the truth. You do not specify who those shareholders are. Therefore the officials of the company may not accept your statement at face value. Your message may be taken seriously if you are willing to own it. So use personal pronouns to lend credibility to your messages. Long business reports, commercial terms and conditions or legal provisions are an exception since they may be drafted using passive verbs and employing a formal tone.

Offer complete and relevant information

Messages must offer complete and relevant information in order to become effective. Incomplete information makes it necessary to begin another cycle of communication to issue clarifications. For example, it is not enough to just say that the register will remain closed from 28th to 30th March. It does not become clear to the receiver which register we are talking about and why it will be closed. Our message must state clearly that the register of shareholders will remain closed in order to determine the names of the shareholders entitled to receive the dividend.

1. David W. Johnson, "Reaching Out", Prentice Hall.

Obtain feedback

Feedback is the culmination of the communication-process. It confirms that the receiver has correctly understood our message. We may get a feedback through an appropriate closing. The closing line of a business letter often invites such a response. When sending out a cheque, we often ask the receiver to acknowledge its receipt. Similarly we ask the other party to confirm that the appointment is suitable to it when we proposed an important business meeting.

Think of the recipient

Effective messages are invariably "You-centered". We do not address the President of our company in the same manner as we speak to a fellow manager. The rank of the former demands careful thought and respect. Familiarity with the latter may make us feel more at ease. A doctor may discuss a case with a specialist in medical terms but switches over to a layman's language when talking to the patient. A lawyer does not use the legal jargon with a client: he reserves it for the court-room. Therefore we must take into account the attributes of the receiver before drafting the message.

Verbal and Non-verbal congruence

As explained earlier, meanings are often communicated in more than one way. For example, our words as well as gestures simultaneously send out signals. A message of welcome should ideally be uttered with a smile. Angry words are spoken with a frown. To put it in another way, our words and facial expressions must send out the same message. A reprimand administered with a smile would send out wrong and conflicting signals. It will leave the receiver guessing whether the sender is actually annoyed or is just pretending to be so.

Repeat if necessary

Repetition is generally avoided in order to save time and space. However, in exceptional circumstances, repetition ensures that the crucial part of the message is not ignored or overlooked. Telegraphic messages, which by nature are brief, often use repetition to good effect. DO NOT REPEAT DO NOT DESPATCH GOODS TILL FURTHER NOTICE. In ordinary communication, we may state the same fact using different words to get the benefits of redundancy and ensure comprehension. Use of different channels of communication also ensures successful communication. For example, a telephonic message may also be sent in writing later just to confirm the same.

Do not judge

Unfavourable judgments provoke reactions and are better avoided. If a subordinate has not finished the work allotted to him on time, then the boss has two options. He may either point out this fact in a plain and matter of fact tone or may reprimand him for being lazy, good-for-nothing guy who should be fired immediately. The first option is clearly preferable and strengthens the credibility and trustworthiness of the sender.

Rely on facts

Facts lend credibility to our communication since it is not possible to refute them. If a candidate claims that he has a typing speed of fifty words per minute, then it is possible to verify this claim. Opinions on the other hand are subjective. A claim that one is a good typist is at best vague. It depends on what the claimant expects a good typist to be like. While it is not possible to exclude opinions from our messages, we can make them acceptable by quoting facts in their support. However, reliance on selective facts will only affect our trustworthiness.

Types of Communication

Communication may be divided into two types: Internal and External.

Internal Communication

When people within the organisation communicate with each other, it is said to be an internal communication. We do so to work as a team and realise our common goals. It could be official or unofficial. It could be individual to individual, individual to group, group to individuals, department to department etc. Most of the internal communication is in the oral form and the tone may be informal.

People also communicate within the organisation at a personal level this is known as informal communication. A good example is that of grapevine, which is present in some measure everywhere. If the atmosphere is secretive, it encourages the spread of rumors and half-truths. Intelligent managers use this human weakness to their advantage by sharing favourable information with the employees.

Of the various modes of visual communication the most likely ones to be used in internal communication are slides, internet without use of multimedia and pager.

All modes of non-verbal communication may be used in internal communication.

Some of the modes of written communications that could be used would be Memo, Report, Office order, Circulars, Staff Newsletter, E-mail, Fax, Notice, Agenda, Notes on Agenda, Minutes of Meetings, Manuals etc.

Other than the Radio, all other modes of oral communication stated earlier, could be used in internal communication.

Internet with multimedia, video conferencing and presentations either electronic or using visual aids are the likely modes of audio-visual communication to be used in internal communication.

External Communication

When the people in an organisation communicate with anyone outside the organisation it is called external communication. These people may be clients or customers, dealers or distributors, media, government, general public, regulatory bodies, authorities etc. Letters and circulars, Price-lists, Manuals, Purchase Orders, Customised reports, Brochures and service calls, Tender documents, Advertisements, Customer' feedback material are all external communication

methods. Modern business houses spend considerable time, money and effort on improving their public image since they realise that they are dependent on external support. External communication has been mainly formal and largely documented, but there is an increasing trend to make it informal.

Some of the modes of written communication that may be used are Circulars, Graphs/Charts, E-mail, Fax, Form/Questionnaire, Letter, Advertisement, Customer Newsletter, Press Release, Invitation, Leaflet/Brochure/Handbills, Manuals, Telegram etc.

Other than intercom, dictation, teleconferencing, brainstorming sessions and grapevine, all other modes of oral communication stated earlier can be used in external communication.

All modes of visual and audio-visual communication stated earlier too may be used in external communication.

All modes of Non-verbal communication may also be used in external communication depending on the circumstances and means of communication chosen for the purpose.

“Have a friend doing class schedules & having a tough time with it. Said I’d look for some solutions. What kind of prices are we talking about. The scope of the problem-22 subjects, 6 hrs per & 3 groups of students.”

—An e-mail enquiry to Ttable.com-a timetable software website

Communication Flows

The flow of communication in an organisation depends on its size, structure and philosophy. Smaller organizations, with fewer levels of hierarchy and people may be having fewer communication problems. In larger organisation having many hierarchical levels, the process is more complicated. However, a comprehensive organisational chart will help in clearly marking out the lines or channels of communication. The flow or pattern of communication may be downward, upward, diagonal or horizontal.

Downward Flow

Traditional organisations have a vertical structure. All the important decisions are taken at the top. These are communicated through different levels of hierarchy to the workers. The disadvantages of such a chain of command are many. Firstly, it creates an authoritarian atmosphere in the workplace. Secondly, the message is often distorted as it comes down through different levels. Thirdly, it also consumes a lot of time and leads to avoidable delays.

Upward Flow

With the passage of time, management styles have also undergone change. The role of workers in the progress of industry has begun to be appreciated. Workers’ empowerment and their participation in management are the buzz-words. It is natural for the workers to feel involved in their organisations once they realise that their

interest coincides with that of the management. The result has been an increase in the flow of upward communication.

Diagonal Flow

Often there arise situations where tasks to be completed involve more than one department in the organisation and there is more often no obvious line of authority. In such circumstances the insistence on the use of proper channels in communication may affect the efficiency of management and may cause undue delays in the completion of the task. Sometimes, it is just not possible to give or seek crucial information only through the right channel. It has also been found that information is suitably distorted or filtered by superiors before it is allowed to reach the decision-makers. Therefore one has to enable people to talk to lower or higher ranks freely rather than wait indefinitely. Diagonal communication is based on co-operation, goodwill and respect between the parties concerned.

Horizontal Flow

This type of communication flow usually takes place between people of the same status/level of hierarchy in the organisation. However, as flatter organisational structures have now become the order of the day, people of different ranks now manage to converse with less reserve and formality. There are many advantages of such openness. Policy decisions are no longer shrouded in mystery. Workers are encouraged to ask questions and understand the compulsions of hard decisions. There is better understanding and coordination. However, it is important to continue to respect the authority and use, appropriate language and behaviour.

THE ESSENTIALS OF A BUSINESS LETTER

In spite of the latest technological advancements, the importance of a business letter has not reduced though most software helps and guides in producing one. In any case they are only a tool and may be used if necessary. However, we must understand the mechanical details of a business letter.

Letterhead

A letterhead is the printed stationery, which carries the essential information about the company or the organisation. Since the first contact with a company is usually made through its letterhead, companies spend considerable time, effort and money on getting it designed. A letterhead generally carries a logo, the name and postal address of the company and its contact numbers. Following the revolution in information technology and popularity of e-commerce, more and more letterheads carry the website and e-mail addresses of the company as well. Some companies even choose to have different email addresses for their different departments to enable easier access.

Reference Number

A reference number helps us in retrieving the letter at a later stage. It may contain the initials of the letter writer, the department from which the letter originates, and the distinctive number allotted to it. For example, AK/Per/629 may be the reference number

of a letter written by Amit Khanna of Personnel department. It is for an organisation to decide what the contents of a reference number should be. Some business letters show the reference numbers of both the correspondents or display printed pre-numbered stickers for the purpose.

Date

The date must be written in full without abbreviating the name of the month. For example, 1.6.2000 may preferably be written as 1 June, 2000. This removes the possibility of any misunderstanding as Americans are likely to read the date given in numerals as 6th of January, 2000. The date may be written either below the reference number or to its extreme right.

Special Markings

A few spaces below the date, one may show special markings such as Confidential, Air Mail, through Registered Post/Courier/Speed Post etc. When the contents of a letter are confidential, then care should be taken to superscribe the envelope also with the same marking.

Inside Address

The complete name and address of the recipient is written below the special markings. It must be ensured that the inside name and address is exactly the same as that used on the envelope.

Attention Line

If the letter is addressed to a company or one of its departments but the sender wishes it to be dealt with by a particular individual, then an attention line may be inserted either above or below the inside address. This may read like:

For the Attention of Mr. Harish Arora, Manager (Industrial Credits)

Salutation

The choice of a salutation depends on the extent of formality one wishes to observe. The following list shows different salutations in descending order of formality:

Sir

Dear Sir/Madam

Dear Mr./Ms X

Dear Sir may be used as a standard salutation. Letters addressed to firms or companies use "Dear Sirs" as a salutation. When informality is aimed at, then the surname of the addressee is preferred for use by most correspondents. The use of first name was traditionally avoided in business letters but salutations in business now are becoming increasingly direct.

The use of "Respected Sir" should also be avoided, as the word respected, not being an adjective, is grammatically unacceptable.

Subject Heading

It is useful to provide a subject heading in longer letters. This helps the reader find out in the first instance what the contents of the letter are. Subject headings may be written in initial capitals with rest in lower case and underscored or in capitals as shown:

Sub: Erection Work of Bikaner Project

(or)

Sub: ERECTION WORK OF BIKANER PROJECT

The usual place for a subject heading is either above or below the salutation. In brief letters, a subject heading may be redundant, in some circumstances a subject heading may also be useful in short letters as it would ensure that the letter reaches the right person, at the earliest, who would be dealing with that subject matter. It would be of immense help especially if it is addressed to a large organisation which has a central department where all mail are received and sorted.

Main Body

The main body of letter may be divided into three parts. Most business letters begin with a brief introduction, which states the purpose of the letter.

This is followed by a longer middle section, which presents relevant facts in a logical and coherent manner. This section may be divided into several paragraphs, each dealing with a separate point and written coherently.

The conclusion is a polite rounding off. It may mention the feedback required. Some of the expressions are given below:

We thank you in anticipation.

We look forward to a favourable response.

We will be glad to furnish additional information.

We expect you will continue to extend patronage to us.

We hope it is the beginning of a long business relationship.

We regret it may not be possible to deliver the goods immediately.

It is inadvisable to round off every business letter with the phrase "Thanking You". If the intention is to really thank the recipient, then a complete sentence may be used since a phrase beginning with an "ing" word is neither a complete sentence nor grammatically acceptable. This again would depend largely on the practice being followed in an organisation.

Complimentary Close

The complimentary close should match the salutation in terms of formality or lack of it. The following table may be helpful:

Salutation	Complimentary Close
Sir	Yours truly
Dear Sir	Yours faithfully
Dear Mr.X	Yours sincerely

A common error is to use an apostrophe in Yours (Your's). Care must be taken to

avoid it. "Truly" and "sincerely" are often misspelled. It should be remembered that truly does not have an 'e' in it while "sincerely" retains both the 'e's.

Signatory

After leaving four to five spaces for the signature, the name of the sender may be written in capitals within brackets followed by the designation as shown below:

(AMBUJ CHANDNA)
Regional Sales Manager

Enclosures/Copies Circulated

List of enclosures or details of those to whom copies of the letter are being circulated may be given below the designation of the sender. In some cases, copies of the letter may require circulation while keeping the original recipient in the dark. The abbreviation in such cases is suitably changed to bcc in the letters being circulated alone.

Annexures

If we wish to annex some documents with the letter, then information about these may be listed at the end.

NOTE: In Study Lessons V to VII, some examples have been given where only the body of the letter has been stated for the information of the students. However, the students should present letters in proper format as explained above in the examinations and also when drafting actual letters.

LAYOUT OF LETTERS

Layouts of letters are of two types-Blocked and Semi Blocked. Given below are examples of the two types of layout.

Blocked Format

In the blocked format of letter layout, the date of the letter, all references, subject, salutation, the paragraphs in the body of the letter, conclusion and signature, all commence at the left margin as is shown in the specimen below. Another point to note is that in this format no commas are used after inside address, salutation or complimentary close.

Sundar Chemicals Limited
Regd. Office: 28 M G Road, Chennai-600 023.

Phone: 8387666

Comp/Mar 01/26

March 15, 2009

The Manager
X Traders & Company 256, Anna Road
CHENNAI-600 070

Ref: Order No. 288/2009

Dear Sir

We are thankful to you for promptly complying to our request to supply a Photocopy machine Model ZX1 as per our Order No.285/2009 dated 10th March 2009.

However, after the machine was installed and a test run was conducted, it was found that clear photocopies were not being produced. We referred the matter to your engineer Mr. Srivats who has informed us that this problem is due to some inherent manufacturing defect in this machine.

We are still within the guarantee period of one year within which the machine will be replaced if there are any manufacturing defects.

Therefore, we request you to kindly replace our photocopy machine model ZXI with a new machine that has no defects, at the earliest.

Yours faithfully

(Maninder Singh)
Administrative Manager

Semi-Blocked Format

In the semi-blocked format of a layout of a letter the date of the letter, conclusion and signature are aligned to the right of the letter. The subject or reference is centrally aligned. The paragraphs of the body of the letter all commence with a slight indent and commas are used in the inside address (however a common practice now is to omit the use of comma in the inside address), salutation and complimentary close.

Sundar Chemicals Limited
Regd. Office: 28 M G Road, Chennai-600 023.
Phone: 838766

March 15, 2009

Comp/Mar 01/26
The Manager
X Traders & Company,
256, Anna Road,
CHENNAI-600 070

Ref: *Order No. 288/2009*

Dear Sir,

We are thankful to you for promptly complying to our request to supply a Photocopy machine Model ZX1 as per our Order No. 285/2009 dated 10th March 2009.

However, after the machine was installed and a test run was conducted, it was found that clear photocopies were not being produced. We referred the matter to your engineer Mr. Srivats and who has informed us that this problem is due to some inherent manufacturing defect in this machine.

We are still within the guarantee period of one year within which the machine will be replaced if there are any manufacturing defects.

Therefore, we request you to kindly replace our photocopy machine ZXI with a new machine that has no defects, at the earliest.

Yours faithfully,

(Maninder Singh)
Administrative Manager

Either of the two formats can be used while drafting letters. However, care must be taken to follow any one format completely throughout the letter.

Note: As a result of globalisation of commercial activities in recent years, there has been an increased use of American spellings in day-to-day correspondence in respect of international trade, the word 'favour' is spelled as 'favor', 'labour' as 'labor', 'centre' as 'center' etc. Even the rules of grammar are getting relaxed. Both the conventional as well as the simplified American spellings are in vogue, but care must be taken to be consistent with whichever spelling you are following/using.

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answers to these questions are not to be submitted for evaluation)

1. Explain the meaning of business communication?
2. Outline the difference between communication and business communication.
3. What are the means and modes of communication?
4. Differentiate between verbal and non-verbal communication.
5. State the different types of non-verbal communication.
6. Explain the advantage of oral communication?
7. Illustrate the communication process with the help of a diagram.
8. What is meant by communication failures? Explain various communication barriers and suggest ways to overcome them.
9. What are the two different types of communication?
10. Explain the different types of communication flow. State what factors govern the flow of communication in an organisation.
11. Describe the various layouts of business letters. Draft a specimen of each layout.

Suggested Readings:

- (1) Guide to managerial communication—*Mary Muntu*
 - (2) Business Communication—*K.K. Sinha*
 - (2) Communication for Business—*Shirley Taylor*
 - (4) Business Communication—Process & Product—*Mary Ellen Guffey*
-

STUDY V

BUSINESS CORRESPONDENCE—PERSONNEL AND MISCELLANEOUS

PERSONNEL CORRESPONDENCE

The Valuable Resource

Personnel department deals with all matters relating to staffing right from recruitment to retrenchment. In earlier times, the administration sections discharged these functions. Later on, these acquired the name of personnel departments. With the passage of time, more and more CEOs realised that it is men and not necessarily the machines, that change the fortunes of undertakings. So these departments were renamed yet again. Many of them now claim to be dealing with and developing Human Resources.

Job Applications

For most of us, the hunt for a job begins as soon as we are out of school or college, if not sooner of all the business communication you will ever write, probably the resume and application letter will be the most important for you. The reason is obvious: The resumes and application letters are written forms you are most likely to use to find a job and finding a job most certainly will be among the important activities of your life.

A job-application has many similarities with a Sales Circular. This is not surprising. When we write to a prospective employer, we are offering our skills for a price. Therefore every position demands a carefully drafted application with a suitable resume to enclose or furnish during the personal interview.

It may be useful to analyse our traits before we begin hunting for a job. For instance, we may enjoy traveling, while for some accuracy may be a strong trait. Others may get along well with people around or may prefer to work alone. Depending on what we find, we may look for a job in Sales or Accounts or target a Managerial position or a place in a Research establishment.

While resumes contain most of factual information about the applicant, the application or the covering letter reveals the profile of the applicant. If it is cleverly drafted, it may increase the chances of crossing the first hurdle. However, by concocting facts, matters may not go far. Even the best mailer cannot create a durable market share for a bad product.

Organisations may advertise the positions lying vacant with them. Some of them either maintain their own databank or rely upon those kept by placement agencies to call suitable candidates at the time of need. It is also becoming common for organisations these days to receive the Curriculum Vitae (CV) by fax or email. Some websites offer job-related services and one may submit details online for getting a position of one's choice.

One can get a job without applying for in writing. For example: you can get a job through campus recruitment, an employment agency or a company's employment office. But when you cannot find a job through these router you are likely to apply for jobs by using resumes and letters. Actually, preparing resumes and application letters

is much like preparing a sales mailing. Both situations involve selling. In one case, you are selling a product or service; in the other, you are selling your ability to do work.

Applications may be drafted in response to advertisements. They may also be submitted unsolicited. One may write a comprehensive application, which contains all the details about one's education and experience and does not require a separate CV. An example of such an application is given below:

Example 1

Sector 17, House No. 1120,
Chandigarh.

7 July 2009

The Manager (Human Resources)
GE Services
Sector 18, Goregaon-422 015
Mumbai (India)

Dear Sir

I am responding to your advertisement in the Ascent columns of The Times of India of 5th July seeking Secretarial Officers for your company. I wish to be considered for the same position.

I passed my Senior Secondary examination in Commerce stream from Mount Carmel School, New Delhi in 2002 scoring an aggregate of 89% marks. I joined B.Com (Hons.) at Sri Ram College of Commerce, Delhi University in the same year and simultaneously enrolled for the Foundation Course of The Institute of Company Secretaries of India. In 2007, I was accredited as a qualified Company Secretary and joined the Secretarial Department of MN Udyog Ltd.

My company gave me intensive on-the-job training for six months in Secretarial and Legal functions at the end of which I was absorbed as a Junior Secretarial Officer. My duties include share transfer and transmissions, filling and filing of statutory forms and returns, maintaining statutory registers etc. I have been working for two years now and feel the time has come for me to accept wider responsibilities. I can provide names of Referees if you wish to know more about me.

My present annual package including perks is approximately Rs. 2 lacs. I hope for a reasonable increase.

I look forward to an opportunity for a personal interview where I can explain my credentials in detail.

Yours faithfully

Ms. Meghna Rasgotra

Example 2

To

The Manager (HR)
Corporation Bank
Mangaladevi Temple Road
Mangalore-575 001

18 April, 2009

Dear Sir

IT CONSULTANT

Your advertisement in the Deccan Express of 16 April 2009 about the position of an IT consultant in your bank has interested me. I wish to be considered for the same position.

Information about my graduation in Science and the Computer courses that followed is contained in the enclosed resume. What I wish to add is my special interest in building security systems for a safe and reliable automated banking system. My stint at Siemens gave me useful experience in this area which may be put to use in expanding your operations.

I hope you will give me an opportunity to talk about myself in greater detail during the personal interview.

I look forward to meeting you soon.

Yours faithfully

Abhinav Arora

Encl: Resume

Whatever be the nature of comm., politeness is the most imp. Aspect of it. In all letters, whether long or short, careful planning is needed. Eg. A letter of appointment must state service conditions carefully.

Curriculum Vitae (C.V.)

There are many aspects of an individual that need to be presented in a C.V. Therefore, the physical layout of the C.V. is important. Whether an applicant would be considered for appointment depends largely on his C.V.

Thus, a C.V. must be attractive, comprehensive and compact.

Alternatively, one may prepare a Bio-data, CV or Resume and enclose it with a covering letter. The three terms are loosely used as synonyms but there are finer differences (see box after CV). A separate covering letter enables us to focus on information not contained in the CV and may be used to buttress one's claim *vis-a-vis* other candidates.

An example of CV is given below:

Curriculum Vitae

Name : Karan Madan
Birth : 8 May 1982
Nationality : Indian
Permanent Address : 13 Pusa Road New Delhi-110005
Telephone : (91-11)525 8467
Email : karan-madan@usa.net
Work Profile : Since January 2004, I have been working in the Examinations Unit of a foreign mission as an Assistant Manager. The competencies essential to my present job are:

Public Relations, excellent Oral and Written Communication skills, Office and Financial Management and ability to work under pressure and meet deadlines.

I am involved with the promotion and conduct of examinations administered in India by my employer. My responsibilities cover conducting Open House sessions and promotional write-ups in the Newsletter, organising presentations in-house and at corporate offices, organising training programmes for our clients. I am also responsible for budgetary projections, maintaining liaison with regional offices and with Universities; arranging venues for training programmes and examinations, selecting invigilator/examiners, communicating results to candidates and organising graduation ceremonies for the successful candidates.

Education : 2006, Diploma, Public Relations and Advertising, YMCA Education Center, New Delhi.

2004, Certificate in German as a Foreign Language, Deutschen Volkshochschule, Munich, Germany.

2003, B.A.Honours, Hindu College, University of Delhi, Delhi - 110007.

2000, *All India Senior School Certificate Examination*, Mont Fort School, New Delhi.

Computer : I am conversant with the MS Office Package, and am comfortable using MS Word, MS Excel, MS Outlook, MS Access, MS Power Point and MS DOS.

Languages : I am fluent in English, Hindi, German and Punjabi.

Interests : Enjoy Indian and Western classical music.

References : 1. C.G. Aggarwal, Manager HR Grassim India, 7, M.G.Road, Bangalore.

2. Mr. J. Chaturvedi, Reader, Hindu College, Delhi - 110007.

(KARAN MADAN)

*“In actuality, there are technical differences between a resume, a bio-data and a curriculum vitae. A **resume** for instance, is background and activities in an essay format; a **bio-data** is more of a bullet-form brief which touches on the tangible aspects of your qualifications and a **curriculum vitae** is a combination of both a resume and a bio-data. It is however politically acceptable to prepare an inter-document... borrowing ideas and formats from all three.”*

**The 1st Step to a Job
—Monisha Advani
Femina, Nov. 1, 1996**

Resume

A Resume* (pronounced rez-oom-ay) is a record of one's personal and professional detail. It may be enclosed with the application for a job. It may be handed over to a placement agency for storing it in their data bank. It is also possible to post it on a web-site providing jobs. Words like *Bio-data*, *Curriculum Vitae* or *data sheet* are also used to describe documents through which one may provide information about themselves—mainly their education and work experience. Help is also at hand in the form of professional agencies and templates in word processors.

Your Resume should:

- mention career goals and specific job objectives.
- reveal adequate knowledge about the company being approached.
- explain how your qualifications and experience are suitable for the job on offer.
- give evidence of excellent writing skills.

A good resume should not be very long. While one page is ideal, one should never let it go beyond three pages. Personal details like age, sex, race or nationality are looked down upon these days and are therefore optional. Minor details should be omitted to make room for achievements and skills. One should be neither modest nor boastful. The choice of good quality paper is essential. The judicious use of white space in margins and between paragraphs improves the display. Using a word processor with letter-quality printer is desirable.

A variety of resume-formats are available in books, on websites offering jobs and in the form of templates in word-processors. Usually heading, contact number, job objective, education, experience, personal details, special interests and references form the content.

* A couple of specimen CVs were also given at the beginning of this study.

Ms. ANU GARG

S-36, Sector X, Noida (U.P.)
Telephone: 914-34644 (Res.)
3346219-20 (Off.)

Objective

The position of Company Secretary in a company with a vision.

Education

ACS, The Institute of Company Secretaries of India, New Delhi, June, 2008.
L.L.B. Faculty of Law, University of Delhi, 2006, II Division.
B.Com (Hons.), Hindu College, University of Delhi, 2002, I Division.

Experience

Assistant Company Secretary, Grasim India Ltd. July, 2008 onwards. Job profile involves Secretarial work, Taxation, Excise and Network marketing.

Personal Qualities

Interests: Mountaineering, reading, legal counselling.
Membership: Association of Practising Secretaries of India, Indian Law Society (Professional). Indian Mountaineering Association (Personal).

References

Will gladly furnish personal and professional references on request.

(ANU GARG)

Interviews

Some companies prefer to conduct initial interviews telephonically to shortlist candidates for the final interview.

If an Interview letter is required, it should contain information about the position applied for, date, time and venue of the interview. If the prospective employer wishes to examine the original certificates of the candidate, then a mention may be made in the letter. Outstation candidates also like to know whether their expenses on travel and stay will be met. Interview letters should give sufficient notice to the candidates to enable them to confirm their attendance.

Interview-Letter

AB&C Pvt. Ltd.

Ansal Chambers, 7, Asaf Ali Road, Delhi-110006

Telephone: 3361357 Fax: 3361653 Website: <http://www.fc.com>

21st May, 2009

PUN/16/(P)

Dear Anshu,

Please refer to your application for the post of Manager Projects in our company.

You are invited to attend a personal interview with our General Manager on Saturday, 14th of June, 2009 at 3 p.m. in our corporate office located in Ansal Chambers, DLF Plaza, Gurgaon.

We regret to inform that we do not reimburse the traveling expenses of the local candidates.

Please confirm telephonically that this appointment suits you.

Yours sincerely,

Manager - Human Resources

Shortlisting Candidates

Companies may shortlist candidates for absorption at a later date if they are unable to find a suitable position for them at the time of interview. In such cases, their details are stored in the databank and a polite letter addressed to them.

Example:

Dear Vivek

We are pleased to inform you that you have been shortlisted for an offer of appointment in our company as soon as we can find a position in keeping with your qualifications and experience.

We thank you for evincing interest in our company and hope you will soon be a part of our organisation.

Yours sincerely,

Manager - Human Resources

Letters of Appointment

Initial intimation of appointment may be given through a brief provisional letter. But the final document must be drafted carefully as the employment is governed by the terms stated in it. It should stand the test of law. The terms and conditions should be explicitly mentioned and offer of appointment made subject to their acceptance by the candidate. A worker may seek reinstatement in a Labour Court if the employer acts against the terms of appointment. The executives, who are governed by a "*Master-Servant*" relationship, can only seek damages in the event of a *mala fide* dismissal.

The provisional letter of appointment intends to prepare the candidate for the detailed letter that follows. It may read like the following:

Dear Vivek

Please refer to your application and the subsequent interview for the post of a Systems Manager in IBM (India) Ltd.

We are pleased to inform that you have been selected for the position. A detailed

letter will be mailed to you soon.

Yours sincerely

Manager - Human Resources

Terms of Appointment

Detailed offers of appointment normally mention terms of appointment and seek the acceptance of the selected candidate. It is advisable to insert clauses which anticipate organisational changes and protect company's interests. But terms, which are one-sided to the extent of being inimical to candidate's interests may not be received well. In fact, a good candidate may even turn down the offer. Therefore a balance must be maintained.

Dear.....

Please refer to our earlier letter of 11th November 2008. As stated earlier, we will be pleased to hire your services as a Systems Manager if you accept the following terms and conditions:

1. Your initial place of work will be at Hyderabad. However, you may be assigned to any location in India or overseas. On transfer, the rules, regulations and conditions of service applicable in that location shall apply on you.
2. You will be paid a monthly basic salary of Rs. 43,000/- plus perks and allowances as per company rules. The salary will increase after annual reviews. You will be paid an extra allowance in US \$ to cover your expenses when assigned duties abroad.
3. You will be responsible for the erection, upgradation and maintenance of all systems in use in the company and will report to the Director (Technical).
4. You will be on probation for a period of six months, which may be extended at the discretion of the company. At the satisfactory completion of Probation, you will be confirmed in writing.
5. During the Probation, either party may terminate this contract by giving a one month's notice or salary in lieu thereof. Post confirmation, the notice period will be three months or salary in lieu thereof.
6. Unauthorised absence from duty or violation of company rules, procedures and policies as laid down from time to time may invite disciplinary action including termination of services.
7. You will retire at the age of 60 years or till such time you remain medically fit. Post retirement you will receive cash benefits and a medical insurance cover.

Please sign a copy of this letter and fax it to 040-7865479 in acceptance of the terms and conditions and report to the Human Resource Manager on 20th November 2008 at 9.30 a.m.

We welcome you to ABC (India) and wish you a successful career.

Yours sincerely

Manager - Human Resources

Letter of Confirmation

Abhay Sakhuja
Customer Service Department
Pune

Date: 30th April, 2009

Dear Abhay

On successful completion of your probationary period on 30th April 2009, I feel pleasure in confirming your appointment with us for the post of Relationship Manager in Middle management band effective from 1st May 2009.

Yours sincerely

Manager - Human Resources

Show-Cause Notice

Most companies avoid protracted disciplinary proceedings unless unavoidable. It is preferable to recruit people on merit and appraise them objectively during probation. Responsible employers can always weed out or relocate those who do not perform up to company's standards. If unavoidable, disciplinary actions should be taken in a fair, consistent and judicious manner. A specimen Show-cause Notice is given below:

20th October, 2009

Manish Malhotra,
Accounts Department
Connaught Place Branch

Dear Manish

The Chief Manager of your branch has reported that you divulged to the financial correspondent of The Times sensitive information about the NPA of the bank a week before the Public Issue opened for subscription. The information was published in the said daily's issue dated 7th October. It is reasonably assumed that the public response to the issue was adversely affected by your action.

Please show cause within 7 days of the receipt of this notice why disciplinary action under Rule 6 of the Service Rules should not be taken against you. Failure to reply within stipulated time will imply that you have no defence to offer.

Yours faithfully

Manager - Human Resources

Charge Sheet

Charge sheet is a document of great significance. This is a communication issued by the appointing authority or the management to a delinquent employee listing the charges levelled against him. The charge sheet should be drafted carefully with different charges clearly framed out in specific terms. The following points should be kept in mind while drafting a charge sheet:

- (a) Explanation of an employee may or may not be called for before issuing the charge sheet.
- (b) The charge sheet should be issued by the appointing authority or disciplinary authority whichever is the higher authority.
- (c) The framing of charge sheet should not be vague. It is not sufficient to quote the nomenclature of conduct rules which are alleged to have been violated. The specific rule and/or the sub-rule which has been violated should be stated. The matter on which the charge is based should also be mentioned in the chargesheet in clear and specific terms.
- (d) No specific form of a chargesheet has been prescribed. A charge sheet may be in the form of a simple letter containing the following aspects:
 - (i) Constituents of charges i.e. the charge should contain all facts which combined together make a particular misconduct as defined in the Standing Order/Service Conditions Manual. Time and place where necessary should be included in the charges.
 - (ii) Each incident should be taken as a separate charge.
 - (iii) Specific name of the offence may be mentioned and violation of rules/regulation of conduct rules be specified.
 - (iv) If misconduct consists of using offending language, the exact words used be preferably specified in the charges.
 - (v) Sufficient time for the employee to reply to the charges levelled against him/her be given in the charge sheet. The time to be given in each case will depend on the number of charges, their nature, the time that has elapsed since the alleged misconduct was committed, etc.
- (e) Explanation to charges in the charge sheet be called for in writing.

Specimen

BOLT & NUT PRODUCTS COMPANY LIMITED
GHAZIABAD

Dated : February 11, 2009

Memorandum of Charge Sheet

The following complaint has been received against Shri Rathore, Factory Clerk Grade-I that he has committed the following acts of misconduct on February 6, 2009, at the Company's Ghaziabad Factory :

1. Using indecent language against superiors.

2. Being negligent in use of costly electronic equipment and causing wilfull damage thereto.
3. Persistent refusal to adhere to his superiors' advice regarding his work performance.

He is hereby given an opportunity to submit his explanation to the above charges giving reasons as to why disciplinary action against him should not be taken under Rule 13 of Company's Service Manual.

He should submit his written explanation by 4.00 P.M. on February 26, 2009, to the undersigned failing which it will be presumed that he has no explanation to offer and the charges as mentioned above have been accepted by him.

Sd/-
(Ramanand)
General Manager-Personnel

To:
Shri Rathore
Clerk-Grade-I
Ghaziabad Factory, Ghaziabad.
Issued through: Shop Superintendent.

Suspension Letter

Courts are usually reluctant to intervene and provide relief against suspension on the ground that it is neither a punishment nor a final order. Still it is an important part of disciplinary process and should be handled responsibly. Relevant facts and charges must be mentioned in the suspension letter:

Dear Sir,

This is further to the Show-cause Notice dated 3rd of October issued to you.

We regret your defence as contained in the reply dated 10th October is not acceptable. Therefore you are suspended with immediate effect on the charge of leaking sensitive information about the company and damaging its commercial interests. You will not be allowed to enter the office premises, tamper with evidence or influence witnesses during this period. You will report to the Inquiry Officer whenever summoned. You will be paid a subsistence allowance equal to half of your basic salary during the period of suspension.

You are required to hand over charge to the Manager immediately.

Yours faithfully,

Manager - Human Resources

Inquiry Officer's Report

Inquiries may uphold the charge, which leads to termination from service. It is mandatory to give a copy of the Inquiry Officer's report to the affected employee.

Dear Sir,

We regret to inform that the Inquiry Officer appointed to conduct a probe into the charge of leaking company's sensitive information against you has upheld the charge. Consequently, your service will not be required by the company w.e.f. 20th October. A copy of the report is enclosed for your perusal.

You may contact Manager (Personnel) for advice about procedures to relieve you.

Yours faithfully,

Manager - Personnel

Reinstating the Suspension

Alternatively the charge may not be proved forcing the employer to reinstate the suspended employee with back-benefits.

Dear Sir,

Following the submission of Inquiry Officer's report exonerating you from the charge of leakage of sensitive information, you may resume your duties from the forenoon of 20th October. You will be entitled to all the benefits you would have earned retrospectively.

We trust you will be more discreet in future while discussing the company's affairs with strangers.

Yours faithfully,

Manager - Personnel

Letter of Resignation

To

Manager (HR)
Larsen & Toubro Ltd.
Worli, Mumbai

November 2, 2008

Sir,

I regret to inform that it will not be possible for me to continue to work as an Accounts Assistant following my selection for Postgraduate studies in International Finance at IIM, Lucknow. Therefore I serve the mandatory one-month notice of resignation through this letter. My last day of duty will be 1st of December, 2008.

I found working in L&T to be a great learning experience. I express my grateful thanks and hope to return to L&T at some point in future to repay my debt.

Yours sincerely,

(Name)

Reference Letters

Many companies have done away with the practice of writing to Referees since they are chosen by the candidates and generally return favourable evaluations. Sometimes the referee may be constrained by the policies of his company from divulging information about a current or ex-employee. If there are no such constraints, then useful information may be expressed in a sincere manner. Unfavourable evaluations must be made fairly and discreetly. The following examples may be helpful:

Favourable Evaluation

Dear Mr. Agarwal

As requested in your letter of 12th November, here is my evaluation of Mr. S.D. Joshi.

Mr. Joshi has been working as Line Supervisor on our Shop Floor since October 2007. His work has been satisfactory on all counts. He gets along with the workers well and manages to meet production targets and deadlines. We have had fewer problems since he joined and for this reason alone, we will be happy to retain him. Unfortunately, we cannot offer him a promotion till a cadre-review, which will be done only at the end of next year.

I recommend him strongly and am sure he will be an asset for any organisation.

Yours sincerely

Unfavourable Evaluation

Dear Sir

I am responding to your request for information about Mr. Abhinav Gupta.

He worked in the Accounts department of our Company as an Assistant from January 2007 to March 2008. Unfortunately his performance did not come up to our standards and we were forced to relieve him.

I am not suggesting that he is unfit for all positions. He may perform better under stricter supervision and guidance.

Yours sincerely

Testimonials

Testimonial are issued voluntarily by people who are in a position to appraise. They should be objective in evaluation so that the prospective employer is not misled. They should mention the position held, duration of employment, personal and professional qualities of the person and the circumstances in which he left. An example is given below:

TO WHOMSOEVER IT MAY CONCERN

Mr Manish Puri was employed as an Assistant Manager in the Sales Department of the company from January 2007 to December 2008. He left the company on his own accord.

His duties included overseeing preparation and distribution of sales material, organising tour programmes and documenting achievements and failures.

During his stay he impressed his colleagues with his amiable nature and energetic life-style. He worked conscientiously and expeditiously and treated deadlines seriously.

I am confident he will prove to be a valuable asset for any organisation with which he is associated. I have no hesitation in recommending him strongly.

Sd/-

Vice President

A few more specimens of Written Test/Interview/Appointment/Regret letters are given for your information and guidance.

Letter calling a candidate for written test

Example 1:

SUNDARAM CHEMICALS LTD.

Regd. Office: 12, Sansad Marg, New Delhi-110 001

Phone: 534212

Ref./Call/23

Mr. Amar Singh
23, B.V. Nagar
New Delhi-110 089

24th March, 2009

Dear Sir,

Sub: *Written test for the post of Management Trainee-Law*

With reference to your application dated 10th February, 2009, for the post of 'Management Trainee-Law' you are requested to appear for a written test on 2nd April, 2009, at Indian Social Institute, Institutional Area, Lodi Road, New Delhi-110 003 at 10 A.M.

The test will be of 2 hours duration, followed by a group discussion.

No books will be allowed in the examination hall. Only blue or black pen is allowed while writing the answers.

No travelling allowance is payable for attending the test.

Thanking you,

Yours faithfully,

Sd/-

(R. Francis)

Personnel Manager

Example 2:

ABA SUNDARAM CHEMICALS LTD.

Regd. Office: 12 Law Gardens, Ahmedabad-380 006

Tel: 6570018 Fax: (079) 6580182

E-mail: sunderchem@vsnl.net.in

No. HRD/ACA/2009

12th June, 2009

Mr./Ms _____

Dear Sir/Madam,

Sub: *Written Test for the Post of Accounts Assistant*

With reference to your application dated 1st June, 2009 for the post of 'Accounts Assistant', you are requested to appear for a written test on 30th June, 2009 at Law Institute Hall, Sabarmati Marg, Ahmedabad-380002 at 9.00 A.M. The written test will be of two hours duration. The test is intended to examine the candidate's general commercial knowledge and the grasp over practical accountancy.

Please note that no travelling allowance is payable for attending the written test.

Thanking you,

Yours faithfully,

Sd/-

(W.R. Mehta)

Manager (Personnel)

Letter intimating date of interview

The heading, reference, inside address and salutations, in this case, will remain the same. The body of the letter will be as follows:

"With reference to your written test held on 2.4.2009, we are pleased to call you for a personal interview on 12.4.2009, at the Regional Office of our company, at the aforementioned address, at 10 A.M. sharp".

Letter communicating passing of written test and intimating the date of personal interview

ALL MONEY BANK LTD.

Regd. Office: 101, Parliament Street, New Delhi - 110 001

Tel.: 3031811, 3021821 Fax: 3031812

E-mail: allmoneybk@usa.net

Ref. No. HRD/1/2009

Date: 1.1.2009

To

(All successful candidates)

Dear Sir/Madam,

Sub: Recruitment of Probationary Officers - 2009

We congratulate you for qualifying the written test conducted on 15th December, 2008 for the recruitment of Probationary Officers.

In this regard, you are hereby requested to be present for a group discussion and personal interview on 15th January, 2009 at AMB Hall, 101, Parliament Street, New Delhi-110 001 at 10.30 A.M. Please note that no travelling allowance/daily allowance is payable for attending the group discussion and the personal interview.

Thanking you,

Yours faithfully,

Sd/-

(P.A. Desai)

Manager (HRD)

Letter intimating appointment

In this case too the heading, reference etc. remains the same as above, the body will be as follows:

"With reference to the interview you had with us on 12.4.2009, we are pleased to offer you appointment as 'Management Trainee-Law' in our company.

You will be on an intensive training for two years in our Law Department. During the period of training you will be paid a consolidated salary of Rs. 6,000/- per month during the first year and Rs. 8,500/- per month during the second year. On satisfactory completion of the two years' training, you would be called upon to take up independent responsibilities in the Law Department. If, at any time during the period of training, your conduct is found unsatisfactory, your services are liable to be terminated forthwith.

During the course of the training period, if you desire to leave the services of the company, you shall be liable to indemnify the company by paying a lump sum compensation of Rs. 50,000/- only.

After the satisfactory completion of two years' training, you will be placed in the cadre of Dy. Manager in the scale of 30,000-200-40,000-250-50,000. You will be

entitled to House Rent Allowance, Medical Claim subsidy, Leave Travel Concession, and other benefits as per the service rules, only on confirmation in the post.

You are requested to confirm your willingness to the above terms of appointment on or before May 20, 2009. You are expected to join the training by July 1, 2009".

Letter politely informing the candidate about non-selection

Example 1:

SUNDARAM CHEMICALS LTD.

Regd. Office: 12 Law Gardens, Ahmedabad-380 006

Tel: 570018 Fax: (079) 6580182

E-mail: sunderchem@usa.net

Mr. Bhogal Mehta,
34 A, Sankar Road, Rajkot - 360 001

1 Jan., 2009

Dear Sir,

Sub: Recruitment for the Post of Finance Manager

We refer to your application dated 1st October, 2008 for the post of Finance Manager and the personal interview you had with us on 14th December, 2008. We regret to inform you that your application has not been successful. This, of course, has no reflection on your credentials. We thank you very much for evincing interest in our organisation and offer you our best wishes for a bright future career.

Yours faithfully,

Sd/-

(K.C. Lokhandwala)

Personnel Manager

Example 2:

The body, in this case, will be as follows:

With reference to your application for the post of 'Management Trainee-Law' in our company and the test and interview you had with us, we regret our inability to offer you an appointment at present. However, should any need arise in future, we shall get in touch with you.

Consent letter from a selected candidate

To:

Personnel Manager
Sundersan Chemicals Ltd.
23, B.N.C. Road,
Chennai - 600 025

March 20, 2009

Dear Sir,

Sub: My appointment as 'Management Trainee-Law' in your organisation

I thank you for your offer of appointment. I hereby agree to abide by the terms of appointment contained in your letter Ref. SA/34/2009 dated March 2, 2009. I will be reporting for duty on the forenoon of May 13, 2009.

Thanking you,

Yours faithfully

Sd/-

R. Sundaram

Letter declining the offer of appointment

The heading, reference, inside address and salutation remaining the same as for the consent letter given hereinabove, the body will be as follows:

"Reference your letter Ref. SA/34/2009 dated March 2, 2009 I regret my inability to take up the appointment, as I have been selected for a job in the U.S.A. I, however, thank you for evincing interest in my candidature.

Yours faithfully

Sd/-

R. Sundaram

Body of letter requesting for change of place of posting (from the candidate)

"I thank you for your letter of appointment dated March 12, 2009 directing me to join duty at your Chandigarh office. I request you to kindly consider posting me at your Mumbai office for at least two months, to start with. This is necessitated because of the need to attend to my father who is admitted in hospital after a serious car accident. It would take at least two months for him to get discharged after treatment for multiple fracture. I hope you would consider my request sympathetically. Awaiting your early reply."

Body of letter declining the above request

"We are very sad to know of the serious accident your father has met with.

We, however, regret that we are unable to consider your request for change of posting, as every candidate is required to undergo induction training only at the Head Office of the company at Chandigarh.

We are pleased to allow you time upto 2nd July for reporting for training at our Head Office at Chandigarh.

Please confirm this arrangement and your commitment to join at Chandigarh at the earliest".

A few more specimens with regard to disciplinary matters are given hereunder:

Specimen 1: A show cause notice.

G.B. GRAPHICS LTD., KOLHAPUR

CONFIDENTIAL

No.: 96/V/2009

Dated: June 3, 2009

MEMORANDUM

It has been informed by Mr. Ved Prakash, Secretarial Officer of the Company that Mr. Amir Ved, Senior Staff Assistant of Secretarial Department of the Company, had misbehaved with Mr. Prakash on June 1, 2009, by shouting at him and using foul language, in the presence of other staff members of the Department, when Mr. Prakash had sought some details of share transfer applications pending with Mr. Ved.

Under the circumstances, Mr. Amir Ved is hereby directed to show cause why action should not be taken against him as per the Service Rules of the Company. His reply in writing should reach the undersigned on or before June 18, 2009.

To
Mr. Amir Ved, Senior Staff Assistant
Secretarial Department

Sd/-
Laxman Bhargava
Manager (Admn.)

Specimen 2

HONESTY ESTATES LTD., KANPUR

CONFIDENTIAL

No. 001/2009

January 2, 2009

MEMORANDUM

It has been noticed that you were absent from office on the 26th December and the 27th December, 2008 without permission. Your absence on these two days resulted in disruption of office work unduly. You are advised to desist from taking leave without prior sanction. Unauthorised absence from office in future will invite disciplinary action as per the Service Rules of the Company.

Sd/-
C.R.V. Gundu
Director (Admn.)

To:

Mr. Keshav Kulkarni
Assistant
Personnel Department

Specimen 3: Memorandum in a Disciplinary Matter

MEMORANDUM

No.: VR/SO/2

December 1, 2008

It has come to the notice of the management that Shri Vinod Rahi, Sales Officer, attached with Faridabad Branch of the company, has been indulging in the following activities :

- (a) Passing out secret information pertaining to the manufacture of the

company's products to competitors.

- (b) Selectively giving wrong information such as informing the customers the old rates of the company's product instead of revised rates, expressing uncertainty about the supply of company's product to the customers etc.
- (c) Indulging in loose talk with fellow employees and outsiders about the company's management.
- (d) Pointing out imaginary deficiencies about the company's product and giving good opinion of competitors' products in the presence of the company's customers with a view to undermine the company's product.

Shri Vinod Rahi is hereby directed to explain his conduct in the above regard and his explanation in writing shall reach the undersigned on or before December 15, 2008. Failure to submit his explanation within the time, shall be treated as that he has nothing more to state and that he has accepted his conduct as narrated above.

Sd/-

Vibha Desai
General Manager (Sales)

To: Mr. Vinod Rahi, Faridabad Branch.

Through: Branch Manager, Faridabad.

MISCELLANEOUS

Goodwill Letters

The best way to understand goodwill letters is to remember that there is no compulsion to write them. However, genuine sentiments, if sincerely expressed at an opportune time, create lot of goodwill. This goodwill is not in monetary terms. But it may translate into financial gain over a period of time since human relations form the backbone of business.

Goodwill letters should be brief. One should desist from sermonising and state one's sincere feelings in an appropriate tone and style. Use of stereotyped phrases should be avoided. The extent of formality is determined by the status of the recipient. For example, we should write informally to those people whom we have known closely. Use first or second person to give it a personal touch.

Goodwill letters must be sent promptly in order to be relevant and effective. The effect of emotions is transitory and tends to wear off after some time. They should preferably be handwritten. Those with an illegible handwriting should at least sign them by hand. Goodwill letters carrying signatures in facsimile make the receiver feel slighted. If you do not have time even to sign a letter, you might as well not send it.

In a sense, every business letter should be a goodwill letter. It should be drafted in a polite and courteous manner. It should respect the sensitivities of the recipient and evoke right response from him. We may, however, classify goodwill letters for the sake of convenience:

Thank you letters

There are several instances in our personal and professional lives when people do us favours. Unfortunately we take them for granted and ignore an opportunity to thank them and earn some precious goodwill. For instance, getting a large order or

receiving payments on time calls for a message of thanks.

Example 1:

Dear Mr. Wason,

We are pleased to receive your order for the supply of 2,00,000 metric tonnes of Iron Ore. This is the largest order placed by you with us since our association began.

We are writing to express our grateful thanks for your continued patronage. We assure you that we will continue to serve you to the best of our ability.

Your sincerely,

Ms R. Perchani

Example 2:

Dear Ms. Khanna,

We are writing to express our appreciation of the fact that you have settled your account with us very promptly during the last financial year. This was a great help to us since we were diversifying into cement sector during this period and liquidity was our prime concern.

We are grateful to you. We assure you that we will strive to maintain the special relationship we have always had with you.

We thank you once again.

Yours sincerely,

Rajiv Seth

Congratulatory Letters

A friend, colleague or a business associate may earn a promotion, recognition, honour or an award. The achievement may be in the personal or professional arena. It is possible to react to such a development in two ways. We may feel jealous and ignore the laurels won by others. Alternatively, we may send a message of felicitation and also pocket some precious goodwill in the process.

Example 1:

Dear Pradeep,

I was delighted to learn that your work on cryogenic engine has been appreciated by the Indian Space Research Organisation. I am confident that it will be possible to manufacture these engines indigenously and our dependence on other countries will end soon.

I feel proud of your achievement and send you my best wishes for the future.

Yours sincerely,

K. Raghavan

Example 2:

Dear Mr. Jacob

We are pleased to learn that your company has won the Best Exporter's award instituted by the Export Council of India for the third time in succession. This must be a record. We are sure it is the result of your vision and the hard work of your managers and workers.

We feel proud of having been associated with you and wish you more success in future.

Please accept our sincere felicitations,

Yours sincerely

S.K. Taneja

Example 3:

Dear Mr. Chandna,

I am pleased to learn that you have recently joined Tatanet as the Vice-President. I know that this appointment has not come a day too soon. Tatanet has made the right choice and shall benefit from your dynamic leadership and corporate vision.

Please accept my warm congratulations on your appointment and best wishes for the future.

Yours sincerely,

S. Vasudevan

Example 4:

Dear Sir

We are pleased to learn that your company is celebrating its Golden Jubilee next week. It was a long and difficult journey, which has been covered with distinction. We are certain your company will do even better in the times to come.

Please accept our good wishes on the occasion.

Yours faithfully

Courtesy demands that congratulatory letters should be acknowledged. A brief letter of thanks is all that is required:

Dear Mr. Vasudevan,

I am replying to your letter regarding my appointment in Tatanet.

I am grateful for your kind words and hope I will be able to justify the faith the company has placed in me.

Thank you once again for your good wishes,

Yours sincerely,

Akhil Chandna

Letters of Sympathy

Life is a curious mix of happy and sad moments. It is important to share not only the pleasures but also the pain of your friends and associates. When someone known to you suffers an agony or a loss, your words of kindness and sympathy give solace.

There is a word of caution. Such letters are only sent when someone suffers a major loss or illness. One should make an offer of financial help only after careful thought. To renege on an offer of financial assistance will only cause a loss of goodwill.

Example 1:

Dear Manpreet

I learnt with dismay about the unfortunate accident you met with while travelling from Jaipur to Delhi.

I hope the injuries are superficial and you will be joining us at office soon.

Please get well soon and if you need me, I am just a phone call away.

Yours sincerely

A.S.Sethi

Example 2:

Dear Mr. Reddy,

We are sorry to learn about the accidental fire in your factory a few days back. We hope the loss is not major and it will be possible for you to resume normal production in near future.

Please accept our heartfelt sympathies and let us know if we can be of some help.

Yours truly,

A.K.Antony

Condolence letters

These letters are the most difficult to draft since we are writing to people who have lost someone very dear to them. The strong sense of grief has to be shared in

order to provide some relief. Our sentiments must be sincere. Reference to details of tragedy must be avoided since it would only increase the sense of loss. The language and tone should be chosen keeping the relationship with the deceased in mind.

Dear Sarah,

I am distressed to learn about the sudden passing away of your dear husband Samuel during my absence from India. I find it very hard to believe it and still feel he will suddenly show up in office and shake my hand vigorously as he always did. I know that your loss is much greater and that it will be very difficult for you to forget him.

I pray to the Almighty to give you and your children courage to bear his loss.

May his soul rest in peace!

Yours sincerely,

Vinay Tyagi

Replies to Condolence Letter

Replies to messages of sympathy or condolence should be brief.

Dear Mr. Grover

My children join me to express our grateful thanks for your words of sympathy in our bereavement. We have been fortunate in receiving support from friends and relatives during the month my wife spent in hospital. It helped us cope with her loss.

Yours sincerely

B.K.Kohli

Obituary Notices

These notices provide news about people who have just passed away. These are brief, factual and informative and are published in Obituary columns.

Obituary

Delhi Land & Finance Consortium Ltd. announces with deep grief the passing away of its President, **Capt. Raghuvendra Singh** in a helicopter crash near Dehradun on Sunday. His mortal remains will be consigned to flames at **Nigambodh Ghat, Delhi** on Monday, 15th January 2009 at 11.30 a.m.

Obituaries may also carry a life-account of the deceased. This is particularly true of those who have made significant contribution to a certain facet of life.

Obituary

The President of National Association of Software Companies (NASC), Mr. A.S. Mehta passed away on 12th of April in New Delhi. He suffered a massive heart attack

in sleep and passed away peacefully.

Mr. A.S. Mehta was born on 10th August 1972 in the State of Gujarat. He did his schooling from Bhartiya Vidya Bhavan, New Delhi and joined Delhi University for an Hons. Course in Commerce. He was a trained Chartered Accountant and majored in computer graphics from Imperial College, London.

Mr. A.S. Mehta was too much in love with India to remain abroad. He was a member of more than a dozen boards belonging to different States from Himachal in the North, Orissa in the East to Andhra and Karnataka down South. He was the IT advisor to the Govt. of India when he breathed his last. His priority was to use NASC as a catalyst for growth of software driven IT industry. But his long-term dreams were to provide basic amenities to people and to achieve hundred percent literacy through the power of IT. He sought the co-operation of like-minded people to achieve this herculean task. Now they will have to do it without his leadership.

May his soul rest in peace!

Acknowledgement Cards

It is also common to get printed acknowledgement cards or to insert an advertisement in newspapers when a large number of messages are received and it is not possible to acknowledge them individually.

Mrs. M. Banerji and her children, Ashish and Zoya express their grateful thanks to those who condoled the **death** of her husband, **Sushant Bannerji** of Cascade Ltd. in the recent **Lufthansa air crash** and express their inability to acknowledge the messages individually.

Points of Remember:

- The good news letters are direct approach letters while the bad news letters like those about declining an offer or rejection for a job are indirect approach letters.
- In all letters, whether long or short, careful planning is needed. For example, a letter of appointment must state service conditions carefully.
- Whatever be the nature of communication, politeness is the most important aspects of it.

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answer to these question are not to be submitted for evaluation)

1. What do you understand by a 'C.V.' and a 'resume'? Draft a specimen of both.
2. Draft a letter of application in reply to the following advertisement:

Wanted by Haryana National Bank, an efficient cashier, quick at figures and with good computer typing skills. Apply in strict confidence to P.O. Box No. 123, New Delhi.

3. Write a letter politely information the candidate about his non-selection.
4. You have been selected for the post of a 'Research Officer' by Galaxy Ltd. Draft a Letter accepting the offer.
5. Your colleague Pradeep has recently been promoted from the post of "Sales Executive" to "Sales Manager". Draft a letter congratulating him on his promotion.

Suggested Readings:

- (1) Communication for Business—*Shirley Taylor*
 - (2) Essentials of Business Communication—*Reddy, Appannaiah, Nagaraj & Raja Rao*
 - (3) Commercial Correspondence and Office Management—*R.S.N. Pillai & Bagavathi*
 - (4) Business Communication—*K.K. Sinha*
-

STUDY VI

BUSINESS CORRESPONDENCE—PURCHASE

Introduction

Few organisations make everything they use. For most of their requirements, they are dependent on ancillary units or on what are known as OEMs or Original Equipment Manufacturers. They also look for vendors who have the machines, manpower and skills to make what they need on a continuing basis. This involves creation of a full-fledged Purchase Department in a company.

Most people like to believe that only selling is the challenging part of business. The fact is that buying is equally difficult. There may be unexpected breakdowns or unacceptable deviations in supply. The technological inputs may become obsolete and require upgradation. The prices may become volatile and need constant monitoring. To keep the production line going at all times is not easy. It requires a constant hunt for sources from where quality goods and services may be procured at competitive prices.

Enquiries

The first step of a commercial transaction is to make enquiries. Enquiries are the most common type of business communication. They are very important because an enquiry, if properly made, would bring valuable business information. Letters written for obtaining or furnishing information are classified as routine. We come directly to the purpose for which we have chosen to write. In other words, we use a direct approach.

Enquiry letter should be drafted clearly and the message to be conveyed, should be complete, only then a satisfactory answer will come forward. Proper care should be taken in drafting a letter of enquiry. At times, an enquiry letter can originate big business deals. An enquiry should be straight forward, compact and courteous. It should be positive and confident in tone. It should be brief and to the point, complete and correct. It should avoid lengthy and unnecessary statements and repetitions. The opening paragraph of such a letter can give a hint about the nature of enquiry. Since letters of enquiry can deal with a variety of questions, the importance of information sought and the situation which prompted the enquiry could be mentioned in the letter itself. Specifying the desired action in a positive manner and presenting the questions in a logical manner is also a requirement for such letters. Further, an assurance that the information passed on will be treated as confidential can also be suitably mentioned in such a letter.

A letter of enquiry is idealling a direct approach letter. It should, therefore, be straight forward courteous and to the point – special care must be taken about the opening, that sets the tone of urgency or the need for info and the close of the letter, which shows the writer's expectation of a quick response.

Practical requirements of drafting a letter of enquiry

The following general tips should be remembered while writing a letter of enquiry:

- (1) The kind and quantity of goods required should be mentioned very clearly, besides requirements as to packing, etc. must be given in full.

- (2) In order to make the response undoubtedly sure and specific, samples, specifications, etc., should preferably be sent along with the letter.
- (3) To facilitate proper handling and checking, the list of items, if any, may be given in a tabulated form with proper identification/specification with product name/brand, etc.
- (4) Letter of enquiry should indicate whether one would like to purchase for cash or credit and any other terms of payment. In such a letter, credit references may also be given, especially in case the intention is to have credit and when it is the first transaction.

Types of Enquiries

Letters seeking information may fall into the following broad categories:

- (1) *Sales related enquiries*: This type of letter is written in regard to product or service which the writer has already purchased or he is considering to purchase.
- (2) *Status enquiries*: This type of enquiry letter is written asking for information regarding the financial position, credit worthiness, reputation, etc. It is very difficult to get correct information on such matters because in modern life, people want to keep up appearances and try to hide their weak points. The general practice is to ask for two references, and it is usually found that bank reference is better than all other references because the information given by the banks is more authentic, being based on fact and figures.

Purpose of Enquiries

The purpose of an enquiry may be to request a catalogue, which is essentially a list of items, from the manufacturer or seller. We may also like to have the current price-list. Some buyer may be more interested in obtaining samples for inspection and approval. Yet another may be seeking a quotation for readymade goods or an estimate for services to enable him to compare prices and place an order.

The test of a good enquiry letter is that it should state the purpose of the letter clearly, completely and concisely.

Example 1: Request for Catalogue/Price-List of Garments

Dear Sir

We are a large departmental store located on College Road, Nasik. We deal in readymade garments and wish to market your wrinkle-free trousers and denim jeans in our city.

Please send us your catalogue and the price-list. We also wish to know about the credit you would allow to us.

Yours faithfully

Example 2: Request for Washer-dryers

Dear Sir

We own a motel on the Bombay-Pune highway and get a large number of guests in winter. We are interested in installing a common Washer-dryer for their use. The capacity of the machine should be at least 50 kg.

Please confirm whether you manufacture a model suitable for our needs, the approximate price and the delivery period.

Yours faithfully

Replies

Routine requests for only a catalogue or a price-list may not need a covering letter. It may be sufficient to send the requested material with compliments. However, enquiries from big business houses deserve more attention. When requests are made for credit, then the seller must clarify the position. It is uncommon to grant credit at the time of a first transaction. But rejecting the offer outright is also undesirable. Instead, the seller may make a counter-offer in the form of, say, a higher than usual cash discount.

Example 1:

Dear Sir,

We thank you for your letter showing interest in marketing our garments. We are enclosing the catalogue and the price-list requested by you. This price-list will remain valid till the end of the year.

You will appreciate the fact that we have not done any business before. Therefore it will not be possible for us to extend credit initially but we can offer you a higher than usual cash discount.

We look forward to hearing from you soon.

Yours faithfully,

Example 2:

Dear Sir,

We thank you for your enquiry about Washer-dryers and are confident that our model XL-60 will meet your needs. This machine has the capacity of 60 Kgs. and carries an on-site warranty against manufacturing defects for a period of two years. Its current price is Rs. 1,25,000 excluding taxes. We may add that the prices are due for revision in three months' time.

We are enclosing our detailed brochure and trust you will find all the information you need for placing an order.

We look forward to your response.

Yours faithfully,

Industrial Enquiries

Industrial Enquiries may use technical jargon. This is fine since the receiver of the letter is familiar with it. In the example given below, EN-31 and P-20 are alloys used for making dyes with which plastic components are made. A CNC machine is a Computerised and Numerically Controlled machine, which also detects and helps correct a deviation. FR indicates the fire retardant variety of ABS-a plastic compound. JIS refers to Japanese Industrial Standards in the same way as we have our Bureau

of Indian Standards (BIS).

Example 1:

Dear Sir

We are an Original Equipment Manufacturer of telephone instruments for supply to MTNL. We have been procuring the body of the instrument from outside. We wish to develop more vendors since we expect firm orders from parties intending to provide basic telephone services in different metros.

Please inform us whether you will be interested in developing moulds using EN-31 for outer plates and P-20 for core cavity. Our clients insist that all supplies should conform to JIS. We can also offer moulding jobs using FR ABS as raw material for execution on CNC machines of 80 tons of clamping pressures/60 gms. weight.

We look forward to a prompt reply.

Yours faithfully

Example 2: Enquiry for Panels

Dear Sir,

We have been contracted to erect a Pumping Station at Agra to augment the water supply to Taj Trapezium.

We require 12 cubical panels for main control board of the 8 V.T. pumping station. The panels must conform to Indian standards.

Please confirm whether you are in a position to deliver the panels in eight weeks time from the date of order.

We hope to receive a prompt reply.

Yours faithfully

Replies to Industrial Enquiries

Enquiries for industrial products and raw-materials merit a careful approach since it may be the beginning of a long and profitable business relationship. Therefore a polite and expeditious reply may be desirable.

Replies to enquiries should begin with an expression of gratitude and state at the outset that the requested documents are being sent. The latter part of the reply may be used to provide brief information about other products or activities of the company.

A reply should never begin with a refusal. While communicating unwelcome news, we should first prepare the recipient by giving valid and convincing reasons. Before turning down a business offer, difficulties in accepting should be explained.

Correspondence with companies or industrial houses will contain technical and commercial terms. They add to clarify and reduce the possibility of a dispute between the parties. A writer of business letters should become familiar with such terms. A

quotation on CIF basis, for example, covers not only the cost of the product but also expenses incurred on insurance and freight. Erection jobs may involve a combination for readymade goods and services so the letter writer may call the price mentioned, a bid, a quotation or an estimate.

Example 1:

Dear Sir

We are pleased to receive your letter of 9th December regarding moulding of telephone instruments.

We confirm that we are equipped to supply the product as per your specifications. We have been making computer cabinets and Auto dashboards for the use of OEM for the last ten years. We are confident of meeting your delivery schedules.

Our moulding capacity is being fully used at present. We also find it easier to assure quality when the moulds are made in our own Tool-Room. Therefore, we regret our inability to accept moulding job-works for the present.

We are enclosing information about machines available on our Shop floor and details of the Tool Designers on our staff. A list of some of our clients is also included for your satisfaction and reference.

Our Commercial Manager looks forward to meeting you at your convenience to discuss the details.

Yours faithfully

Example 2: Reply to Enquiry About Panels

Dear Sir,

Thank you for your enquiry about panels for Pumping Station.

We are over-booked till the end of December and therefore unable to agree to a delivery before the middle of January.

We will be glad to know if the third week of January suits you and we will submit our estimate on hearing from you.

We appreciate your interest in our services and look forward to a prompt reply.

Yours faithfully

Samples and Quotations

Dear Sir

We manufacture engineering components for use of varied industries ranging from automobiles to computers. We are looking for a reliable supplier of Delrin on a continuing basis.

Our annual requirement is approximately 1 Ton. We understand that you import it for actual users.

Kindly send us a sample of the material along with your lowest quotation for delivery at Sahibabad on CIF basis.

We shall appreciate an early reply.

Yours faithfully

Estimates

Estimates are sought and provided where services rather than off-the-shelf goods are involved. For instance, installation of ducting would require an estimate though the air-conditioning plant itself may be bought on the basis of a quotation. It is of course possible for a customer to ask for a quotation for the complete job. A request for an estimate should provide necessary details to the party submitting it.

Dear Sir,

We are interested in replacing the vinyl flooring of our corporate office with square Italian floor tiles. The floor area is approximately 1200 sq. meters exclusive of skirting.

We would like to have information about different sizes and designs available ex-stock. Please include an estimate and the time needed for completing the job using excellent workmanship.

We will appreciate a prompt reply.

Yours faithfully

Tender Notices

Organisations publish tender notices when they have to procure goods and services on a large scale or get projects executed. Tender Notices may be defined as invitations to submit "bids to provide such goods/services at quoted prices and subject to stated conditions". They may be prepared in a serial or tabular form. They may be open to all parties, often for purposes of prequalification or Limited ones, meant only for registered parties. These parties may be short-listed on the basis of pre-qualification tenders. Jobs funded through foreign loans/assistance, involving sophisticated technology or heavy financial investment may be offered through global tenders.

Tender Notices include estimated value of goods/services and delivery details. The bids are made in non-transferable forms or documents, printed and sold by the concerned organisations. These forms may be divided into separate sections dealing with general/commercial conditions and technical specifications.

Tender Process

Tender forms have to be submitted by the stated time and date in sealed covers. Specified enclosures must accompany them, i.e. an EMD or Earnest Money Deposit, normally 2% of the estimated value. This is a kind of security deposit to keep out non-serious bidders. This deposit is refunded after finalisation of the successful bid. The party getting the contract has to replace it with Performance Guarantees of upto 10%

of the estimated value and Experience Certificates.

First the technical details mentioned by different bidders are taken up for discussion with the bidders or their authorised representatives. Once the bid is accepted, failure to sign the contract leads to forfeiture of the EMD.

Usually the principle of "lowest bid gets the contract" prevails. To prevent fraudulent collusion between bidders, popularly known as a Cartel, organisations reserve the right to reject all bids without disclosing the reason. The court having jurisdiction in the event of a dispute may also be mentioned. A sample Pre-Qualification Notice is given below:

DELHI DEVELOPMENT AUTHORITY

Notice No. 27/FO/CE(DWK)/2009

INVITATION FOR PRE-QUALIFICATION

1. Application for Pre-Qualification are invited from firms/contractors of repute to carry out Mega-Housing Project of DDA involving construction of 2000 MIG/LIG flats at various locations of Delhi.

2. The work shall be executed on TurnKey Basis. DDA's liability shall be limited to providing undeveloped land and approval of designs and drawings.

3. The construction will have to be completed within two years of the award of contract using best quality material and fixtures and maximum use of machinery.

4. The contract will be awarded on lump sum cost basis and payment made at different stages of construction.

5. Those fulfilling the following conditions are eligible to apply for Pre-qualification:

- (a) Experience of completing three similar Jobs costing at least Rs.30 crores during the last five years.
- (b) Annual turnover of Rs.20 crores on civil construction jobs during the last three years.
- (c) Having solvency upto Rs.50 crores.
- (d) Requisite infrastructure and trained/qualified staff to carry out jobs of such nature and magnitude.

6. Eligible applicants may obtain Pre-Qualification documents from the office of the undersigned on payment of Rs.5000/- in cash or DD payable at Delhi and favouring Accounts Officer (C.A.U.) Dwarka D.D.A. upto 30.12.2008.

7. Completed documents with supporting evidence as prescribed will be accepted up to 16.00 hrs. of 4th January 2009.

A.O.

DDA (Dwarka)

10th December 2008

Limited Tender

Example 1:

HARYANA TOURISM
Notice Inviting Tenders

Sealed Tenders are invited by the Executive Engineer, Haryana Tourism, SCO 17-19, Sector 17B, Chandigarh from approved contractors only for the construction of Urban Haat at Uchana, Karnal at an estimated cost of Rs. 60 lacs. The time for completion of job will be six months from the date of award of contract. Tender Forms may be bought from the office of the undersigned on cash payment of Rs. 500 only, on any working day. Bids may be submitted with an EMD of Rs. 12,000/- in the form of a DD favouring Haryana Tourism and payable at Chandigarh upto 14.00 hrs. of 7th December 2008 and will be opened in the presence of bidders or their authorised representatives. Haryana Tourism reserves the right to reject any or all bids without assigning any reason. All disputes will be subject to the jurisdiction of Punjab and Haryana High Court, Chandigarh only.

Sd/-
XEN (Projects)
Haryana Tourism

11th November 2008

Example 2:

EMCO ENGINEERING LIMITED

Tender Notice

Offers are invited for the supply of the following items:

- (1) Metal spectroscopy Table Model with accessories.
- (2) G.I. Pipes Medium quality size 15 to 150 mm.

Cost of the tender form is Rs. 75 for item (1) and Rs. 200 for item (2). Printed tender forms would be issued till 15th May, 2009. Completed tender forms alongwith a Demand Draft in favour of the company for Rs. 1,200 towards earnest money deposit should reach the undersigned at the following address on or before 25th May, 2009.

Chief Manager (Purchases)
Emco Engineering Limited
13, Sansad Marg, New Delhi-110 001.

The envelope should be superscribed "Tender—May 2009". The company will not be responsible for postal delays. Tender forms would be opened on 26th May, 2009 at 2.00 p.m. at the above address. The company reserves the exclusive right to reject a tender at its own discretion. Tenders accepted would be subject to the terms of the agreement mentioned in the tender form.

Sd/-
Prasad K.
Chief Manager (Purchases)

Tabulated Tender

Tabulated tenders are useful when more than one item is required by the buyer. They retain the format and elements of serial tenders but present the details of items required in a tabulated form:

NATIONAL PHYSICAL LABORATORY

Dr. Krishnan Road, New Delhi-110012

TENDER NOTICE

Sealed bids are invited on behalf of The Director, NPL for the purchase of following items.

<i>Sl.No.</i>	<i>Tender No.</i>	<i>Item</i>	<i>Quantity</i>	<i>Cost of Tender documents</i>
1.	14-vi-375	Helium Liquifier	One	Rs. 1,000/-
2.	14-vii-391	Precision Resistors	Three	Rs. 1,500/-
3.	14-ix-401	LCR Impedance Analyzer	Five	Rs. 2,500/-

Detailed Tender documents are available from the office of the undersigned on payment of fee in IRS/Equivalent Foreign currency in the form of DD favouring Director, NPL, New Delhi. Completed documents must be submitted by 15.00 Hours of 16th January 2009. Technical bids will be opened on the same day at 17.00 Hours while the commercial bids will be opened on 18th January at 10.00 Hours. Incomplete bids will be summarily rejected. NPL reserves the right to accept/reject any/all bids in part or full without assigning any reason.

New Delhi
10th December 2008

Sd/-
Purchase Officer

Placing Orders

Most companies buying on a regular basis use printed stationery. The advantages are numerous. These Order Forms are generally pre-numbered so one does not have to worry about a reference number. There are convenient headings and columns, which ensure that relevant information is not omitted. There may be multiple copies for the use of buyer, seller and others. If terms and conditions are printed overleaf, then attention must be drawn to this fact.

A blank Order Form for routine purchases is shown for illustration:

Order Form

F.VI/00

INDIAN LAW INSTITUTE
7 Raisina Road, New Delhi-110001

Messrs

Important

Please quote order number and reference on all invoices and correspondence relating to this order.

Order No.

Reference

Date

Please supply the following:

Rs.	P.
-----	----

Total _____

Terms :
Delivery :

Signed _____
Approving Officer

For Office use only

Estimated Cost _____ Goods checked _____
Charge to _____

LETTER ORDERS

Occasional buyers place orders through letters. Such letters must contain:

- (a) An authorisation to the seller.
- (b) An accurate description of goods.
- (c) Catalogue number if ordering out of it.
- (d) Quantity or number required.
- (e) Price per unit and total amount involved in the transaction.
- (f) Delivery details such as time and place.
- (g) Payment terms agreed i.e. whether on delivery or after availing credit.
Routine Orders may be brief but must contain essential details. If several items are required, a tabular form may be preferred.
- (h) Polite closing inviting a confirmation of acceptance.

A sample Order in the letter form is given below:

HYDROTECH ENTERPRISES LTD.

Delhi (North) - 110039

Order No. OA/09

Oxon Controls Pvt. Ltd.
7, Circular Road
Calcutta

4th January 2009

Dear Sir,

LEVEL INDICATOR FOR 8VT STATION

Please refer to your quotation dated 30.12.2008. We are pleased to confirm our Order for Levcon made capacitance type level indicator for use in clear water underground tank as per details given below:

Supply : 230 AC 50 Hz
Indicator : LED direct in Meters
Mounting : Flush
Quantity : 1 No.

Price : Rs. 8,900/-

TERMS & CONDITIONS:

1. Price : Ex-works, Calcutta
2. Discount : 10%
3. Excise Duty: As applicable
4. Sales tax : 4% extra against Form C.
5. Despatch : To site on CIF basis.

Please communicate acceptance by return of post and enclose 5 sets of GA drawings to secure approval of the client/department.

Yours faithfully,

Dingra A.

Manager - Purchase

Note: It must be remembered that Orders once accepted are legally enforceable, so care should be taken in preparing them.

Making Complaints

A dissatisfied customer, whether an individual or a company, has every right to lodge a complaint and seek appropriate relief. We may receive wrong goods or the delivery may have been delayed, or the goods may be damaged or of unacceptable quality. The following points may be kept in mind while making a complaint:

- A *bona fide* complaint should be made without delay since the passage of time complicate matters. The seller has difficulty in digging up the records while the aggrieved buyer has to give a convincing reason for delay.
- It is also inappropriate to assume at the beginning that the seller is at fault and to launch an angry offence against him. He may have a valid defence. So we should hear his side of the story before we decide whether he is guilty or not.
- The complaint should be based on factual information about the details of purchase, the grievance and the consequential inconvenience or loss and the relief expected.

Maninder Singh
36, Green Park
New Delhi - 110016

To

The Manager
S M Online
20E, Okhla Estate
New Delhi - 110 020

25th October, 2008

Dear Sir,

I bought a 50-hour Internet connection of your company from M/s Comways, F-17, Connaught Circus, New Delhi vide cash memo no.4150 dated 20th October 2008 (copy enclosed). It was registered on Saturday, 22nd of October 2008.

Within two days of activation, I was shocked to learn that 25 hours had already been used. When approached, the dealer expressed his helplessness in the matter and advised me to write to you.

I apprehend that either the package sold to me contained only 25 hours or my Internet time has been used by someone working in your organisation. I understand that the password, even when frequently changed, is known to the Internet Service Provider.

I expect you to give me the full hours for which I have made the payment. I may add that I shall have no option but to approach a Consumer Court if you do not provide the relief sought within reasonable time.

Yours faithfully,

(MANINDER SINGH)

Handling Complaints

Though it would be nice to believe that a customer is always right, unfortunately it may not always be true. A complaint should be acknowledged and looked into at once. If you need some time to check the facts, send a polite letter to this effect.

Dear Madam,

We have received your letter of 25th October and share your concerns.

We have ordered an internal inquiry to ascertain the facts of the unfortunate incident. We expect the findings of the inquiry to be available in a week's time. We request you to wait till then and also assure you that your legitimate interests will be fully protected.

We sincerely regret the inconvenience caused to you.

Yours faithfully,

If the complaint prima facie is genuine then we should willingly own liability and must state very clearly what relief we propose to offer. Care should be taken when accepting responsibility. It is pointless to fix the blame on your juniors as such an act may create problems within the organisation. Whereby, you ultimately create a second problem while trying to resolve the first.

Companies sometimes offer relief, even when they have no legal liability, in order to generate goodwill. After all, a satisfied customer is the best advertisement.

In the following specimen we can see that though the company has no liability towards the customer for the matter under consideration, they are still offering some

relief measures as a part of the good customer service practice followed by them.

Dear Sir,

We are sorry to receive your complaint of 25th October. We have looked into the matter and found that the dealer sold you the right package.

Your apprehension that our staff may have stolen your Internet time is also unlikely since we have fairly secure systems in force. Unfortunately it is possible, though rare, for passwords to be hacked by outsiders. It is quite possible that someone managed to steal your password.

We have added 25 hours of Internet time you lost to your account free of charge. We also wish to assure you that we are constantly striving to make our systems more secure. May we suggest to you to change your password more frequently?

We sincerely regret the inconvenience caused to you and wish you happy surfing.

Yours faithfully,

A motorist was dismayed to learn that exactly two months after the warranty on his Maruti car expired, a vital component of the Alternator stopped working. He wrote to the manufacturer in Chennai pointing out that he expected to it last longer than the warranty period. The company not only expressed regrets but also sent a free replacement immediately with a request that the defective piece be returned. It promised to find the defect through extensive testing and remove it.

Rejecting Complaints

Unfortunately, not all complaints are genuine. After looking into the facts, one may find that the company is not at fault. It is possible that the complainant may be trying to take undue advantage. In such a situation one should politely but firmly reject the claim and state the compulsions.

Letters rejecting a claim or refusing the relief sought are more difficult to draft. Many web-sites offer help in this regard. The sample given below has been downloaded from one such web-site and the details filled in:

Dear Madam,

Thank you for your letter of 6th January, 2009 I am afraid we cannot accept your claim that 100 pieces of audio cassettes delivered to you as part of order 2164 were damaged.

I have enclosed a photocopy of our delivery note, which was signed by H. Arora of your company, clearly noting that the delivery was made and the products were in good condition.

As you can appreciate, we do not feel we can take this matter any further on this occasion.

Yours faithfully,

The above specimen uses what is known as a direct approach and mentions immediately after the opening sentence that the claim is not being accepted. The

tone also suffers from lack of friendliness. It is possible that many readers may not treat the rest of the letter sympathetically. Therefore it may be preferable to prepare the reader for the eventual refusal or rejection by using an indirect approach.

Ready-to-send letters are a great help as they save on time and effort. But they may sometimes suffer from deficiencies. In addition, they do not carry the stamp of one's individuality. The example below treats the contents of the complaint with patience, furnishes relevant facts and finally expresses inability to oblige. It may be received more favourably than a direct refusal to do what the complainant has requested.

Dear Sir

DEPOSIT No. 236415

We received your letter of 20th December, 2008 regarding the interest rate on your deposit with our company.

We checked the records and have found that the deposit was for a period of three years ending 30th November, 2008. You had also authorised us to automatically renew it for a period of one year at the applicable rate of interest if no instruction to the contrary was received by the maturity date. In the absence of any communication from you, the deposit has been renewed till 29th November 2009 at the prevailing interest rate of 10%.

We may add that we are unable to renew your deposit at the old rate of interest since the RBI has lowered the maximum rate of interest by 1% point effective from 1st October 2008. Should you be interested in a deposit for more than two years, we will be pleased to offer you a higher rate of interest.

We hope you will be satisfied with this information.

Yours faithfully,

Some more examples of letters of enquiry are given hereunder:

1. Enquiry for marketing the goods in a particular area

Patel Computers Private Ltd.

10th Floor, Patel Chambers, Ellisbridge, Ahmedabad - 380 009

Tel.: 2120018 Fax: 2120211

Vision Computers Ltd.

53, New Market, Indore (M.P.)

2nd June, 2009

Dear Sir,

We have seen your new model of Personal Computer (PC) at the Information Technology Exhibition in Pragati Maidan, New Delhi and are very much interested in this model. We would like to market the PC in Gujarat if you are prepared to give us the exclusive dealership for the entire State. As you know, we are the leading computer suppliers in Gujarat with branches in almost all the main towns. If this suggestion interests you, we shall be glad to know what prices and terms you can allow us. Please send your latest catalogue.

Thanking you,
Yours faithfully,

Sd/-
Harish Patel
Managing Director

2. Letter of enquiry after a meeting

Varun Marketing Pvt. Ltd.
Kavi Nagar, Ghaziabad (U.P.)
Tel.: 2121150 Fax: 3211187

Mr. Vinay Goel
Golden Chemicals Ltd.
Minto Street, New Delhi-110 001
3rd June, 2009

Dear Sir,

Following my conversation with you at the Indian National Science Conference, I shall be glad if you could send me a catalogue of your new product range—Mosquito Repellants. If you can guarantee prompt delivery and can quote really competitive prices, we may be able to place an order. First class references about our credit standing will be supplied with the order.

Thanking you,
Yours faithfully,

Sd/-
Vasu Rai
Manager

3. Letter of enquiry for a particular type of goods

Torrel India Ltd.
Lal Chowk, Jalandhar
Tel.: 541811 Fax: 523871

Jain Hosiery Products Ltd.
Station Road,
Ludhiana
4th June, 2009

Dear Sirs,

We have an export inquiry for woollen socks and gloves. Please send us an offer quoting your best terms and discount particulars. We shall be grateful for an early reply preferably before the month end.

Thanking you,
Yours faithfully,

Sd/-

S.K. Bhalla
Manager

4. Enquiry regarding supply of goods according to sample

Madras Handloom Stores
1, Mount Road, Chennai-600 001
Tel.: 7181133 Fax: 7118224

M/s. U.P. Handlooms
Connaught Place, New Delhi-110 001

5th June, 2009

Dear Sirs,

We enclose a sample of a 'Khadi' cloth and we would be obliged if you can send us quotation of your products (Pyjama Kurta Suits, Gandhi Caps, etc.) made out of Khadi cloth matching with our sample. We have big orders to be executed immediately.

Thanking you,

Yours faithfully,

Sd/-
S. Ramanath
Manager

5. Letter of enquiry in response to business advertisement

Sikkim Milk Products
High Point, Gangtok
Tel.: 5181 Fax: 4812

M/s. Dara Dairy Farm
Sultanpur, Meerut (U.P.)

25th May, 2009

Dear Sirs,

We have been very impressed by your advertisement for "Whitex" skimmed milk powder. Your advertisement mentions that your products are highly acclaimed by Central/State Government agencies but states nothing about the shelf life of your product.

Will you please let us know about the shelf life of your product, its taste and quality certification received from Government Health Authorities?

Thanking you,

Yours faithfully,

Sd/-
Yonus Dong
Manager

6. A letter of enquiry with self introduction

GOOD FIX & Co.

3, Rose Gardens, New Delhi-110 099
Tel.: 8111856, 8111843 Fax: (011) 8112816

M/s. Weegy Metal Screw Industries
Bada Mohalla, Aligarh (U.P.)

10th June, 2009

Dear Sirs,

We read with interest your advertisement in 'The Hindustan Times' dated 1st June, 2009 and are impressed by the description of aluminium screws and fittings made by you.

We are a leading building construction contractors and dealers in construction materials in this area. The demand for aluminium fittings is steadily increasing in these parts and we have a large number of enquiries, and orders too for them.

Kindly send us your catalogue and price list for whole-sale purchases. Since our annual requirements in metal fittings of all kinds are large, we would like to place regular orders with you. Therefore, please quote your most favourable prices and terms.

Thanking you,

Yours faithfully,

Sd/-

Mg. Partner

7. Enquiry regarding business reference

Premier Wire Ropes Ltd.

Hari Plaza, Gurgaon (Haryana)
Tel: 89-11001 Fax: 89-12001

M/s Delite Distributors
Chandni Chowk,
Delhi-110 006

8th June, 2009

(CONFIDENTIAL)

Dear Sirs,

Messrs Verma Hardwares of your area have cited your name as reference. We shall be thankful if you will let us know whether your business dealings with the firm have been entirely satisfactory. In your opinion, can we deal with them on long term basis? Do they enjoy good reputation in business circles?

Any information you may supply us will be treated as strictly confidential and we would be pleased to reciprocate in similar matters.

Thanking you,

Yours faithfully,

Sd/-

Director

8. Asking a manufacturer to send the price list and catalogue

Katmal Khan Home Products

Shafe Ali Lane, Mumbai-400 002

Tel.: 2715182 Fax: 2715611

M/s. Best Plastics
8, Swati Society,
Vadodara-390 002

9th June, 2009

Dear Sirs,

Kindly send us your latest, illustrated catalogue and price list of plastic moulded furniture.

Thanking you,

Yours faithfully,

Sd/-

Kini Labox

Proprietor

9. Enquiry with suppliers about the price and time of delivery of goods

Himalaya Stationery Suppliers

1-Park Street, Kolkata-700 071

Tel.: 5811411 Fax: 5824322

The Sales Manager
Hindustan Pencils Mfg. Co.
Rampur (U.P.)

15th June, 2009

Dear Sir,

We wish to introduce ourselves as general stationery merchants having 40 years' standing in the market.

Since major part of our clientele comes from urban and semi-urban areas of Bihar, Orissa and West Bengal, we are interested in quality goods. Please quote your best prices for colour pencils. Let us know whether you can despatch the goods within 45 days of the receipt of the order.

You can be sure that your products will have a large market in this area and you will get regular orders from us if your prices are competitive.

Thanking you and looking forward to receiving an early reply from you.

Yours faithfully,

Sd/-

B.K. Mehta

General Manager

Examples of Replies to Enquiries

I. A simple reply to an enquiry

XCON LTD.

5th Lane IInd Street, Gurgaon (Haryana)
Tel. No.: 81-877150 Fax No.: 824111

No. RD/371/2009

Veeking Motors Ltd.
Dalhousie House,
Dehradun (U.P.)

15th April, 2009

Dear Sirs,

We thank you for your enquiry dated 10th April, 2009.

We enclose a copy of our latest catalogue and hope you would find it useful to select the right item(s) and place order(s) with us.

Thanking you,

Yours faithfully,

Sd/-

Manager (Sales)

Encl.: 'Catalogue-2009'

II. Reply (quotation) to an enquiry in response to an advertisement

VOLECTRIC INDUSTRIES LTD.

Phase-I, Shastri Nagar, Ghaziabad (UP)
Tel.No.: 91-818168 Fax: 91-776655

Ref.: VJ/81/2009

M/s. Clearvision Electronics
Lajpatrai Market
Faridabad (Haryana)

April 9, 2009

Dear Sirs,

We are pleased to receive your letter in response to our advertisement in the 'Hindustan Times'.

As requested, we enclose our detailed product catalogue. We would like to draw your kind attention to Item No. 24 in our catalogue—Electronic Regulator—which is the latest one available in the market.

We hope to receive a trial order from you and we assure you prompt services and full satisfaction.

Thanking you,

Yours faithfully,
Sd/-
Manager

Encl: As stated.

III. Reply (quotation with special terms) to an enquiry

VESPAN MUSIC LTD.

6, Melody Street, Surat-395001
Tel.No.: 718187 Fax: 681116

Ref.No.: VML/585/2009

M/s. Birds Music Stores
Juhu Market
7, Vile Parle-Juhu Road
Mumbai-400 049

11th April, 2009

Dear Sirs,

Thank you for your enquiry letter of 10th March, 2009.

First of all we are very sorry for the delay in responding to your letter. We have the pleasure to inform you that we have exclusive distribution rights for the music of Hindi Blockbluster—'New York'. We have cut out DVDs besides VCDs. The disc/cassette contains 14 hit songs of this film. Lyrics for the songs have been written by Dr. Vinod Kukrie. The music director of the film is Ram Gopal Verma.

On orders for 100 or more VCDs/25 or more DVDs, we would give you a special discount of 5% on the price mentioned in the enclosed leaflet.

We hope to hear from you very soon.

Thanking you,

Yours faithfully,
Sd/-
Mathew Cherian
Manager (Sales)

Encl.: As above.

IV. Reply to an Enquiry (Quotation) regarding ready availability of a particular product

GOODWORD TYPEWRITERS

17, Hansal Towers, Prasad Nagar, New Delhi-110 008
Tel.No.: 5738192-95

M/s Lovely Stationers
GoodLuck Chambers
115, Karol Bagh
New Delhi - 110 005
4th April, 2009

Dear Sirs,

We refer to your letter dated 1st April, 2009.

It gives us great pleasure to send you our catalogue which contains all technical details about the Electronic model in which you are interested.

Owing to very large number of orders we have already booked, we regret that we cannot promise delivery under four weeks. However, all efforts would be made to speed up the delivery in case your order is received within the next few days.

Thanking you,

Yours sincerely,

Sd/-

General Manager (Sales)

Encl.: As above.

V. Reply regretting supply/suggesting an alternative

MATADOOR FURNITURES

Khan Market, Lucknow (U.P.)

Tel.No. 442211 Fax: 443311

Mr. Satish Sharma

11, Alkapuri Housing Society

Godwin Street, Lucknow (UP)

16th April, 2009

Dear Sir,

We thank you for your letter dated 10th April, 2009 enquiring about the availability of T.V. stand (wooden) in Oakwood finish.

We regret to inform you that we do not fabricate TV stand now-a-days. In case you are very keen to purchase one, you may contact our sister concern—Mathur Furniture Mart, New Market Junction, Azimabad, Lucknow (Tel. No. 771182). Mathur Furniture Mart is well known in this field and their rates are very competitive. Moreover, they do not compromise on quality.

Thanking you,

Yours faithfully,

Sd/-

Vinod Mathur

Manager (Sales)

Examples of Letters of Enquiry and Replies thereto

Enquiry 1

MERIDIAN DRESSES LTD.

Regd. Office: 12, M.M. Road, Chennai-600 002

Phone: 2345683 E-mail: meridian@vsnl.com

Ref.No. 23/84

Sindur Dress Materials Ltd.
123, Dr. B.N. Road
Mumbai-400 023

2nd May, 2009

Dear Sir,

We understand that you are specialising in formulating designs for different dress material for indigenous as well as export markets.

We are one of the latest to enter the industry of garment exports to USA.

We like to know whether you would be in a position to help us in any way.

We would appreciate an early reply.

Yours faithfully,

Sd/-

Mangalchand

Marketing Officer

Reply to the above

SINDUR DRESS MATERIALS LTD.

Regd. Office: 123, Dr. B.N. Road, Mumbai-400 023.

Phone: 546742 E-mail: sindur@vsnl.com

Ref.: P/1/2009

Shri Mangalchand,
Marketing Officer, American Dresses Ltd.
12, M.M. Road,
Chennai-600 002.

10th May, 2009

Dear Sir,

We thank you for your letter of 2nd May, 2009.

We are the pioneers in formulating designs in an organised and formal manner in India especially for foreign markets. Our designs are the result of study of current trends in vogue in foreign markets. For this purpose, we have our export design staff posted in six countries including the U.S.A. and the U.K.

Our designs are valid for eight months in the sense that our clients can reliably export without any fear of rejection on the ground of the garment being 'out of fashion'. The U.S. market is very 'design conscious' and we get our designs approved by the American Wholesale Vendors.

We are the suppliers of designs for garments to at least 25 exporters of garments in Mumbai alone.

Our charges are quite competitive too.

Let us know if you are interested in entering into a contract for at least six months to start with.

Yours faithfully,
Sd/-
Abhay Chand,
Senior Export Designer

Enquiry 2

Dear Sir,

We are interested in purchasing electrical goods for our proposed new factory at Bilaspur. We have been given to understand that your company's goods meet the highest standards of quality and performance. Would you please let us know your terms for supply of the following items:

P.V.C. Tubes	...	12600 meters (length)
Wires (to carry 1000 volts current)	...	40500 meters
Bulbs (1000 watts)	...	4000 numbers
Switches	...	700 numbers
Wires (to carry 220 volts current)	...	3000 meters
Bulbs (500 watts)	...	270 numbers
Voltage Stabilisers	...	80 numbers

We would be happy to receive your reply by return of post.

Yours faithfully,

Reply to the above

"We thank you for writing to us regarding your requirements. We are one of the popular manufacturers of certain electrical goods, details of which are given in the enclosed brochure.

For the quality indicated in your letter we offer a discount of 10% to 23%, the details of which are given in the enclosed catalogue.

Our payment terms are cash down or negotiation of documents through banks, payment being required to be made on presentation of documents. Credit of one month is however made available on opening a letter of credit in our favour. Alternatively, bank guarantee is acceptable. Please let us know the name/s of your bankers.

Awaiting your reply."

Enquiry 3

"We are a leading construction contractor executing contracts of the value of more than 45 crores of rupees annually.

We understand that you deal in Aluminium and steel slotted angles used particularly in commercial establishments. Due to our increased business this year and of that anticipated in the coming years, we would be requiring slotted angles worth over Rs. 20 lakhs.

Would you please let us have your catalogue and price list at the earliest."

Reply

"We thank you very much for your letter of enquiry dated..... We are suppliers of repute in the southern region. We are in this business for over 23 years now.

As on date we are booked for supply upto next six months. We would be able to supply goods only in the month of August, 2009 if the booking is done before March, 2009. Our price list and the catalogue are sent herewith for your perusal and action. As per our current policy, 10% of the cost of the order booked is payable at the time of booking the order. The balance is payable at the time of delivery. Payments against presentation of documents through bank is permitted by us after securing necessary credit information.

Please let us know your requirement. Also furnish names of your bankers and two other references."

Enquiry 4

"We are one of the popular dealers in fans, refrigerators, electric grinders and electric washing machines.

We learn that you are looking for dealers for marketing your fans and grinders. We would like to take up dealership in your goods as per the following terms:

- (a) Electric fans ... discount of 20% on the catalogue price
- (b) Grinders ... 18% discount on the catalogue price.

We do accept agency arrangements and in that case our commission is 10% on fans and 15% on grinders.

We hope our terms are competitive and we look forward to receiving a favourable reply from you."

Reply

"We thank you for your letter dated..... expressing your desire to take up dealership in our company's goods.

Our company has appointed distributors for the Northern, Southern, Eastern and Western regions. Our distributors for the Southern region are:

Southern Agencies Limited,
22, Club House Road,
Mount Road, Chennai-600 002

You may please contact them in connection with your request for being appointed dealer of our company's goods. Meanwhile, we are forwarding a copy of your letter to them.

We thank you for evincing interest in our goods."

Status Enquiries and Replies

Before extending any credit facility, enquiries are made about the prospective client. It is usual to find out the credit worthiness and standing of the prospective client from its bankers. Also, enquiries are sometimes made from other suppliers of the prospective client. The opinion given by a bank carries more weightage and authenticity. It is to be remembered that banks do not give opinion on credit worthiness and standing of a party except to fellow bankers by way of courtesy.

Asking for references

"We are thankful to you for evincing interest in our products. Before we can effect supplies, we would request you to furnish the names of your bankers and of any other party who will be in a position to furnish information about your credit and standing.

This is as per our business practice."

Reply to the above

"We thank you for your prompt reply. The names of our bankers are furnished below:

Canara Bank, Parliament Street, New Delhi-110 001.	Bank of Baroda, East Patel Nagar Branch, New Delhi-110 058.
--	---

M/s Harisson Associates with whom we are having dealings for over 10 years would also be able to furnish an authentic opinion about our credit worthiness and standing. You may write to the following address:

M/s Harisson Associates,
134, B.N. Road, Chennai-600 023.

We sincerely hope that the above information meets your requirements. We would be happy to have your positive reply at the earliest."

Letter to banker to ascertain credit worthiness**SUNDAR CHEMICALS LIMITED**

Regd. Office: 22, M.M. Road, Bangalore-500 003

Phone: 12345

Ref.: Cr/1

The Manager,
Syndicate Bank,
Kempegowada Road,
Bangalore.

12th April, 2009

Sir,

Alembic Chemicals and Plastics Limited have written to us requesting for credit facilities upto Rs. 3,00,000 for supplies of goods by us. They have furnished the name of Canara Bank, Parliament Street Branch, New Delhi-110 001 as their reference.

We request you to please write to them and ascertain the credit and standing of Alembic Chemicals and Plastics Ltd.

Thanking you,

Yours faithfully,

Sd/-

Anand Gowda,

Sales Manager

Reply from the Bank

The reply from the bank is invariably non-committal and is carefully worded. Some banks do not sign the opinion as a matter of caution. They send the opinion as an enclosure to a letter which reads, "The required information is enclosed." The credit opinion reads something like this:

"Alembic Chemicals and Plastics Limited is a public limited company with a paid-up capital of Rs. 78.60 lakhs. Their dealings with us for the past eight years are very satisfactory."

(Normally banks do not give any written negative opinion. When they are not certain about the credit of a party they say that they are 'unable to give any opinion.')

Letter to third-party seeking opinion

Note that this is a letter addressed to M/s. Harisson Associates whose name has been furnished by Alembic Chemicals and Plastics Limited.

"We introduce ourselves as manufacturers of synthetic detergents and industrial chemicals. Alembic Chemicals and Plastics Limited, New Delhi have written to us expressing their keenness in having business dealings with us. They have approached us with a request for credit upto Rs. 3,00,000 for 3 months. They have given your name as reference.

By virtue of your dealing with them, we hope, you would be in a position to give us your candid opinion about the credit worthiness and standing of Alembic Chemicals and Plastics Limited.

Kindly send us your opinion in confidence at your earliest."

Positive Reply from Harisson Associates

"We are in receipt of your letter asking for an opinion on the credit and standing of Alembic Chemicals and Plastics Limited, New Delhi.

Alembics are a reputed company in the manufacture of certain industrial chemicals. We are their suppliers for the past ten years. They enjoy credit facilities with us upto Rs. 5 lakhs as on date. We extend credit to them for a period of 90 days. Their performance so far has been very good.

Going by their present plans, in our opinion, they can be safely relied upon for any sum upto Rs. 5,00,000.

The above opinion is based upon our personal experience and we wish to make it clear that this opinion is given without any responsibility on our part and in strict confidence."

Negative Reply from Harisson Associates

"We refer to your letter asking for an opinion on the credit worthiness and standing of Alembic Chemicals and Plastics Limited. Our last deal with them was in March 1999 when they did not clear a Bill for Rs. 1,23,400. Despite repeated requests, they have not cared to pay the amount. Presently the matter is before the

court.

Under the circumstances we are unable to say anything about their credit worthiness.

However, you may make you own discrete enquiries from other sources."

A few letters of order, complaints etc. are also given below for your information and guidance.

MANNAN AGENCIES LIMITED

Regd. Office: 23, N.M. Road, Chennai-600 012.

Phone: 34567 E-mail: manna@usa.net

Ref.: 0/23

Indrani Electricals Limited,
123, Asaf Ali Road,
New Delhi.

11th April, 2009

Sirs,

Sub: Order for fans

We thank you for your letter dated 3rd April, 2009, enclosing your catalogue and price list. We are pleased to place order for the following items:

'Mercury' Pedestal fans	...	25 Nos.
'Solar' Ceiling fans	...	40 Nos.
'Breesee' Mini fans	...	60 Nos.

Kindly negotiate the documents through Indian Overseas Bank, Mount Road Branch. Payment will be made on presentation of documents. As mentioned in your price list, please offer us a discount of 15% on the listed price.

We request you to confirm despatch of the goods by return of post.

Yours truly,

Sd/-

Mani R.

Sales Officer

Reply to the above

INDRANI ELECTRICALS LIMITED

Regd. Office: 123, Asaf Ali Road, New Delhi.

Phone: 523368

Ref.: E/230

Mannan Agencies Limited,
23, N.M. Road,
Chennai-600 012.

15th May, 2009

Sirs,

We refer to your letter 0/23 dt. 11.4.2009 ordering supply of ceiling, pedestal and mini fans. We confirm having sent the goods through Toofan Carriers Ltd. L.R. No. 234 dt. 10.5.2009. The invoice and the original L.R. have been negotiated through Bank of India, our bankers, who would present the documents for payment through Indian Overseas bank, Mount Road Branch, as requested by you.

Kindly inform us as soon as you receive the bills.

Thanking you,

Yours faithfully,

Sd/-

Maninder Singh

Sales Manager

Letter stating complaints

"We are thankful to you for your prompt compliance with our request to supply fans as per order dt. 11th April, 2009.

However, on opening the pack of consignments, we were sad to note that the blades of 8 ceiling fans were damaged.

The paint has peeled off awkwardly in 3 pedestal fan trunks and Mini fan blades.

Would you please rectify the defects at the earliest?"

Reply to the above

"We refer to your letter dt... and are sorry to note that some of the fans were defective. We understand your anxiety over the unfortunate development. Kindly keep the defective fans separately. Our insurance agents at Chennai would inspect the same. We are, in the meantime, arranging to send a fresh consignment in replacement of the defective items. Kindly hand over the defective fans to our insurers. We are extremely sorry for the inconvenience caused to you."

Complaint regarding delay in executing the order

"We refer to our letter No. 23/84 dt. 1st February, 2009 for urgent supply of 400 numbers of rain coats as per the specifications given vide our earlier letter. We regret there has so far been no response from your end. Would you please wire particulars of despatch?"

Reply to the above

"We are sorry to have delayed despatches against your orders. There was a sudden demand from the Defence Ministry to supply rain coats to the defence personnel on an emergency basis. We thought that we would be in a position to meet your order by Mid- April. However, due to a second bulk and very urgent order for yet another consignment of 3000 rain coats from the Defence Ministry, we could not effect any despatches to any other customers.

We are sorry for the unexpected development that has delayed the despatch of

rain coats. You may appreciate that we are under obligation to supply rain coats whenever the Defence Ministry places an order.

We confirm having despatched 200 rain coats through Speedy Transports vide their L.R. 1234 dt. 23rd May, 2009 under the instructions that the goods shall be delivered at your door. The balance 200 rain coats would be despatched by the end of May 2009.

We request you to bear with us till then."

Explaining cause for the delay in despatches

"We share your anxiety and displeasure over the inevitable delay in despatch of consignment for which you have placed an order. You may be aware that due to communal disturbances in Mumbai normal life has been thrown out of gear. Curfew has been imposed for the fifth day in succession. Transporters have closed their offices fearing untoward incidents. Virtually, there is no movement of goods for the last 10 days.

Under the circumstances, we are helpless, though willing and able to send the consignment. Kindly bear with us till normalcy is restored."

A circular letter informing unexpected strike and resultant delay in despatch of goods

Kenson Auto Spare Parts Ltd.

Regd. Office: 151 Akurdi, Pune-411 031

Tel: 752811 Fax: 753911

No. CSP/2009

To
(Dealers)

9th June, 2009

Dear Sirs,

We wish to inform you that the recent State wide strike by Transport Operators has caused delay in despatch of goods from our factory. Actually, we have got adequate stock of the items you require. We could have sent the consignment well in time but for the unexpected strike called by the Transport Operators in the State. We are very hopeful of an early settlement of the strike and in the meantime, request you to please bear with us. We are very sorry for the unfortunate delay in despatch of goods under your order. However, we assure you, once normalcy is restored, we shall give top priority for the despatch of your consignment without any further delay.

Thanking you,

Yours faithfully,

Sd/-

Manoj Jadeja

Sales Manager

Inability to execute an order

"We thank you for your letter placing order for supply of 200 bales of terry-wool suit lengths.

While thanking you for the faith you have reposed in our brand, we are sorry to state that due to heavy orders at hand, we would be unable to supply your requirements for another two months.

Please let us know within a week's time whether you would like to be included in the waiting list. We have tentatively included your name in our waiting list, hoping you will confirm our action. However, if you would like us to refund the advance paid by you kindly inform us about the same."

Substitute goods offered

"We thank you for your order for supply of 40 table fans. We regret that we have no ready stocks of 'Breezy' fans at the moment as you might be aware that due to prolonged strike at the factory, there have been no fresh despatches from the factory.

However, we have stocks of 'Coolings' fan which is of similar quality and grace as 'Breezy' fan. Further, 'Coolings' fan carries a two-year warranty and free servicing for four years. This brand has picked up considerable market in Pune and Mumbai. Please let us know whether you are interested in procuring 'Coolings' fans on an experimental basis. You would find its performance quite encouraging. Please do not mistake us in suggesting this alternative offer. Should you need refund of the advance paid by you, we shall be prepared to do so immediately on receipt of your intimation".

Complaint regarding bad quality

"We had procured 1,000 numbers of 'BEEMLIGHT' fluorescent tubes vide our order..... dt..... We are being faced with numerous complaints from our customers regarding the performance of these tubes. In fact a majority of complaints are from individual customers. The problem in all the cases has been that after 3 weeks of good performance, the tubes fail. Out of 230 items sold, around 130 complaints have so far been received. Samples of 10 tubes which have failed have been sent to you yesterday for examination. We have however stopped selling these tubes. Around 650 tubes are lying with us. As your reputation as manufacturer of quality tubes is at a stake, we feel that it is in your interest that these defective tubes are withdrawn and tested again.

Please let us know when and how we should despatch these 650 tubes to you."

Intimating customers' complaint and suggestion for better customer service

Geo Electricals

13, G. Memon Street, Mumbai - 400 002
Tel.: 2121837, 2153718 Fax: 2561816

No. M/1/97

Mondec Electrical Equipments Co. Ltd.
12, Wadala Industrial Estate,
Mumbai - 400 072

1st January, 2009

Dear Sir,

Reg.: Mondec Automatic Washing Machines — Model 'XAM'

We regret to inform you that many of our valued customers, who have recently bought your "MONDEC-XAM" Washing Machine from us, have lodged complaints about mal-functioning of the machine. Most of the customers have also made complaints regarding poor after-sales-service provided by your Authorised Service Agent. Copy of written complaints received from customers is forwarded for your immediate attention and action.

We always believe that in business, 'Customer is always right' because generally no customer complains unless there is sufficient reason to complain. A satisfied customer is the best advertisement and to have a satisfied customer we should give him the best product and service.

We, again, emphasise that there is an urgent need for improving the After-Sales-Service for maintaining the reputation of your company. It is our sincere suggestion that an independent/exclusive After-Sales-Service Centre, manned by factory trained personnel be started forthwith to provide best services to the valued customers.

Thanking you,

Yours faithfully,

Sd/-

Sadak Hashmi

Prop. Geo Electricals

Encl.: As above.

Complaint regarding careless execution of an order

"We thank you for your promptness in executing our order. However, on opening the packs we find that the supplies are not in consonance with our order.

You have sent 50 armless folding chairs, 100 chairs with arms, 80 folding tables with mica tops. We had infact asked for 100 armless folding chairs, 500 chairs with arms and 50 folding tables with mica tops.

It appears the mistake has probably crept in at the stage of processing of various orders.

Kindly let us know how we should return the 30 tables not ordered by us. Also please confirm that you would be despatching the balance quantity of chairs.

Reply to the above

"We are very sorry to learn that supplies made to you were not in accordance with the order placed by you.

We regret that the error is due to clerical oversight in processing various orders.

We confirm having sent to you today 50 armless chairs and 400 chairs with arms vide Speedways' L.R. No. 567 dt. 12.5.2009.

You may please return 30 tables to us through Speedways at our cost.

We once again regret for the error and the consequent inconvenience caused to you".

Points of Remember:

- ▶ A letter of enquiry is an info, seeking letter
- ▶ A letter of enquiry must clearly state the following:
 - (i) the purpose of the letter
 - (ii) Request for catalogue/price list
 - (iii) The details of the sender's business
 - (iv) Request for terms relating to discount, credit, mode of delivery etc.
 - (v) An idea of the quantity needed so that the supplier may quote the best price.
- ▶ A reply to an enquiry must take care of the following:
 - (i) a reference to the date and no. of the letter of enquiry
 - (ii) thanks to the party for interest in the receiver
 - (iii) courteous tone
 - (iv) all relevant information about goods, prices, discount etc.
 - (v) whether the catalogue/price list is enclosed or is being sent separately
 - (vi) assurance of best service to the sender of enquiry.

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answer to these question are not to be submitted for evaluation)

1. Why is an enquiry made? State different types of enquiries?
2. What basic guidelines need to be followed while drafting a letter of enquiry?
3. Select any product you would like to purchase. Write a letter to the company asking for the information you would like to acquire before buying.
4. Draft a reply letter from the concerned company for the above enquiry (refer Question No. 3)

Suggested Readings:

- (1) Business Communication—*K.K. Sinha*
- (2) Commercial Correspondence and Office Management—*R.S.N. Pillai &*

Bagavathi

- (3) Essentials of Business Communication—*Reddy, Appannaiah, Nagaraj & Raja Rao*
 - (4) Business Communication—*M.S. Ramesh, C.C. Pattanshetti, Madhumati M. Kulkarni*
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STUDY VII

BUSINESS CORRESPONDENCE—SALES

Introduction

“A fool and his money are soon parted” claims a popular saying. It also highlights the fact that it is very difficult to make people spend their money by reading what we have written or listening to what we have to say. Such writing encounters a natural resistance from readers. It is common to see a handbill being thrown away moments after it is thrust into someone’s hands in a market. Sales persons often find doors being slammed shut on them just after they have spoken the first few words and declared the purpose of their visit. Therefore, it is important to choose the first few words with abundant care. Effective Sales writing demands following what is traditionally known as the AIDA plan.

The AIDA Plan

This plan suggests that the beginning of the circular should attract the attention of the reader sufficiently to ensure that he reads on. At the next step, we have to arouse his interest in what we are trying to sell. Having done that, we try to create a desire in him to possess it and finally to coax him to take action in that direction.

The deregulation of international trade and lowering of custom tariffs has led to more competition worldwide. Therefore, it was felt later that selling would not sustain unless we ensure satisfaction of the customer. So AIDA was expanded to AIDAS.

The AIDAS plan is described as follows:

Although attention, interest and desire are listed here as distinct steps, they are usually combined or blended so smoothly in the well-written persuasive message that it is difficult – and unnecessary – to separate them. Also, the parts do not always occur in the sequence given.

Attention

How do we attract the attention of the reader? An opening declaring at the outset the intent to sell is unlikely to bear the desired result. It may invite a strong resistance from the prospective buyer. He may in fact not even read any further. To overcome this hurdle, we have to understand and relate to his needs. We may ask a provocative question, make a probable claim or narrate a likely incident. “Would you like more people to know about your business at lower costs?” will invite a better reaction than a facile claim, “We host web-sites for a fee.”

Interest

If we succeed in holding the attention of the reader, we should try to arouse his interest next. We may do so by appealing to his “Buying Motive”. For instance, a businessman, a doctor or a lawyer would like to be accessible to their clients. So someone selling a mobile handset or service may capitalise on it. An Internet Service Provider (ISP) offers faster surfing and downloads to people annoyed with slow speeds of Internet services. Pollution-free automobile conforming to Euro-II standards may appeal to environment-friendly or conscious buyers. A bank may offer auto-swap facility between saving and fixed deposits to seek more customers.

Desire

The targeted-client should by now need a dose of desire. This is usually in the form of a fusillade of detailed information about features of the product or service being offered. The marketing gurus call them "tangible add-ons". While it is inadvisable to focus upon negatives, obvious objections must be answered. It makes sense to offer easy loans or flexible payment plans in the case of expensive items. Variable features or multiple models enable a buyer to choose from a wider range.

The buyer may also like to be convinced about the genuineness of claims being made. Phrases such as "world-wide presence", "Unlimited warranties", "Lifelong validity", "Free Trials", "Money-back guarantees" are used to do exactly the same. There is nothing to beat the "assured gifts" plus a chance to win attractive prizes in contests and draws. Emphasis on lower hidden costs or "intangible add-ons" does the rest. Most of us feel tempted by these offers and forget that nothing comes free in this world.

Action

Never ask a prospective buyer to do something difficult. On-site or telephonic orders, pre-paid post cards or a visit to the local store are fine. Providing a Toll-free phone number, where the called party rather than the caller pays, has meant an increase of upto 30% in business calls. But excessive encroachment upon the prospective customer's time is also undesirable. Avoid negatives or threats when rounding up and always end your mailer with a polite closing.

Satisfaction

The change of AIDA to AIDAS was not incidental. Companies realised that clients and customers demand good value for their money. So they go to length to satisfy them. A bank may offer to waive joining charges if it fails to process the application for credit card within a fortnight. A fast food joint promises delivery at your doorstep within thirty minutes failing which the cost of your order is halved. Customer satisfaction is the new mantra.

Strategic Marketing

We buy for a variety of motives. For instance, cosmetics and contact lenses worth trillions of dollars would not sell if we did not want to look better. The health tonics and gym equipment would not find a market if people were not health conscious or did not want to remain slim. The insurance industry thrives on our fear of loss or death. The luxury cars and deluxe flats in prime locations partly sell because we want to display our status. Before we begin to write, it is necessary to understand why someone may buy our product.

Defining Segments

It is also clear that all products are not meant for all segments of society. Would it make any sense to offer a life-insurance package to a child? Or for that matter, a wrinkle-removal cream to a teenager. This is not to suggest that all products or services are segment-specific. Sales campaigns are launched to widen segments and use or lure those believed to be outside it. Children may be used to influence the choice of parents, say, about an expensive CD system they are going to buy. An old grandma may be presented as young enough to have a chocolate. The brand name is often repeated in order to ensure that it registers.

It is a good strategy to first define for ourselves the buying motive and the

segment we are trying to target and then write accordingly.

The difference between a sales letter and a sales circular is subtle. A sales letter is written to an individual with his specific needs in mind. For instance, a communication offering to sell a product or service to a particular entrepreneur is a sales letter. When it is drafted for circulation among a large number of people, it becomes a sales circular.

Let us first look at an example of a sales letter.

Sales Letter

Dear Mr. Khanna,

We thank you for choosing the *Instant* Internet package, which was brought to you by International Datamatics Ltd. of India. We are sure you enjoyed surfing the net and found the service fast and reliable.

Your *Instant* package contained 25 hours of Internet time out of which you have already used 20. We wish to offer you the same standard of fast and uninterrupted connectivity through our advanced *Constant* package.

The Constant package is offered to *Instant* users at a nominal conversion price of Rs.200 only. A *Constant* connection will enable you to surf the net at a special rate of Rs.5 per hour only. Being a privileged user, you do not have to register again. Just click your mouse on the switchover option on our website or call our customer care number 915359112 (toll-free).

Surf now and Pay later!

You do not have to make any payment now. The conversion price will be added to your first monthly bill.

We look forward to a long association with you.

Yours sincerely,

Sales Circulars

A Sales Circular is drafted with a large number of people in mind. It may still address them with a singular salutation such as Customer, Subscriber, Investor or Client. This is done to create the illusion that it has been drafted with the recipient in mind. Every copy of a sales circular may even carry a different name and address by using the Mail-Merge facility. It would still be a circular because the same message is being circulated to all the people.

A Circular selling a Mutual Fund to prospective investors is given below:

Dear Investor,

Are your funds still earning a low 4% interest in a savings bank account?

If yes, then we wish to offer you an investment option, which combines the liquidity of a bank account with comparable safety and possibility of higher returns.

Anglican Balanced Fund opens for subscription on the New Year's Day. At least sixty percent of receipts will be invested in equities and the rest in debt instruments. To ensure a consistent return during volatile market conditions, twenty-five percent of receipts may be invested in derivatives. This will also act as a hedging measure.

The dividend will be tax-free in the hands of the investor. There will be no entry load and the minimum subscription will be Rs.5,000 only. To ensure liquidity, requests for redemption will normally be cleared within two days. The fund will offer the usual provisions for joint holding and nominations.

Anglican Balanced Fund will be managed by the same experienced and skilled team of professionals, which has given very good returns in the past even in sluggish market conditions. Considering the performance of earlier schemes launched by the same group and the size of the promoters' corpus, the rating agencies have awarded it "High Safety Rating".

We are confident your idle funds can fetch you better returns through investment in *Anglican Balanced Fund*. Please contact your Investment Advisor or call the nearest Customer Service center for a copy of the Prospectus and an application form. You may visit our web-site (www.anglicanfund.com) for downloading the details.

Yours sincerely,

An analysis of the above draft shows that the writer is aware of the purpose of the circular i.e. to sell a scheme of Mutual Fund to a prospective investor. He understands that he has only a few seconds to capture the attention of the reader. Therefore he tosses a question at him and expects him to say "Yes". Most of us do leave our money in Savings Accounts where it earns very low interest. He then addresses himself to the question the reader is most likely to ask. "How does this scheme help me?"

The next two paragraphs give details of the scheme to arouse his interest and create a desire to derive the likely benefits. However, the claims made must seem true and believable. Therefore, the reference to other schemes and the results already obtained. The circular ends with multiple options, including a toll-free phone number, to obtain further information and application form.

Let us look at another circular. This is about a mobile handset. The opening sentence appeals to a desire to possess the latest. This is followed up with product details. Information about the number of sales and service outlets is meant to assure the buyer about the reliability of the seller. The language is more polite since it is an unsolicited voluntary offer.

The brand name is repeated to ensure that it registers in the mind of the reader.

Mobile Phone

Dear Friend

The mobile phones, which only made and received calls went out of fashion last year. The latest hi-tech gizmo in the field of mobile telephony is the Apple i-phone - a Generation 3 handset with an internal antenna.

The versatile i-phone has been created for a mobile professional like you. Its dual band supports High speed Circuit Switched data at speeds upto 43.2 kbps and

Wireless Application Protocol (WAP) enabling access to internet. It integrates through a server with an enterprise's information management system to provide access to databases, internet and email.

Apple i-phone has a big display screen with touch screen, 2 mega pixel camera and 32 GB internal memory. It is powered with a 650 MaH Li-ion semi-fixed battery to provide a talk-time of 3 hours and a stand-by time of 150 hours.

Apple i-phone has Sales outlets in 113 countries across the globe. They also offer matchless after-sales Service just in case you require it.

Interested? Call toll-free 98110002222 for more details about Apple i-phone or visit your nearest Sales outlet.

Yours sincerely

A few specimens of Circular Letters are given below for the information of the students.

Circular informing seasonal discount

MEENU MACHINES LIMITED

Regd. Office: 12, M.M. Road, Chennai-600 002

Phone: 34567

Circular 23/2009

12.7.2009

To
(Customers)

Dear Sir/Madam,

The off-season is about to set in. You would be eagerly awaiting announcement of the scheme of off-seasonal discount. The Government of India has to be complimented for its bold decision to reduce the duties of excise on some of the components of the electric fan and so, this season, we have something attractive to offer to you by way of discounts.

Discount on pedestal fan	15%
Discount on table fan	20%
Discount on ceiling fan	18%
Discount on Mini fan	16%

The above rates of discount are valid upto 25th November, 2009. We hope you will fully avail of the discount scheme and place your valuable order immediately".

Yours faithfully,

Sd/-

Mani S.

Manager (Sales)

A circular letter to dealers announcing off season discount scheme

Sonal Home Appliances & Electronics

Clock Tower Road, Ludhiana - 143 001
Phone: 668754, 668751 Fax: (0145) 658564

1st June, 2009

To
(All Authorised Dealers)

Dear Sirs,

Sub.: Special Off-season Discount Scheme, 2009

We are pleased to inform you that we are now offering a unique off-seasonal discount on showroom prices of our 'Penguin' refrigerators of 165 and 195 litres capacity. The scheme would be in operation with effect from 10th June, 2009 to 31st January, 2010. The details of the scheme are as under:

A. <i>Discount amount offered</i>		<i>Capacity of fridge</i>
Rs. 1000	on	165 litre
Rs. 1200	on	195 litre

B. The discount is offered on showroom price of the fridge and allowed on full cash down payment by the customer.

C. The scheme is not extended to purchases on instalment/hire purchase schemes.

We are planning for a nationwide advertisement campaign both in the print and electronic media, on this occasion to publicise the off-season discount scheme, 2009.

We are sending through our company courier necessary publicity materials like banners, leaflets etc. which may please be exhibited prominently in your showroom to attract the attention of potential customers.

Looking forward to receiving your full co-operation to make a grand success of the scheme.

Thanking you,

Yours faithfully,

Sd/-

Asha Goyal

Manager - Sales

A circular to stockists announcing special incentive scheme

Vishal Detergents Ltd.

Clock Tower, Ludhiana

Tel.: 521811, 531811 Fax: 571819

1.1.2009

To
(All Authorised Dealers/Stockists)

Dear Sir,

Special Incentive Scheme — 2009

We are pleased to inform you that we are now offering a unique Incentive Scheme for our dealers/stockists who achieve higher sales of our company's

products during the Calendar Year 2009. Under this scheme, we offer to all our authorised dealers/stockists an additional incentive of a trade discount @ 5 per cent for registering higher sales during 2009. The details of the scheme are as under:

<i>Additional Incentive Discount offered</i>	<i>Aggregate sales achievement (1.1.2009 to 31.12.2009) Rs.</i>
Nil	Below 1,00,000
5 per cent	1,00,000 — 5,00,000
10 per cent	5,00,001 — 10,00,000
15 per cent	10,00,001 — 15,00,000
20 per cent	15,00,001 — 20,00,000
25 per cent	20,00,001 and above

Looking forward to receiving your valuable orders and continued co-operation and support for achieving higher sales of our products.

Thanking you,

Yours faithfully,

Sd/-

Shah Tannan

Manager - Sales

Circular informing increase in prices

"We are thankful to you for your valuable orders for supply of various paints and enamels, all these years. The increased turnover of the company by 34% this year, 7 months from the close of last year, indicates the increasing popularity and acceptability of our products. True to our tradition, we are improving the quality and range of our products constantly with a view to becoming more and more innovative in combination of colours.

Due to our increased R & D activity, we have made considerable headway in new production processes. This has necessitated import of certain inputs. Obviously, this means a marginal increase in prices.

We take you into full confidence in announcing an increase in price ranging from 2% to 6% on various items as shown in the enclosed price-list. We hope you would continue to patronise our goods as in the past.

It pays to pay a little more for QUALITY."

Circular informing appointment of sole-selling agent

"We thank you for having patronised our products all these years and sincerely hope that you would continue to patronise our products in the years to come.

To coordinate the supplies from different customers, we are pleased to announce appointment of Seethal Agencies Limited as sole selling agent for our range of products w.e.f. 16th May, 2009.

We request you to place all your valuable orders with them henceforth. All orders received by us till now will however be executed by the company.

We are hopeful that in the years to come, there shall be a considerable

improvement in our services to you."

Circular informing discontinuance of services of a Sales Officer

"We bring to your notice that Shri Narayan Dutt Yadav is no more in our employment as Sales Officer. Shri Yadav has no right to represent the company any longer. You are requested not to deal with him as a representative of the company.

Any payment made to him on company's account would not be a valid discharge".

Circular informing Prize Scheme

"We value the patronage you have been extending to the company's products all these years. We are sure that you would continue to extend the same brand loyalty in the years to come. You are aware that our company is very particular in ensuring quality and reasonable prices at the same time. The recent price hike by 15% on our products was necessitated mainly due to imposition of new excise and customs duties.

With a view to encouraging the sales performance, the company is glad to announce the following prizes:

- First Prize — Maruti Esteem Car (Deluxe Model)
- Second Prize — Honda Jazz
- Third Prize — Maruti Swift

The first, second and third prizes would be drawn by lot from among those whose off take for the quarter Oct-Dec., 2008 is not less than Rs. 15 lakhs, Rs. 10 lakhs and Rs. 7.5 lakhs respectively. We hope to receive your valuable orders."

Circular informing special concession

"We are indeed very glad to know that you are one of our regular subscribers to our monthly, "Corporate Law Reporter". You would be happy to know that the journal is entering the silver jubilee year.

On this occasion, we are pleased to inform you that on all renewal subscriptions to the journal, a discount of 25% would be allowed. You would, therefore, have to pay only Rs. 300 (as against Rs. 400) as subscription for the ensuing year. We have pleasure in extending this discount concession to anyone to whom you recommend our journal for subscription.

The last date for informing us of your decision is 30.5.2009, so that we can plan our printing schedule suitably.

Earnestly soliciting your patronage and assuring you of our valuable services at all times."

Circular informing change of address

"On and from 12.5.2009 we would be functioning at the following premises

123, Jaleel Buildings,
M.M. Road,
Cuddalore - 601 023.

Our new telephone numbers are

65 65 67

65 65 68

65 65 69

Kindly ensure that in future all your correspondence is directed to the above address."

Circular announcing opening of new Regional Office

"We are happy to announce opening of our full fledged Regional Office at Patna in order to cater to the requirements of various dealers in the States of Bihar, Sikkim and also Nepal.

The Regional Office would function at the following address with immediate effect:

12, Asaf Ali Road
Patna – 800 007

Shri R. Sridhar would be the Regional Manager. You may write to him for your complete requirements. He would be at your service at all times."

You may wonder why you should learn the intricacies of drafting Sales letters at all. Is it not a fact that most of them are actually written by professionals? One of the reasons is that selling is not limited to a product. All of us are involved in selling something or the other. And we expect to be paid. When we look for a job or become a consultant, we offer our professional skills to a company or a client for a price. That also involves selling. Understanding sales letters is the best way of learning how to write persuasively.

Conditions for Sale

The business of organised selling is not restricted to writing letters or circulars. For instance, telemarketing has added a new dimension to conventional selling. When using varied channels for selling, exhaustive conditions of sale have to be drafted to protect our legal and financial interests. These terms of doing business may be printed on the reverse of Invoices and Bills. They may even be a part of your Bid or Offer. In the age of the Internet and E-commerce, they may be viewed on the web-site of the seller. Before a client places an Order, he clicks "submit" to accept them and agrees to be bound by them. They may read as follows:

Terms and Conditions of Sale

1. *Prices:* All prices or quotations are subject to alterations without notice.
2. *Deliveries:* Goods will be delivered either in one or several lots as suits our stocks against payment of price thereof and the documents of title dispatched to the destination requested by the purchaser at his risk and cost.
3. *Time of Delivery:* Every effort will be made to adhere to the stipulated time of delivery but decline to accept any responsibility in respect of any loss or damage, direct or indirect occasioned by any means through delayed delivery.
4. *Terms of Payment:* Unless specifically arranged, the terms of payment for goods are one-third of the gross value of the order and the balance in full on

or before delivery and handing over the documents of title.

5. *Force Majeure*: In the event of unforeseen circumstances beyond reasonable control i.e. war, invasion, hostilities, Acts of God, embargoes, riots, civil commotion, labor disputes, lockouts at our works or at those of our vendors and other such eventualities preventing or delaying the despatch of goods ordered, no liability will be accepted.
6. *Guarantee*: In the event of delivered goods being defective due to substandard material, faulty design or poor workmanship, or delivered in a damaged condition, the liability will be limited, at our option, to repair or replace the damaged part of goods only provided it is reported within 12 months from the date of despatch. The guarantee for the repair or replaced part shall expire with that of the main equipment.
7. *Confirmation of Order*: Orders placed with our agents, dealers or those claiming to be our representatives whether in our employment or not are subject to our confirmation and acceptance.
8. In the event of delivery being delayed on purchaser's instructions, the cost of storage, demurrage plus other incidentals will be chargeable at the rate of 1% of the gross value of the goods.
9. Specific offers of sale of goods and equipment may be subject to additional terms and conditions in addition to those contained herewith.
10. *Disputes*: All disputes are subject to the exclusive jurisdiction of competent courts and forums in Delhi/New Delhi.

Many modern businesses may not involve the sale of consumable goods or services. This is particularly true of Software developers who guard their intellectual property rights zealously. They also have to steer clear of accepting consequential responsibility. Since professionals prepare these softwares, they ensure built-in safeguards to check piracy and unauthorised use. It is common for them to grant only a license to users with no proprietorial rights. A sample of such a License Agreement is reproduced below:

LICENSE AGREEMENT

1. This software is provided only for use by Licensees of Significant's TTABLE and your use of the TTABLE software constitutes your acceptance of the terms and conditions stipulated in this agreement. The agreement shall be in force unless terminated.
2. You may use 'TTABLE' software on a single machine.
3. You may copy the software into any machine readable or printed form for back-up or modification of data files created for the purpose (or as a result) of the use of the 'TTABLE' software.
4. You may not disassemble, decompile, reverse engineer TTABLE software or make alterations/changes/modifications, of any kind whatsoever, in the TTABLE software.
5. Even though 'Significant Software Solutions' (hereinafter referred to as SIGNIFICANT) have thoroughly tested 'TTABLE' software and checked the manual for its accuracy, SIGNIFICANT make no warranty or representation, either express or implied, with respect to the manual or the software

described in the manual, their quality, performance, merchantability or fitness for any particular purpose. As a result, the software and the manual are provided "as is", and you the licensee/user assume the entire risk as to their quality and performance. In no event shall SIGNIFICANT or any of its authorised dealers/agents, be liable for direct, indirect, incidental, consequential (or any other type not specified here) damages, including any lost profit resulting from any defect in the software or the manual even if SIGNIFICANT or any of its authorised dealers/agents have been advised of the possibility of such damages.

6. The entire warranty of SIGNIFICANT or any of its authorised dealers/agents is limited only to the replacement of 'TTABLE' software diskettes during the warranty period of 90 (Ninety) days following the date of receipt of the software or period of 100 days from the date of dispatch of the software, whichever is earlier. During the warranty period SIGNIFICANT will replace the original 'TTABLE' diskettes free of charge. Replacement thereafter, may be for a nominal cost subject to the availability of the specific version/revision. SIGNIFICANT neither assumes nor authorises any person to assume for TTABLE any other liability.
7. The warranty shall be void, if any of the following conditions apply (a) The software in any of the diskettes has been tampered with. (b) The diskettes and/or hardware lock are physically damaged. (c) The surface of the diskettes is damaged through a software or otherwise.

© **Significant Software Solutions**

Franchising

The last two decades have seen a phenomenal growth in conventional merchandising. More and more companies have used newer methods to sell more than ever before without a matching investment. This was made possible through appointment of Franchisees, who procured and sold goods and services as per the specifications of or supplied by the Principal. Coke or McDonald are good examples of such success stories. The business relationship between such parties and their franchisees is also governed by agreements stating detailed conditions. Sometimes these documents are also renamed as "Code of Conduct" or "Code of Ethics". Companies wanting to expand without substantial investment write out conditions to allow the use of their brand name by their franchisees against payment of commission or royalty.

Network Marketing

Selling through franchisees has one disadvantage. The progression in marketing is slow and linear. So the concept of network marketing evolved. In network marketing too a principal appoints what we may call a distributor, more or less in the same manner as a franchisee is appointed. But the distributor graduates to become a sponsor, he does not just sell but also looks for more distributors for enrolment with the principal. To motivate the sponsor, the royalty or commission payable by the newly appointed distributors is shared by the principal along with the sponsors. So a network of marketing develops.

"That's why I call Network Marketing the "ultimate synergism"-it combines the best from the concept of franchising...with the best of the concept of

*exponential growth. It's a marriage made in heaven."—Burke Hedges,
"Copycat Marketing 101"*

A sample agreement between the principal and his distributor is reproduced below:

DISTRIBUTOR AGREEMENT

1. Datacorp appoints the applicant(s), who have signed below in acceptance of these terms, a distributor of its products and services. The distributor may, on a non-exclusive basis, display, purchase, resell, distribute and market them in the territory of India.
2. Nothing in this agreement shall establish an employment relationship and the distributor shall act as an independent vendor, acting in his name, at his responsibility and for his account.
3. The distributor shall display and sell Datacorp products or services in a manner decided by it. The price shall not exceed the Maximum Retail Price indicated on the label or in the price-list.
4. The agreement shall come into force from the date of signing and may be terminated by either side by giving a notice in writing for reasons of non-performance or breach of terms.
5. This agreement shall not be assigned or transferred to a third party and shall act in conjunction with rules and policies as formulated from time to time for observance by distributors.
6. All payments and commissions shall be payable to the Primary Applicant only through Account Payee cheques.
7. Datacorp shall reserve the right to make available, advertise, release or disseminate any information relating to its products to other distributors within or outside India.
8. All promotional literature and equipment shall remain the property of Datacorp and shall be returned to it on the expiry of the agreement.
9. The distributor shall not market or promote Datacorp goods through cross-selling.
10. All disputes shall be subject to the jurisdiction of Delhi courts only.

Internal Documentation

The Sales Division of a company is usually the busiest. It has to maintain internal records to monitor its performance and improve it constantly. There are periodic staff-appraisals. Individuals are encouraged to do self-appraisals to hone their analytical skills and identify their strengths and weaknesses. Performers also ask for optional appraisals by their superiors for upward career mobility. A sample Appraisal Report of a Sales Officer by his superior is reproduced below:

Infosystem Limited STAFF APPRAISAL REPORT

Name : Amit Jaiswal
Position : Sales Officer

Period : Jan-Jun 2009

Evaluation:

<i>Sl. No.</i>	<i>Attributes</i>	<i>Rating (E/G/A)*</i>	<i>Remarks</i>
1.	Operating Results	G	Can handle key relationships and responsibilities. Was able to turnaround Balki Associates, the most challenging dealerships in Chennai.
			Displays high commitment levels to the assigned tasks.
			Needs to be innovative while maintaining existing dealers. Had little success with developing newer channels.
2.	Customer Effectiveness	G	Caters to needs of his channels well. Feedback received appreciative of support provided by him.
			Needs to develop models to cater specifically to the needs of new dealerships in strongholds of competition.
3.	Technical Proficiency	G	Has developed a good understanding about our products. Understands credit processes and policies well and uses them imaginatively within the overall constraints.
4.	Execution Skills	G	Displays maturity in handling key relationships but needs to work harder on non-sales goals.
			Needs to focus in the South on improvement of Operational processes, communication processes and distribution expansion.
5.	Leadership	G	Had demonstrated reasonably effective leadership.
6.	Professional Standards	G	Maintains high professional standards at work and in his interactions with the dealers.
7.	Relationships	G	Has a knack of building and maintaining strong relationships. Has built very strong relationships under adverse conditions at Balki Associates. Is a team player and has good working relationships with all his peers and seniors.
8.	Global Effectiveness	A	Needs to take initiative in areas beyond his immediate work domain and of larger interest to the Southern team/Organisation.
9.	Social Responsibility	A	Needs to work harder in this area.

* Excellent/Good/Average

Questionnaire:

1. *Does the officer deserve to rise to higher level?*

Yes

2. *Identify key areas of strength:*

- Strong relationship skills.
- Dedicated and hardworking. Displays high commitment levels.
- Achieves individual targets set.
- Excellent communication skills.

3. *Significant achievements during Appraisal Period:*

- Has been able to build a strong franchise at Balki Associates.

4. *Specify areas of improvement for career progression:*

- Needs to take on additional responsibilities in expanding distribution and back- room processes and to develop innovative strategies to boost sales volumes.

Sd/-

A.K. Sen

Branch Manager

3rd July 2009

Market Surveys

The sale of a product or service is a calculated affair. Companies rely upon reliable Market Survey Reports to test waters before taking the plunge. Whether prepared in-house or commissioned, these exercises check feasibility and help devise strategies and campaigns. The essential elements are similar to those of other business reports. As the sample report given below shows, relevant information is collected under specific headings to arrive at findings and suggest recommendations.

Market Survey Report of Goa

Submitted to

INDUS GLOBAL BANK LTD.

Prepared by: Auto-Engineers Ltd.

Dated: 25th January 2009

This report has been prepared for the exclusive use of INDUS GLOBAL BANK intending to extend Auto loans services to the Territory of Goa.

Background

Goa is 3,800 sq. km. in area and has a population of only 11-12 lakh people. The State was formed on 30th May 1987. It has a unique culture and is a popular tourist destination.

Geographically and administratively, the state is divided into two districts, North and South Goa with headquarters in Panjim and Margao respectively. Panjim is the capital of Goa while Margao is the hub of commercial activity. The two places account for 80% of the commercial activity in Goa. Goa is accessible by air, rail and road.

Sixty percent of the population is Hindu, thirty-five percent Christian and the rest of Muslims, Jains etc. The major source of livelihood is tourism. Industrial estates in places like Verna, a tax-free zone, provide offices to major companies. Approximately seventy percent of Goan population is salaried while the remainder is involved in varied business. The law and order situation is under control.

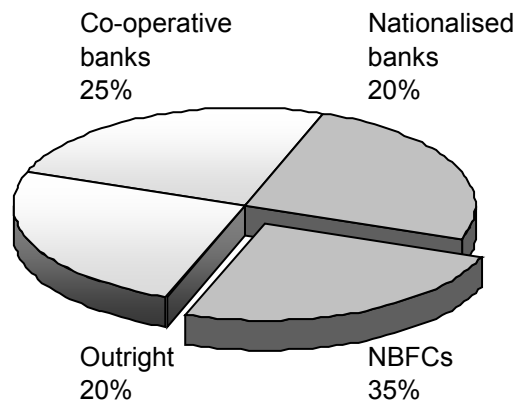
The Automobile Market

Most of the cars sold in Goa are now locally delivered after the introduction of a uniform sales tax structure. A couple of brands belonging to luxury segment are still being imported in the absence of authorised dealers. Goa is predominantly a small car market with very few luxury cars being sold at present.

Auto Loans Market

The major players in auto loans are

- NBFCs/Private Banks
- Nationalised Banks



Marketshare of NBFCs/Banks

Interest Rates

The interest rates of major existing players are as follows:

ICICI	15.5%-15%
Kotak	16.0%-15%
Nationalised/Co-operative Bank	14-14.5%

Goa is a relatively safe market in terms of delinquencies. Being a small and a close-knit society, people are wary of defaults and consequent loss to reputation.

RTOs

There are five RTOs in Goa, one each in Panjim, Margao, Vasco, Mapusa and Ponda. Only the Panjim RTO is computerised. Registration is carried out by the customers themselves and not by the dealer. However, this has not created a problem for any of the finance companies. Typically customers are wary of paying charges for registration and therefore this has become the norm. Post-disbursal documentation is strongly recommended.

Clearing

The five major regions in Goa viz. Panjim, Margao, Mapusa, Vasco and Ponda have different clearing-houses. Since we have branches in Panjim, Margao, Vasco and Mapusa, we have an advantage. But cheques from outskirts and beyond city limits may not lead to next day credits.

Targeted Volumes

It is projected that we should be able to corner 15% of the market share aggregating to Rs.85 lakhs by the end of six month of operations. The appointment of Direct Selling Associates is strongly recommended in order to achieve these targets. Initially we should focus only on limited products i.e. new cars.

Suitable Location

Panjim and Margao are the commercial centres of Goa. A presence in these two districts is essential for smooth operations. These are followed by Vasco and Mapusa, which may be covered through DSAs.

SWOT Analysis

Strengths: Good credit culture: reflected from experience of other financiers and cell phone companies. Peaceful city devoid of any major unrest - evinced from its popularity as a tourist location. Close-knit society-every person is a familiar face and customer- verification is easy. The State is slowly moving up the curve and turnarounds are frequent.

Weaknesses: Some players have entered the market aggressively and are maintaining a pay-out structure and interest rate structure at par with the metros. Repayment capacity of most of the customers may limit sales mainly to economy models. The incidence of no-income proofs would be higher. The number of people filing Income tax returns is insignificant.

Opportunities: The percentage share of nationalised/Co-operative Banks is decreasing and that of NBFC's is increasing. This is typically on account of streamlined processes, quick turnarounds and rational documentation. "Bank reaching customers" is a concept that is relatively unknown in the city. Over a period of time as the NBFC penetration increases, this shall become the norm rather than the exception. A number of corporates have set up huge industrial plants in designated industrial estates to avail of the tax breaks being offered by the Goa Government. Companies are also increasing their presence in the state. This provides a potential customer base. Goa is a relatively unexpected market and it is possible for player like Global Bank to develop a network of dealers and DSAs.

Threats: Nationalised/Co-operative Banks have the benefit of customer-loyalty. Moreover with their low interest rates, they are a potential threat. In Goa, relationships and networks among the locals play a crucial role. Therefore it is necessary to have a Resident Officer with adequate powers to counter competition in the form of lower prices and higher pay-outs by the other players.

Recommendation

It is the right time for Global Bank to introduce Auto loans in Goa.

New Delhi

Sd/-

Status Reports

Sales is a dynamic activity in which it is imperative to make periodic assessments. This is done by taking stock of both achieved targets and missed opportunities. Status Reports are internal and may be submitted in the Memo format. They enable executives to adopt correctional strategies or change track altogether. The following report on the status of a Dot Com company is self-explanatory:

market.com

Memorandum

To : Sales Manager
From : Development Officer
Subject : Status Report on Viability
Date : 29.1.2009

Present Status

The dot com business is witnessing a down-turn globally. There has been a melt down of US dot com enterprises by a record 78% during the last year. The corresponding figure for Europe is 23%. The bubble has burst largely due to unrealistic expectations in terms of growth in overseas markets.

Indian markets have also suffered. While E-mail has gained popularity, the transition to Electronic Commerce has been slow. There are genuine concerns about the safety of web-transactions and people are unwilling to put their credit-card number on the net. Although the internet connections touched two million ending Dec. 2008, yet the economy is still basically a cash one. The infrastructure for deliveries on national scale is also not in place. The switchover to a digital economy is still far-off.

market.com has not taken off as projected and has accumulated losses of approx. Rs. 35 lakhs during H2.

Recommendations

Given the bearish conditions prevailing in Indian markets, it is unlikely that **market.com** will break-even in the near future. It is suggested that the company should undertake strategic brand management by offering value added services in order to achieve viability.

Mumbai

Sd/-

ADVERTISEMENTS

Advertising is mass paid communication, the ultimate purpose of which is to impart information, develop attitudes and induce action beneficial to the advertiser.

The advertisement budget is on the increase everywhere.

Apart from being used as a marketing force, advertisements may also relate to—

- (i) improving public image
- (ii) opening a new factory or sales office
- (iii) explaining management stand on a strike by workmen

- (iv) informing the consumers and the general public about malpractices prevailing in the market pertaining to company's products, infringement of trademarks, copyrights, etc.
- (v) publication of notices, etc., under various statutes
- (vi) recruitment of personnel
- (vii) inviting tenders, sale of scrap
- (viii) public issue of shares, debentures, etc.
- (ix) appointment of dealers and distributors
- (x) hike in prices.

Sometimes the term 'publicity' is used synonymously with 'Advertisement'. Terminology differs from country to country, industry to industry and within an industry. Without leaping into semantic differences, the term 'advertisement' is used in this head to refer to all the above-mentioned categories.

However, it should be kept in view that advertisements should be drafted in such a way as to suitably serve the purpose. In the table given below, an attempt has been made to highlight 'emphasis areas' of advertisement for different purposes.

Advertisements aimed at improving public image, sustaining and fostering demand for company's products are the most strategic ones requiring skill in laying out the copy of the advertisement, apart from timing them well. Marketing management specialists have been doing constant study in advertisements strategies. The discussion of these strategies in greater detail may lead to lopsided emphasis of this study. It will suffice to say that the key phrase in communication lies in the nature of audience, a vastly heterogeneous mass whose attitudes cannot usually be changed by just advertising. In order to influence an audience reading the advertisement (for we are concerned with written communication here) in the manner desired, four essentials are required in the advertisement copy.

1. The audience must be exposed to the communication.
2. The members of the audience must be able to perceive correctly what action is desired by the communicator.
3. The audience must remember or retain the message sought to be communicated.
4. The audience must act on the advertisement.

<i>Advertisement for recruitment</i>		<i>Opening of a branch/factory</i>	<i>Statement of management on workmen's strike</i>	<i>Malpractices in market, infringement of a trade mark</i>	<i>Statutory Advertisements</i>	<i>Tenders</i>
1		2	3	4	5	6
1.	Job requirement	Venue	Facts	Warning to offenders	Forms prescribed in the Statute	Exact quantity required
2.	Salary and perquisites	Date of opening	Inoffensive & cautious language	Caution to consumers	Cautious language especially in the case of announcements regarding	Quality specifications

					issue of shares	
3.	Qualifications and experience	Any special service to dealers or the public	Benevolent attitude of management	Distinctiveness of the mark/brand-test to identify the real brand		Date and time of receipt of tenders and opening of tenders (in the case of tenders)
4.	Deadline for sending applications		Regret for inconvenience to the public			Inspection in the case of sale of scrap
5.	Brief history about the company, if talented and professional personnel are to be attracted		Keeness to resolve the dispute			

Traditional methods of approaching prospective customers are through handbills, leaflets, pamphlets and brochures. They are relatively inexpensive but suffer from low circulation figures. Therefore companies rely more on newspapers, television and internet to send their message across.

It is difficult to imagine today's world without advertising. Three-fourths of a newspaper is devoted to advertisements of various kinds. Television programs are interrupted at frequent intervals to telecast commercials. On the internet, one finds goods and services being advertised on home pages of different search engines and web-sites.

Advertising is frightfully expensive. Therefore it is essential that the advertisement should serve its purpose. It should be tastefully prepared and printed or aired through the right media at the right time. This calls for professionalism. Therefore most companies entrust the job of preparing their sales campaign to advertising agencies.

As already pointed out, advertisement strategy right from preparing the copy, timing, frequency, etc., is a function of sophistication and professionalism.

Classifieds

Advertisements may be printed in newspapers under familiar headings such as Matrimonials. Such advertisements are called Classifieds and charged on the basis of words or composed lines. The drafting of classified advertisements has similarities with that of telegraphic messages. The rules of grammar are relaxed in order to keep the matter brief. However, relevant information must be made available. For those unwilling to reveal their identify, newspapers offer a Box number service on extra charge. Responses received against their Box Numbers within a specified time are delivered to respective advertisers.

You may advertise a vacancy under *Situations Vacant*. For those looking for a position, the right category is *Situation Wanted*. A company may choose to advertise

under *For Sale, Business Offers, Public Notices* etc. depending on its needs. Some sample classified advertisements are given below:

SITUATION VACANT
Reputed associate of a leading foreign bank requires smart graduates with good communication skills for hard-core marketing. Walk-in interview between 12 noon to 5 pm on February 5th at Hotel Hilton, Connaught Circus, New Delhi.
SITUATION WANTED
Accountant available, annual/computerised, regular/pending account writing upto finalisation. IT, S.T., PAN, Internal Audit, Project Reports. Contact 9810076299
FOR SALE
Korean Injection Moulding machine-180 tons, excellent condition, inspection by appointment. Call 914 770930 or write to Box No. 777, Economic Times, New Delhi-110 002.
BUSINESS OFFERS
Well established Delhi based NSE member and DP with NSDL wishes to appoint sub-brokers/franchisees for share broking/Dmat services in the Northern region. Initial investment Rs.10-15 lakhs. Contact ELP Associates, 7, Pusa Road, New Delhi. Ph.11-5712222 Fax. 5744444.

PUBLIC NOTICES

It becomes necessary at times to issue public notices. Sometimes, these notices are statutorily required. It is essential, therefore, to know how these are drafted for publication in newspapers/journals. Some specimen public notices are given hereunder.

Advertisement giving notice for issue of New Debenture Certificates

Narmada Petroleum Limited

Regd. Office: 1, Beach Road, Bharuch-Gujarat

PUBLIC NOTICE

Notice is hereby given that the Company has, in consultation with the Stock Exchanges, fixed closure of register of debentureholders (Convertible Debentures) and transfer books thereof from Monday, the 6th July 2009 to Saturday, the 11th July, 2009 (both days inclusive) for issuing New Debenture certificate(s) on cancellation of the existing Debenture certificate(s).

In view of this all genuine convertible Debenture holders are hereby requested to lodge their Debenture Certificates, alongwith relevant applications for transfer in their favour on or before 4th July, 2009 with the Registrars of the Company viz. Cavy

Consultants Ltd. at 11th Floor, Surya Mahal, 121, MG Road, Ahmedabad-380 006 or at any of the Investor Relation Centres of the Company for issuing new debenture certificate(s).

Date: 4th June, 2009 Sd/-
Company Secretary

Advertisement indicating the closure of public issue of shares

SHREE RAJASTHAN SYNTEX LIMITED
Regd. Office: 4-D, New Fatehpura, Udaipur-340011

ISSUE OF 8,00,000 EQUITY SHARES OF
Rs. 10 EACH FOR CASH AT PAR

ISSUE CLOSES TODAY

The Board of Directors of the Company
thank the investing public for their
whole-hearted support

Issue Managed by

STATE BANK OF INDIA
Merchant Banking Division

Advertisement indicating the payment of interest on debentures

MANGALORE ASBESTOS LTD.
Mangalore-2

Payment of Interest on Debentures

The company has fixed 30th June, 2009, as the 'Record Date' for the purpose of payment of interest on the 20,50,000, 15% secured Redeemable Non-convertible Debentures of Rs. 100 each for the period 1st December, 2008 to 30th June, 2009.

All transfers received by the company before the close of business hours on 30th June, 2009, will be taken into account for the purpose of payment of the interest.

Mangalore By order of the Board of Directors
18th May, 2009 M.K. Murthy
Secretary

PUBLIC NOTICE

Members of the general public are warned against some unscrupulous persons collecting premium in cash and issuing forged and fabricated insurance cover notes carrying the name of New India Assurance company.

It is therefore requested that payments should only be made to authorised agents after verifying their credentials. Payments should only be made through Account

Payee cheques drawn in favour of the company.

The company shall not be responsible for any payment made to unauthorised persons.

20.1.2009
General Manager
New Indian Assurance Company

Note: A few more specimens of Public Notices are given in Study X.

Appointments

Senior level positions are generally advertised in Appointment pages or in a box. So are prized products and services. The space is measured in units of column/cms. The charges vary according to the circulation and goodwill of the newspaper. Advertising agencies vie for corporate advertising accounts, which may run into crores of rupees. They use the services of copywriters, commercial artists and visualisers to turn a concept into an effective sales campaign.

A few specimens of advertisements are given herein for your information and guidance.

Specimen-1

“Required immediately stenographer having experience of minimum two years with speed of 100/40 words. Apply immediately Box No. 2345, Hindustan Times, New Delhi-110001.”

Specimen-2

“Required for a fast expanding manufacturing organisation, the following personnel:

1. *Accounts Assistant:* Minimum qualification, B.Com. with Intermediate Costing, must be capable of maintaining accounts at factory and stores. Experience in factory accounting for at least two years essential.
2. *Commercial Assistant:* Minimum qualification B.Com. should be well versed in liaison work with government and other agencies. Minimum experience of two years essential.
3. *Export Assistant:* Minimum qualification graduation; should be well conversant with export documentation and must have experience of at least three years in an export organisation.
4. *Receptionist-cum-telephone operator:* Lady candidate preferably with convent background, fluent in English and Hindi, should have a pleasing personality. Experience of two years desirable but not essential.

Apply immediately to Personnel Manager, XDC Ltd., P.O. Box No. 99, Hyderabad-500 009.”

Specimen-3

“INDUSTRIAL LININGS LIMITED REQUIRES”

DRIVER

Rs. 3500 p.m. plus perks

The candidate must be smart, experienced and qualified to drive both foreign and Indian cars. The applicant should be fluent in English. He will be posted at Mumbai but will accompany Senior Executives and foreign dignitaries on outstation duties. Those having experience in handling embassy cars would be preferred.

Applications should reach the undersigned on or before 12th May, 2009.

Manager (Personnel)
Industrial Lining Limited
17, D.N. Road, Mumbai-400 005"

Specimen-4

MAINTENANCE SUPERVISOR

A large public limited company requires maintenance supervisor for their factory near Faridabad. Candidates should be Diploma Holders in mechanical engineering with at least eight years experience in mechanical maintenance and continuous process industry. Good salary will be offered to the right candidate. Benefits of bonus, P.F., gratuity and medical subsidy available. Please apply within 10 days with complete bio-data, salary drawn and expected to Box No. 4567, Hindustan Times, New Delhi-110 001.

Specimen-5

"A national firm of Architectural Engineers with international association requires LADY SECRETARY for their Head Office at Delhi. The incumbent shall be offered attractive remuneration well above market rate. An excellent command over English and a pleasing personality are essential requirements. Reasonable speed in shorthand and typing together with ability to correspond independently in English shall be an added advantage.

Applications with recent passport size photograph and full details of educational qualifications, age, experience, current and past employment should be sent within 10 days to:

Splendour Construction Engineers Ltd.
123, Manasarovar, Nehru Place,
New Delhi-110 019.

Specimen-6

ABC LTD. NEEDS ASSISTANT COMPANY SECRETARY

(Rs. 20,000-200-30,000)

The candidate should be a Graduate with Membership of the Institute of Company Secretaries of India (ACS/FCS) and 6 years experience of which at least one year should be in the Secretarial Deptt. in a large organisation handling Board and Company Law work. Experience in administrative work and a Degree in Law will be an added advantage.

Age: Around 35 years.

EMOLUMENTS

Minimum of scale is Rs. 25,000 p.m. Other benefits include medical reimbursement, accident insurance, leave encashment, LTC, PF, bonus etc.

Application on plain paper with complete bio-data, details of experience, present salary and pay-scale and a crossed P.O. for Rs. 20.00 (Rs. 2 for SC/ST) should be sent to reach the Manager (A & P, ABC Ltd., 15/48 Malcha Marg, New Delhi-110 021) within 15 days of the publication of this advertisement. Those employed in Govt./Public Sector should apply through proper channels.

Specimen-7

GENERAL MANAGER (FINANCE)

KOLKATA

Above Rs. 5,00,000 p.a. + liberal perquisites

A leading professionally managed company with foreign collaboration in the process industry wants to recruit an outstanding candidate as General Manager. Finance to head the entire finance and secretarial functions. The Company is rapidly expanding its present turnover of Rs. 20 crores. The General Manager, Finance will report to the Managing Director and will be based at Kolkata.

The incumbent will be responsible for administering the financial and management accounting, EDP, taxation, budgetary control, financial planning and secretarial functions. He will lead a team of highly qualified and motivated professional accountants and a Company Secretary.

Applicants should be professionally qualified Chartered/Cost Accountants and Company Secretary preferably with a degree in management. They should have at least 15 years experience at senior levels in the finance function. Preferred age: around 40 years.

Starting salary would be about Rs. 96,000 per annum plus liberal perquisites such as housing, company car, leave travel and good medical and retirement benefits. The salary is negotiable for the right candidate.

Applications, which will be treated in strict confidence should be sent within 10 days to:

S.D. ASSOCIATES

Post Bag No. 1126

Mumbai-400 001

giving full details of age, qualifications, experience, and salary drawn. Applications and envelope should be marked "Ref.: Ms/2009".

Specimen-8

HRD MANAGER

for

A large Chemical process factory in Kerala employing about 1400 persons.

He will be responsible for planning and executing all functions related to Personnel Management, Industrial Relations and Human Resource Development. He will report to the Managing Director.

Age: 40-45 years.

Qualifications:

1. Post-graduate Degree/Diploma in Personnel Management or Industrial Relations or Social Welfare or Labour Welfare.

OR

MBA with specialisation in Personnel Management from a reputed institute.

2. A degree in law.
3. Ability to speak and write fluently in English and Malayalam.

Experience:

Minimum 10 years at a senior level in a large Manufacturing Company of which atleast 5 years are in overall charge of Human Resources Department. Experience in negotiations and dealing with industrial disputes will receive special consideration.

Pay:

In a scale of Rs. 30,000-45,000 with DA, contributory PF, Gratuity, conveyance allowance, HRA, Medical Cost reimbursement, etc. A higher start in the above scale can be given to exceptionally qualified/experienced candidates. Contract appointment can also be considered.

Apply with detailed Resume to reach Box No.118, Indian Express, Chennai-600 002 before 30th June, 2009. Other things being equal, preference will be given to candidates belonging to SC/ST.

Specimen-9

**CLARION CABLES
REQUIRES
WORKS ACCOUNTANT**

To implement and manage Budgetary and Production Controls, Cost Accounting, Works Accounts and Stores Management at the Faridabad plant manufacturing Wires and Cables.

The applicant should be a Cost Accountant and/or Chartered Accountant with 3-5 years experience in an industrial establishment with exposure in internal auditing.

The appointment is in the company's middle management cadre. Starting salary in the scale Rs. 30,000-50,000 commensurate with qualification and experience, in addition to HRA, CCA, provident fund, bonus, gratuity and medical benefits as per company's rules.

Please reply in confidence within 10 days stating age, qualifications, year-wise experience with employer's names, responsibilities, salaries drawn, minimum salary expected, joining time required and references to: The Director, (Finance) Clarion

Cable Industries Pvt. Ltd., Clarion House, Bangalore.

Specimen-10

ECONOMIST

WANTED AN ECONOMIST FOR THE OFFICE OF THE CHAIRMAN OF A LARGE AND PROGRESSIVE INDUSTRIAL ENTERPRISE AT DELHI. THE INCUMBENT WOULD BE EXPECTED TO ANALYSE COLLECT AND COLLATE INFORMATION AND DEVELOPMENTS IN THE SOCIO-ECONOMIC ENVIRONMENT BOTH ON THE NATIONAL AND THE INTERNATIONAL PLANE AND KEEP THE MANAGEMENT FULLY BRIEFED FROM TIME TO TIME.

THE APPLICANT SHOULD HAVE A FIRST CLASS POST-GRADUATE DEGREE/DOCTORATE IN ECONOMICS WITH SPECIALISATION IN BUSINESS ECONOMICS. A LUCID EXPRESSION AND A FLAIR FOR WRITING AND RESEARCH ARE ESSENTIAL FOR THE POSITION.

SALARY SHALL BE COMMENSURATE WITH QUALIFICATIONS AND EXPERIENCE. PLEASE APPLY WITH FULL ADDRESS STATING DETAILS OF QUALIFICATIONS, EXPERIENCE, RESEARCH WORK DONE AND ARTICLES CONTRIBUTED WITHIN 10 DAYS TO BOX 968, THE ECONOMIC TIMES, NEW DELHI-110 002.

Specimen-11

INDIANA TELEVISION PVT. LTD.

12, Film City, MUMBAI-400 092

Wanted a well qualified and experienced Public Relations Officer for Entertainment Software Division of our Company.

Candidates should have post graduate qualifications in the relevant field, besides possessing atleast 5 years' experience in dealing with Public Relations independently in an organisation of repute. Good written and oral communication ability in Hindi and English is a must.

Salary not below Rs. 5 lakhs per annum. Company offers liberal perks such as accommodation, telephone, car etc.

Applications with complete resume, previous achievements, alongwith a copy of passport size photograph (colour) should reach General Manager (Admn.) of the company on or before 25th June, 2009.

Specimen-12

ASIAN DATA PROCESSORS

Needs a Computer Operator. Candidates either male or female below 30 years, with Diploma in Computer Operation and possessing at least 3 years relevant work experience with UNIVAX Systems, may personally contact us urgently with testimonials for a walk-in-interview at Anand Plaza, Rohtak (Haryana). Salary negotiable.

Points to Remember:

- A sales letter/offer is the most important form of business writing.
- It is highly persuasive in its approach
- An effective sales letter requires the writer to be:-
 - (a) sufficiently well-informed about the buyer's needs and the product/service offered, and
 - (b) proficient in writing.
- A sales letter/offer is written in the nature of advertisement of the product/service.
- As it replaces the salesman, it is generally lengthy, argumentative and conversational.
- The sales letter is the most interesting kind of letter with 'you attitude'.
- Very often a sales letter has the following enclosed with it:
 - (a) Literature about the product
 - (b) Self addressed reply envelop
 - (c) Forms seeking information about the customer.
- As it carries a lot of information, it educates the customer.

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answer to these questions are not to be submitted for evaluation)

1. What do you understand by AIDAS? Explain.
2. Draft a circular informing about off-seasonal discount on shoes.
3. What is the difference between a sales circular and a sales letter. Draft a specimen of each on fashionable accessories.
4. What do you understand by SVVOT analysis? Explain.
5. Draft a classified advertisement for matrimonial alliance of your sister.
6. Draft an advertisement for recruitment of "Company Secretary".

Suggested Readings:

- (1) Communication for Business—*Shirley Taylor*
 - (2) Essentials of Business Communication—*Reddy, Appannaiah, Nagaraj & Raja Rao*
 - (3) Business Communication—*K.K. Sinha*
 - (4) Commercial Correspondence and Office Management—*R.S.N. Pillai & Bagavathi*
 - (5) Communication for Results—*Rosemary T. Fruehling & Joan M. Lacombe*
 - (6) Business Communication—*M.S. Ramesh, C.C. Pattanshetti & Madhumati, M. Kulkarni*
-

STUDY VIII

BUSINESS CORRESPONDENCE—ACCOUNTS

A commercial transaction is a complex process. Right from the stage when raw material is ordered to the delivery of finished goods to the customer. Companies follow the principles of “Supply-chain Management”. This means making the transaction cost-effective and efficient. It also facilitates quicker settlement of accounts, which is the final stage of a commercial transaction.

“Enterprises are paid to create wealth, not to control costs. But first year accounting students are taught that the balance sheet portrays the liquidation value of the enterprise and provides creditors with the worst-case information”.

—Peter Drucker in Management Challenges for the 21st century

Once the goods or services have been delivered in a satisfactory state, the buyer is expected to pay for them. From new or one-time customers, it is customary to demand advance payment in cash. But wholesale and international trade revolves around credit of varying kinds. Normally an invoice is sent along with goods or mailed after their dispatch. Bills of receivable amount may also be raised later for getting them discounted by the bankers. The facility is negotiable and is offered at a charge.

Invoice

It is a document giving full details of goods being shipped, prepared by the exporter and sent to the importer.

An invoice may serve any of the following purposes:

- It gives an accurate description of goods being sent and the prices to enable the buyer to check them.
- It states the total amount payable for the convenience of the buyer.
- The regular customers enter it in their account books and pay at the end of the credit period.
- It transfers the ownership of goods and helps in calculation of duties and taxes payable on them.
- An Invoice is a valid legal document in case of a dispute regarding payment.

Pro forma Invoice

A pro forma Invoice is different insofar as it is for form's sake only. It is neither entered into books nor charged to the account of the recipients. It may be used for several purposes including:

- as a quotation.
- as a demand for payment when dealing with a new customer or one with whom we do not have any credit arrangement.
- to give details and prices of goods being sent on approval.
- to enable calculation of taxes and duties payable.

Delivery Challans

It is interesting to note that invoices as well as delivery challans are similar insofar as both give the details of goods. While the former originate from the accounts department, the latter are issued by the Store. The essential difference is that while a delivery challan only mentions the quantity and type of goods, an invoice includes the sale value as well.

Invoices when sent with the goods do not require a covering letter. An exception may be made when sending them to a new customer. In such cases, we enclose them with a brief letter:

Texport Pvt. Ltd.
7, M.G. Road, Bangalore
Tel: 6236128

Ref: SP/529

Messrs Newlite Garments
A-9 Connaught Circus
New Delhi-110 001.

11th November 2008

Dear Sirs,

We thank you for your Purchase Order No. 1266 of 7th November 2008 for 1,000 wrinkle-free cotton trousers of assorted sizes and colours. Our invoice covering details of prices and applicable taxes on the same material is enclosed.

The shirts are available ex-stock and we will be pleased to dispatch them on receipt of payment.

Yours faithfully,

Sales Officer

Encl.: Invoice

Statement of Account

Regular buyers often accept material on credit. They are also reluctant to invest their money in new products. Account between the two parties is settled periodically. They prefer to accept such material "On Approval". They make payment for goods sold by them at fixed intervals. In all such cases, a Statement of Account is sent to the other party periodically showing the opening balance, details of transactions and the closing balance.

The format is similar and the change is confined to headings under which information is compiled. For instance, a bank may send a statement to their account holders listing entries under debit, credit and balance headings at the end of every quarter. These statements, when computer-generated, do not require any signature.

Statements of Account do not need a covering letter. If you must send one, draft a brief one mentioning the period for which the statement is being sent and asking the recipient to report any error or discrepancy. If the recipient fails to do so within a reasonable time, the statement is taken to be correct:

Dear Sir

We are pleased to enclose the Statement of Account for the month September 2008.

We may add that you may avail of a Cash Discount of 2% by making a payment of the amount due within a fortnight.

Please report errors, if any, to our Accounts Department promptly.

Yours faithfully

The Accounting system in the whole financial world is based on double-entry book-keeping system created by Luca Pacioli, an Italian genius-monk, in his book titled, Summa de Arithmetica, 1494.				
Date	Details	Credit	Debit	Balance

Credit/Debit Notes

Trading establishments are increasingly relying on calculating machines and accounting softwares. Cash registers print out Cash/Credit Memos in an instant. Companies use computers to store items, prices and taxes in memory and reduce incidence of errors in calculation. But most documents dealing with accounts mention the abbreviation "E&OE" meaning Errors and Omissions Excepted. Even the most efficient organisation may make accounting errors. Besides there may be short shipments, return of goods, part rejection due to quality or mismatch to customer's order, dispute, fresh negotiation on price etc. Credit and Debit Notes are exchanged between the parties to adjust the amount of difference.

If the seller has undercharged the buyer, he may send a Debit Note to the buyer. A brief letter gives the details of the error and the relief demanded:

Letter regarding details of the error

Dear Sir

We regret to inform you that our Invoice no. Z2346 dated 27th September carried an inadvertent error. The total price payable is Rs. 28,000/- instead of Rs. 23,000/- as stated.

We are enclosing a Debit Note of Rs. 5000/- to cover the amount of difference.

We regret the inconvenience caused to you.

Yours faithfully

It is also possible that the buyer may have been overcharged. In such a case, he may send a debit note and ask for a credit note in return. Credit Notes are also demanded when buyer returns goods already paid for on grounds of, say, unacceptable quality:

Letter regarding returning of goods

Dear Sir

We returned 500 pieces of Lever Handle Assembly to you on 12 December 2008 vide delivery challan no.2336. These pieces had been rejected earlier by our Inspection

Department on ground of unacceptable deviations.

Please issue a credit note for Rs.12,500/- in our favour to cover the cost of the returned material.

Yours faithfully

The mere fact that a credit note has been demanded does not mean that the request will be complied with. The seller may still refuse to issue it. However, he is expected to give reasons for such an act:

Dear Sir

Please refer to your letter dated..... regarding the Lever Handle Assembly.

We wish to emphasize that the deviations are within the tolerance limits mentioned in the original component drawings. We are taking up the matter with your Inspection Department.

We regret that it will not be possible for us to issue a credit note till the matter has been settled.

Yours faithfully

Collection Letters

Collecting payments is the most difficult part of business. Good organisations understand the importance of making payments on time and the goodwill it creates for them. There are instances of companies paying up as soon as an amount becomes payable. Unfortunately, the number of defaulters is higher. Therefore, one has to learn to be persistent in pursuing them.

Collection letters must be written cautiously. One may not even write one in the beginning, but choose to make a telephone call to urge the other party to pay up. Alternatively, it may be sufficient to send another copy of the statement of account showing arrears of payment. It is good to remember that the buyer may have a legitimate ground for delay. Therefore, it will be tactless and imprudent to write the first collection letter in an angry tone. If the defaulting party does not pay up despite a reminder, a firmer tone may be adopted in subsequent letters:

Reminder

Dear Sir

Please refer to our statement of account for the period ending December 2008, which was mailed to you on 5 January 2009 and the telephonic reminder later. We regret to inform that we have still not received the payment.

You will agree that delayed payments may affect schedules and cause avoidable inconvenience to both the parties.

We shall be grateful if you remit the outstanding amount on the receipt of this letter.

Yours faithfully

Defaulters

Wilful defaulters are unlikely to oblige soon. However, it is wiser to opt for even a part payment than rushing into time-consuming litigation. Habitual defaulters welcome it since it gives them an opportunity to defer payment even further. One may consider steps, which hurt the other party most. These may be suspension of further supplies or cancellation of credit. A stricter tone and style may be justifiably used against them:

Final Reminder

Dear Sir

This is further to our Statement of Account and several reminders to you to settle the account for the period October-December 2008. Unfortunately, you have not responded to them so far. In the circumstances, we are unable to maintain further supplies till the outstanding amount is cleared.

Please note that if you do not settle your account within seven days of the receipt of this letter, we shall have no option but to hand over the matter to our attorneys for suitable action.

We hope you will not force us to take extreme steps in this regard.

Yours faithfully

Explaining Delays

The defaulting party should be sensitive to the difficulties of the seller. A payment must not be delayed without a convincing reason. It may be a good idea to seek an extension of time from the seller. Normally a reputed business house does not take the risk of turning down a reasonable request from a regular customer:

Dear Sir,

Please refer to your Bill No. S3456 of 2 February 2009, which is due for payment on 15th February 2009.

We are facing temporary liquidity problems due to delay in overseas payments. We may not be able to settle your Bill for a fortnight.

We hope you will bear with us.

Yours faithfully,

Banking

Business without banking is unimaginable. A company begins its operations by opening a Current Account. These accounts come for a fee. They do not yield any interest like Savings Accounts but offer valuable services to a company. These include unlimited number of Payments and Receipts, Overdraft Limits, Term Loans, Credit References, Depository Services etc. The company operates the account through one or more authorised signatories who may even be changed by the Board of Directors:

Change of Signatories

Dear Sir,

The Board of Directors of our company decided at a meeting held on 6 February 2007 that our Current Account no.6619 with you will be operated jointly by the Managing Director and the Chief Accounts Officer with immediate effect.

A certified copy of the resolution of the Board and the specimen signatures of the authorised signatories are enclosed.

Please acknowledge the receipt of this instruction.

Yours faithfully,

Stop Payment

During the course of a day, a company mails a large number of cheques and other instruments. If the payee reports that he has not received the instrument, it is advisable to convey the details to the bank promptly and to request it to stop payment. Initial instruction may be given telephonically or telegraphically and a confirmatory copy sent later for their record. Though banks make all efforts to honor such instructions, yet they are not liable to compensate if the payment is made inadvertently.

Dear Sir,

We issued the cheque bearing number 456611 dated 7th February 2009 in favour of Messrs Flowline Enterprises. The amount of the cheque drawn on your branch is Rs. 93,475/- only.

Please stop payment of this cheque as it has reportedly been lost in mail.

We shall issue a duplicate cheque on getting your confirmation that you have received this instruction.

Yours faithfully,

Overdrafts

Companies are expected not to issue cheques without sufficient balance in their accounts. Failure to do so may lead to dishonouring of the instrument and loss of reputation and goodwill.

Banks routinely warn companies against overdrawn accounts and advise them to negotiate for a higher overdraft (OD) limit.

Dear Sir,

CURRENT ACCOUNT No. 2332

We regret to inform that your Account No.2332 with our branch has frequently been overdrawn in the recent past. The amount of overdraft was Rs. 67,000 at the end of Business Hours on Saturday, February 3, 2009.

We wish to emphasise that it shall not be possible for us to clear your cheques in the absence of sufficient balance in your account.

Please arrange immediate credits to clear the overdraft. If you find that your working

capital is inadequate, we advise you to negotiate a higher OD Limit.

Yours faithfully,

Companies are allowed overdraft limits on payment of charges. These limits are negotiable on the basis of fixed and liquid assets like plant and machinery, buildings, securities and even goodwill. Normally overdraft arrangements are secured against stocks - raw material, finished goods trading stocks of the borrower. Temporary overdrafts are also allowed against securities, fixed deposits etc., and in certain circumstances without any security also. Temporary overdrafts help companies cope with immediate problems. Applications must be supported by relevant documents.

Dear Sir,

OVERDRAFT LIMIT

Thank you very much for your letter of 5 February 2009.

We regret the unsanctioned overdraft and have transferred credits from another account to clear it.

Our recent diversification into automobile ancillaries has been delayed due to cost over-runs. We expect the unit to be commissioned in about two months and become viable by the end of the year 2009.

Therefore an additional temporary overdraft limit of Rs. 50 lacs for a period of six months will be a great help.

We are enclosing a status report from the consultants and the last audited balance sheet for your perusal.

We hope to hear from you soon.

Yours faithfully,

Term Loan

Fixed term loans are usually secured against fixed assets such as plant and machinery, land, buildings etc. Most of the information is furnished by filling up forms made available by the banker. In the event of a delay, a letter may be dispatched:

The Chief Manager
ICICI Bank
Hitech City
Hyderabad-500 033

March 30, 2009

Dear Sir

DELAY IN SANCTION OF TERM LOAN

We submitted an application on 22nd February 2009 for a Fixed Term Loan of Rs. 60 Lacs against securities in the form of land and building and plant and machinery. The working capital as on date is Rs. 80 lacs. The details of existing liabilities and the past performance of the unit are on your record.

The term loan is to be used for the introduction of new technologies like CAD/CAM in the manufacturing of our existing products. This is imperative to retain viability in the times to come.

We shall appreciate if the Term Loan is sanctioned expeditiously.

Yours faithfully

Status Enquiries

Parties often ask for credit and give the name of their banker as a referee. It is common for companies to secure the help of their own bankers to find out the creditworthiness of those parties. Bankers make such information available to their clients in confidence but without accepting any liability.

The Chief Manager
HDFC Bank
Greater Kailash I
New Delhi

July 17, 2009

Dear Sir

We have recently received an order worth Rs. 65 lacs from Textronics Ltd., Chennai. The company has requested for a credit-period of 90 days. They have given the name of their banker, Indian Overseas Bank, T. Nagar, Chennai as their reference.

We shall be grateful if you find the creditworthiness of Textronics Ltd. from their bankers and advise us at the earliest.

Yours faithfully

Insurance

The concept of insurance evolved around the time when sea trade had just begun. The early ships were unsafe and often sank in high seas. Unfortunately, they also took with them valuable cargo to the bottom of the sea. It was felt that some mechanism should be developed to compensate those who suffer such losses. Thus the institution of insurance was founded.

Insurance is a contract between the company, called the insurer and the client known as insured. The insurer promises to compensate the loss the insured may suffer against the payment of premium. The premium is calculated in % age terms say 2 paise per hundred rupees for Fire Insurance. The calculation is made on annual basis though flexible payment plans may be offered for the sake of convenience. Risk perception plays a major role in determining the premium. An AAR or Against All Risks cover, for instance, will be more expensive than one against fire only. Premium enquiries are a common subject matter:

Policy Renewal

Dear Sir,

We are interested in renewing the policy number S 233321456 for our bonded warehouse located at S-31, Sahibabad Industrial Area, UP with some changes.

The warehouse and goods stored in it are presently covered for a total value of Rs. 30 lacs only against fire. Following the earthquake in Gujarat, we would like to seek protection against all risks.

We shall be grateful if you quote your lowest premium rates for an AAR cover at the earliest, so that we may remit the charges.

Yours faithfully,

Null and Void Policies

Non-payment of premium results in a policy being declared null and void. A policy must be in force at the time of the mishap in order to secure compensation. The insurer may, at his discretion, revive a lapsed policy on payment on missed premiums plus penal interest.

The amount of compensation is limited to actual loss suffered by the insured. In the event of over-insurance, relief is limited to the sum assured. The policy may be declared null and void if the insurer detects under-insurance.

Salvage is permitted during the accident. The premises are surveyed later by an expert on the panel of the insurance company. Once the surveyor submits his report and an estimate of the loss suffered, the insurance company settles the claim by awarding compensation.

Reporting Loss

Dear Sir,

POLICY No. J 2343221

We regret to report that our tool room located on the ground floor of Plot No.73, Wazirpur Industrial Area, Delhi was gutted in an accidental fire last night. The cause of the fire is not known and is being investigated.

The tool room, which was insured comprehensively with you under Policy No. J2343221 has been totally destroyed. The loss of plant and machinery is estimated to be Rs. 23 lacs.

Please arrange an immediate survey of the premises so that we may resume operations and file a claim expeditiously.

Yours faithfully,

Reply to above letter

It is unlikely that the insurer will accept the estimate of loss submitted by the insured. However, a convincing reason, should be given when contesting the figure mentioned by him. The response should also contain an expression of sympathy:

Dear Sir

We are sorry to learn from your letter of 3rd March 2009 about the destruction of your tool room in a fire accident.

The initial feedback from our surveyor has confirmed that the damage to the plant and machinery is major. However, we are unable to accept Rs. 23 lacs as a fair

estimate of loss since much of the machinery was obsolete. We shall indicate the liability acceptable to us after we receive the final report of the surveyor.

We assure you that we shall make all attempts in settle the claim at the earliest. Meanwhile please accept our sympathies.

Yours faithfully

Provident Fund

All business entities viz. Partnerships, Sole proprietorships, Corporate houses, Trusts, Government Bodies employing more than twenty persons are covered under the Employees Provident Funds and Miscellaneous Provisions Act, 1952. The employees contribute a total of 12% of their basic salary plus dearness allowance to the funds established under the schemes prescribed by the Central Government. The employer with the addition of a matching share has to deposit it by the middle of the following month with the Regional Provident Fund Commissioner. A grace period of five days is allowed.

The monthly returns are filed in prescribed forms. These forms give details of subscribers or members, the individual deductions and the total amount being deposited.

Failure to do so may invite penal action including arrest. A company failing to deposit the money may receive a Show Cause Notice from the Provident Fund Commissioner's office:

Reply to Show Cause Notice

Compliance letter mentions the Code No. allotted to the company, details of payment, names of subscribers and the amount to be credited into each account in the prescribed form, say 12A. The covering letter with a delayed Return may read as follows:

To

The Regional PF Commission
Employees' Provident Fund
60, Skylark Building
Nehru Place
New Delhi

26 December, 2008

Dear Sir,

RETURN FOR NOV. 2008/CODE No. DL/3523

Please refer to your notice dated 21 December, 2008 regarding the delay in filing the Return for the month of November 2008.

We sincerely regret the delay and inform you that the contribution has since been deposited. We enclose Form No. 6A along with Revised Form No.3A in respect of 128 members.

Kindly acknowledge receipt and send the Statement of Account of our members at the earliest.

Yours faithfully,

Encls: As above

Similar Returns of payment are also filed periodically by companies extending ESI or Employees State Insurance benefits under the relevant Act.

Sales Tax/C Forms

Companies engaged in sale of goods, unless exempted, are also liable to pay Sales tax. The rates of tax vary. Tax payable on sale within a State may be 10%. The Central Sales Tax Act, 1956 covers inter-state sales and provides for a uniform charge of 4%. Companies are expected to obtain separate Sales Tax Registration Numbers. The sale to registered buyers in other States may be made against production of Form C wherein the buyer accepts liability to pay the Sales Tax and furnishes C Form to the seller. The Form C is obtained from the Sales Tax authorities:

The Assistant Commissioner ACA-1
U.P. Trade Tax Department
Ghaziabad (U.P.)

25th October, 2008

Dear Sir,

Sub: APPLICATION FOR OBTAINING FORM C

We wish to apply for 30 C forms for use in Inter-State sales.

We were issued 10 forms, S. Nos. 201587 to 201596 on 15.9.2008 out of which 6 forms have been used and a balance of 4 is in hand. Up-to-date Returns have already been filed.

Details regarding CST Regd. No., the amount of sales against used forms and the court fee affixed are given in the enclosures.

Kindly issue the Form C and oblige.

Yours faithfully,

Returns are usually filed in prescribed forms with the Sales Tax Authority of the Circle/Zone having jurisdiction. They are evaluated with computers these days and may be enclosed with a covering letter giving necessary details:

The Sales Tax Officer
Govt. of NCT of Delhi
Indraprastha Estate
New Delhi-110 002

8th February, 2009

Dear Sir

Sub: Return for the Quarter ending December 2008

We are pleased to enclose a copy of the ST/CST Return for the period ending December 2008 as under:

1. DST @ 3% Agst. "B" Tax Payable:	Rs. 9,849.84
2. CST @ 4% Agst. "C" Tax Payable:	<u>Rs. 9,371.16</u>
Total:	<u>Rs.19,221.00</u>

CH. No. 265321 dt. 8th February, 2009

Rs.19,221.00

Kindly acknowledge receipt.

Yours faithfully

For Amex Enterprises

(J. Krishna)

Authorised Signatory

Excise

Excise is chargeable from companies engaged in production of goods at applicable tariffs. The Government has progressively moved towards a uniform basic excise rate of 16% but exemptions and surcharges still affect the actual rate. This rate is determined when the goods manufactured by a company are classified under standard headings. Excisable goods can be taken out/removed only when an invoice certifying the payment of tax has been issued. Periodic returns are filed with the excise office under whose jurisdiction the factory/place of manufacture falls. The covering letter may give details of relevant enclosures:

The Central Excise Officer
Range 11, Kanpur Cantonment (U.P.)

Dear Sir,

RT-12 RETURN: QUARTER ENDING JUNE 2009

We are pleased to enclose the following documents in respect of goods falling under sub-headings given below:

1. RT-12 for the quarter ending June 2009.
2. P.L.A. Sheet No. 7 to 9 in triplicate.
3. RG-23D for Stock Account.

We hope you will find the documents in order.

We shall be grateful if you acknowledge receipt of the same.

Yours faithfully,

For Ordnance Equipment Factory

S.K. Pandit

AGM-Accounts

Postal Authorities

Correspondence with Postal department has been considerably reduced with increasing reliance on Email and private courier services. However, till technology

attains greater penetration, facilities like Post Box Number may continue to be used by corporate houses. Companies receiving bulk mail find the Box Number facility useful. They pick up their mail from a box provided in the premises of the Post Office. Requests for the facility are made to the Post Master of the main Post Office:

Post Box Facility

The Post Master
Parliament Street Post Office
New Delhi 110 001

25th September, 2008

Dear Sir

Sub: REQUEST FOR POST BOX FACILITY

We are interested in availing of the Post Box facility in your post office. A Demand Draft of Rs. 175.00 (Rupees One hundred and Seventy Five only) is enclosed towards the annual charges for the period 2008-2009.

Please allot a Post Box number and oblige.

We thank you in anticipation.

Yours faithfully

IT and Corporates

The advent of information technology is sweeping the corporate world. The bulky Telex machines have lost their place to sleek Office Machines combining functions like Fax, PBX, Scanner-cum-copier, Answering Machines etc. Modern corporate houses appreciate the importance of uninterrupted communication. The good old telephone line still remains indispensable. Companies have several options to pay their bills to avoid disconnection. In the event of a disconnection an application has to be made to the SDO of the concerned zone:

Reconnection of Telephone Line

To

The SDO
Andheri (East Zone)
MTNL
Mumbai.

March 22, 2009

Dear Sir,

Sub: RECONNECTION OF PHONE No. 2234521

We wish to inform you that phone number 2234521 was disconnected due to non-payment of bill.

The Bill No. 234213 of Rs.7,500 has since been deposited with the Office of the Accounts Officer of your zone (copy enclosed).

You are requested to reconnect the phone immediately as we are facing a lot of inconvenience.

We thank you in anticipation.

Yours faithfully,

Electronic Clearance Scheme

To avoid such situations, subscribers have several options. Apart from cash or cheques, they may pay through Credit Cards or get their bills adjusted against interest yielding *Voluntary Deposits Under Electronic Clearance Schemes* under which the bills are automatically detailed from the company's bank account. The application to avail the said service is given below, to meet the service provider's requirements:

To,

The Chief Accounts Officer
MTNL
Khurshid Lal Bhawan, Janpath
New Delhi-110 001

March 25, 2009

Dear Sir

Re: ESC Mandate for Tel. Nos. 6132261, 6237792-5.

We, the subscribers of above telephone numbers hereby express our willingness to settle the payment of regular bi-monthly telephone bills of the telephone connections referred to above through participation in E.C.S. of National Clearing Cell of Reserve Bank of India, Delhi.

We hereby authorise Accounts Officer (ECS), MTNL, Delhi to raise the debits on such regular bi-monthly telephone bills as referred to above through this scheme electronically for adjustment against Debit in our Current Account No. 6223 with Punjab National Bank, Delhi Cantt.

A copy of a leaf of the MICR cheque-book bearing the nine-digit code of the bank and the mandate form duly signed by the Chief Manager are enclosed.

We understand that you will send us an advice about all the Bills being debited from our account.

Please confirm the receipt of this authority and oblige.

Yours faithfully

ISDN connection

Correspondence is more about securing Integrated System Digital Network (ISDN) lines and Very Small Aperture Terminals (VSAT) facilities. While ISDN is used for transmitting voice, data and video enables uninterrupted transmission in digital form, the VSAT connect the different branches of an organisation in a private, dedicated communication network. In addition, most companies host web sites where

information and services are available at the click of a mouse. The traditional exposure in print media has been enlarged with the registration of domain names and uploading information on Servers. An application for ISDN connection may be made in the following manner.

To,
CGM (Commercial)
MTNL
New Delhi

March 26, 2009

Dear Sir,

Sub: APPLICATION FOR ISDN CONNECTIONS

We are pleased to enclose the Application Form No. J3425 for an ISDN connection at our corporate office located in 77, Amba Towers, Barakhamba Road, New Delhi-110001.

We require four terminals namely for simple ISDN handset, PC Card, Video Conferencing and G4 Fax.

A Demand Draft of Rs. 16,500 (Rupees sixteen thousand five hundred only) favouring MTNL, Delhi to cover the Registration fee, Advanced Rental and Network Terminal security is enclosed. The Articles of Association of the company and the specimen signatures of authorised signatories are also furnished herewith.

We shall be grateful if the connections are provided at the earliest.

Yours faithfully,

Given herein below are a few specimen letters which show how to slowly progress towards the ultimate decision to file a suit in a court of law against a defaulting customer.

Example 1

"We thank you for your order for 200 numbers of table fans. We confirm having sent the same vide Speedways L.R. No. 2345 dt. 12.4.2009.

Please let us know the details of remittance against our earlier invoice No. 123 dt. 10.3.2009 for Rs. 6,000".

(Note that in this letter the sender presumes that the payment against invoice no. 123 must have been sent and the reference to non-receipt of money appears to be incidental).

Example 2

"We are in receipt of your letter placing a further order for supply of 400 pedestal fans.

We regret that we do not have ready stock thereof with us and hope to receive the supplies in about a fortnight.

In the meantime, would you please let us know the payment particulars against

our invoice No. 123 dt. 10.3.2009 for Rs. 6,000. We sincerely hope that you would have made the payment by now. If you let us know the particulars of payment, we would be able to check up whether we have received the same or not.

Your reply in confirmation, by return of post, is solicited."

Example 3

"We draw your kind attention to our telegram dt. 16.5.2009 requesting you to let us have the particulars of remittance against our invoice No. 123 dt. 10.3.2009 for Rs. 6,000. We are sorry to state that we have neither received the payment nor any communication in respect thereof so far.

We fail to understand your inordinate delay in sending us at least a reply, stating the reasons for delay in remittance of the amount. We are constrained to say so because in our dealings for the past five years there has never been an occasion for us to remind you of outstanding payments. We believe that you are having some genuine difficulty in making this payment and request you to intimate us about the same so as to enable us to suggest an alternate viable proposal regarding the matter.

We hope, in the interest of maintaining our good relations as in the past, you would write to us immediately on receipt of this letter."

Example 4

"We are very sorry to note that in spite of our repeated requests through letters and a telegram we have not received any reply regarding payment of our outstanding bill against invoice no. 123 dt. 10.3.2009 for Rs. 6,000. In the meantime, payment against our invoice no. 234 dt 10.5.2009 for Rs. 8,765.80 has also become overdue by fifteen days. We are totally at a loss to understand your continued silence in the matter.

We expect you to immediately remit atleast the amount of Rs. 6,000 outstanding against our invoice no. 123 dt. 10.3.2009.

We are sorry to say that despite our helpful attitude you are not availing the opportunity to regain our confidence in you."

Example 5

"We are in receipt of your letter ordering a supply of 300 table fans and 450 pedestal fans.

We are sorry to state that we are not in a position to execute your order in view of the outstanding payments against our invoice nos. 123 and 234, despite our repeated reminders to expedite payment.

Even now, it is not late to intimate your reasons for the inordinate delay in settling our dues.

However, we are fully convinced that we had given you sufficient time to amend matters. We also sincerely believe that no prudent businessman would have taken the matter as lightly as we have.

We are constrained to state that in the event of the payment against our invoice nos. 123 and 234 not forthcoming latest by 5th July, 2009, we would be forced to view the matter seriously".

Example 6

"We draw your attention to our letters dt..... We are sorry to note that despite our very benevolent attitude, you have not responded favourably to our repeated requests for payment of the amounts outstanding against our invoice no. 123 dt. 10.3.2009 for Rs. 6,000 and invoice no. 234 dt. 10.5.2009 for Rs. 8,765.80.

Under the circumstances, clause 5 of the sales contract providing for levy of interest on the outstanding @ 15%, stands invoked. You are, thus liable to pay interest from the expiry of 10th day of the credit period of 25 days from the date of invoice.

We have handed over the matter of recovery of the amount outstanding against the abovesaid invoices to our solicitors, Raman and Raman from whom you would hear shortly".

(Note how the matter has proceeded from repeated requests to a poignant situation of taking the matter over to the lawyers for recovery through court process).

Example 7

Advising to avoid litigation

FAITH PHARMACEUTICALS CO. LTD.

15, Tank Road, New Delhi-110 055

Tel.: 5762031 Fax: 011 6538241

Basic Chemicals Ltd.

17 Hauz Khas

New Delhi - 110 016

May 20, 2009

Dear Sir,

We refer to your letter dated 16th May, 2009 threatening to sue us for alleged non-payment of your bill No. 18/2009 for Rs. 51,000.

First of all we wish to state that there is a dispute regarding the goods supplied under the aforesaid bill and the price charged therefor. We have already notified your Managing Director making our view points very clear to him and he has accepted in principle that in view of the inferior quality of goods supplied by your factory, the amount billed would be reduced by 25%. We are yet to receive a revised bill and debit note as per the agreement reached with your Managing Director.

Since the bill is a disputed one and in view of the fact that the goods supplied were of inferior quality as per your own admission, you have no valid grounds to sue us.

We are sure you will reconsider your decision and avoid unnecessary litigation. We look forward to a positive response from your end in the matter.

Thanking you,

Yours faithfully,

For Faith Pharmaceuticals Co. Ltd.

Sd/-

(Managing Director)

Specimens of other letters relating to Finance and other matter discussed earlier are

given herein:

Example 8

Letter to a bank requesting credit facility

Dear Sir,

We have plans for expanding our line of manufacture and a detailed project report has been finalised and favourably considered by the Industrial Development Bank of India, Mumbai. The working capital requirements in connection with the above project would be of the order of Rs. 3.5 lakhs for a quarter.

A copy each of the project report and feasibility report is enclosed for your ready reference. At present we are enjoying a credit facility of 3.5 lakhs rupees by way of overdraft, 2 lakhs rupees by way of cash credit and Rs. 4 lakhs by way of Bill of purchase from your bank. You would be happy to find from your records how satisfactory our performance has been all these years.

As in the past, we request you to grant us the credit facility for Rs. 3.5 lakhs also. We would offer our investments in shares as security for the overdraft facility upto Rs. 3.5 lakhs that we are requesting for now. The shares command a premium of 70% at the moment.

We sincerely hope that this would entirely meet your requirements."

Example 9

Letter to bank requesting current account statement

Dear Sir,

As our accounting year has come to a close on 31st December, 2008, we request you to send the Current Account statement for the period 1st November, 2007 to 31st December, 2008, at the earliest, to enable us to reconcile the bank balance.

Example 10

Letter to bank requesting bank guarantee

Dear Sir,

We are your valued customer for over 15 years. The company has recently secured a State Government contract for supply of items of the value of Rs. 1,50,000 per month. In this connection, they desire a bank guarantee to be executed by the company's bankers.

We are sure you would oblige us in this matter. Kindly let us know the security you may require for issuing the said bank guarantee.

Example 11

Letter to bank asking for higher credit limits

Dear Sir,

We are at present enjoying cash credit facility of Rs. 4 lakhs against hypothecation of the raw materials and stocks at our godown. Recently, due to an expansion programme, the average monthly production has registered an increase by 5%. This is vouched by the godown stock statements that the company has been

submitting to you during the last three months.

Under the circumstances we would request you to increase the cash credit limit to Rs. 5 lakhs. We assure you that our credit performance would remain as good as it was in the past.

Example 12

Letter to the Insurance Company to assess the loss by fire

Dear Sir,

We are to intimate to you that a fire occurred in our godown at 10 Rajendra Colony, 1st Street, at 10.30 p.m. yesterday the 21st of November, 2008. The fire service personnel have done a commendable job in minimising the loss to the stocks. The cause of the fire is not yet known. We request you to send your valuer to assess the loss and arrange for an early settlement. In the mean time a separate claim is being lodged by us.

Example 13

Letter requesting a New Telephone Connection

Dear Sir,

Ours is a company having over 300 branches all over the country and 3 overseas branches in Malaysia, Singapore and Japan. Presently, we have ten telephone connections with 3 extensions for each. With the scale of operations increasing and the consequent increase of staff members, we feel that the existing telephone connections are inadequate. We, therefore, request you to instal two more new connections with three internal extension lines for each, at the earliest and oblige.

Example 14

Letter complaining excessive Telephone Billing

Dear Sir,

We are shocked to learn from the latest telephone bill that we have been overcharged, particularly in respect of the trunk calls. We are at pains to know that the billing has been done in excess by at least 10 times than the charges that our calls would have actually attracted. We have remitted the amount as per the Bill, but would request you to please check your records/readings once again and make necessary adjustments in the Telephone Bill(s) to be issued in future.

Example 15

Requesting rectification of telephone instrument

RUBY TRADING CO.
17, Kalpi Industrial Area
Kanpur-208 019.
Tel: 241123

General Manager,
Kanpur Telecommunications,
Green Park,
Kanpur

June 10, 2009

Dear Sir,

Sub: Telephone No. 241123 – Defect in telephone instrument

We refer to our complaint number 181 dated 1.5.2009 made at G.T. Road Telephone Exchange and the subsequent reminders dated 15.5.2009 and 25.5.2009.

We, are sorry to note that inspite of several letters from our end, our telephone instrument has not been rectified till date. Due to non-functioning of our telephone, we have been totally cut off from our customers for the past several days and as a result, we are facing the risk of loss of business.

We, therefore, request you to arrange for rectification of defect in our company's telephone instrument without any further delay and oblige.

Thanking you and looking forward to a prompt response,

Yours faithfully,

Sd/-

(Manager)

Example 16

Complaining against excess billing and replying to notice of electricity disconnection

CBC MILK PRODUCTS

Food Products Industrial Area, Saharanpur (U.P.)

Tel.: 21945, 29148 & 22184 Fax: (0121) 29745

The General Manager
Saharanpur Electric Supply Undertaking
'Bijalee Bhavan'
Saharanpur (U.P.)

10 June, 2009

Dear Sir,

Reg.: Complaint against excess billing

We refer to your letter No. IV/SS-III/96 (18181) dated 1.6.2009 threatening to disconnect electric supply to our factory for alleged non-payment of bill for the month of March, 2009.

In this regard, we wish to state that your bill for Rs. 31,000/- for March 2009, is a highly inflated one since our average monthly bill amount comes to Rs. 8,000/- only. Since the bill is an inflated one, we have already made a complaint with your Divisional Office-IV on 18th May, 2009, requesting to recheck the meter reading. It seems, instead of taking any action on our request, the Division Office has served the aforesaid letter of disconnection upon us.

Under the above circumstances, we request you to please look into the matter and give necessary instructions to your Divisional Office not to disconnect electric supply to our factory.

Further, we wish to state that we are ready to pay a sum of Rs. 8,000/- pending settlement of the matter.

Thanking you,

Yours faithfully,

Sd/-

Albert Pinto

(Manager)

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answers to these questions are not to be submitted for evaluation)

1. You are the bank manager of XYZ Bank. Write a letter informing a customer about the personal loan that the Head Office has agreed to sanction.
2. Draft a letter, requesting your bank to stop payment of a cheque.
3. Write a letter to an insurance company asking them to assess the loss caused to your factory by fire.
4. Draft a letter asking the Postal authorities to allot you a Post Box No. Also enquire about the annual charges, mode of payment and the time taken in allotment of P.O. Box No.
5. Write a letter to MTNL, complaining them against the excess billing and requesting them to change your telephone plan.

Suggested Readings:

- (1) Business Communication—*K.K. Sinha*
 - (2) Business Communication—*M.S. Ramesh, C.C. Pattanshetti & M. Kulkarni*
 - (3) Commercial Correspondence and Office Management—*R.S.N. Pillai & Bagavathi*
 - (4) Essentials of Business Communication—*Reddy, Appannaiah, Nagaraj & Raja Rao*
-

STUDY IX

BUSINESS CORRESPONDENCE—SECRETARIAL

Introduction

A company secretary occupies an important place in a corporate set up. His duties demand continuous interaction both within and outside the organisation. He communicates with the directors of the company. He has to remain in touch with several government departments. He must also correspond with those who have invested their money in the company.

Public investment in a company is generally in the form of shares, debentures and deposits. Any one can participate in the capital of a company through equity shares. The return on shares depends on the profitability of the company and is in the form of dividend. A debenture is an interest-yielding loan but may be partly or fully convertible into equity shares. The Rights Shares are allotted only to the existing shareholders of the company but have to be paid for, the company may also part with profits in the form of Bonus shares to the existing shareholders.

Correspondence with share or debenture holders revolves around matters of immediate concern to them i.e. allotment, transfer and issue of certificates. The subject of payment of dividend or interest also receives a lot of mail.

A new issue of shares is usually advertised though a company may choose to communicate the issue of Rights or Bonus shares through circulars. Information is also made available these days through Emails and on websites. Thereafter the investors submit their applications, which are normally a printed form. Once the basis of allotment is finalised, the correspondence with the shareholder commences. An allotment letter is dispatched to the successful applicants.

A company may not charge the full price of a share along with an application but recover it in one or more instalments, this is known as "Call". This is particularly done when the shares are being offered at a premium. A Call Letter is sent to the shareholders whenever an amount becomes payable. Investors receive a certificate testifying that he is the allottee of a specific number of shares or debentures.

A few specimens of common correspondence relating to the Secretarial Department are given below:

Correspondence with shareholder regarding non-receipt of share-certificate

Dear Sir,

I was informed vide letter No. dated that 500 shares have been allotted to me. It is more than 3 months now and I have not yet received the share certificates. Would you please look into the matter and arrange for an early despatch of the share certificates to me?

Reply to the above

Dear Sir,

We are in receipt of our letter dt... regarding non-receipt of share certificates. On checking the records in the office, we find that the share certificates were despatched to you on ... by registered post but were returned by the postal authorities to the

company with the remark "addressee not found at this address". We have despatched these certificates once again to you by Registered post today.

Kindly acknowledge the receipt of the same.

Letter complaining that no allotment of shares was made

Dear Sir,

I have submitted six applications for allotment of shares in the names of my family members as per details given below:

- | | |
|------------------|---------------------|
| 1. Ram Sundar | 500 shares |
| 2. Ram Avtar | 500 shares (father) |
| 3. Mangal Kumari | 500 shares (mother) |
| 4. Mala Kumari | 500 shares (wife) |
| 5. Sudarshan | 500 shares (son) |
| 6. Mukesh | 500 shares (son) |

I am disappointed that no allotment has been made to any of us. I understand that the company has finalised the allotment list and has also started sending out allotment letters. May I know as to why none of us has been allotted any share in the company?

Reply to the above

Dear Sir,

We refer to your letter dated.... and are sorry that you were not fortunate in being allotted shares in the company. You may be aware that when the public issue was announced, it was over subscribed by 15 times. As the company is listed with Bombay Stock Exchange, under the terms of the listing agreement, the allotment had to be finalised in consultation with and in the manner approved by the Stock Exchange. Accordingly this was done on a pro rata basis and the allottees' list was finalised by the Stock Exchange. The basis of allotment was also published in the 'Economic Times', 'The Hindu' and the 'Times of India' for information of the applicants. You would appreciate that not a single share can be allotted beyond what the company had actually invited applications for. There are many people like you, who, impressed by the company's commendable performance, applied for shares but could not get any allotment.

We understand your interest in investing in the shares of the company but are helpless in the matter in view of what has been narrated above. We wish you better luck next time when the opportunity arises. Meanwhile, the refund orders have been dispatched to you yesterday.

Letter of Suggestion from a Shareholder

Dear Sir,

Of late, there have been a spate of issues of corporate securities. Some issues have special features also in that, the share and debenture issues have been linked. I think it is a very nice idea which our company can also follow. May I expect an attractive public issue from our company on these terms in the near future?

Reply to the above

Dear Sir,

We are in receipt of your letter dt..... and appreciate that you have been closely following the trends in primary market. You may be aware that the timing of a public issue and the terms and conditions thereof are a function of strategic planning by the company management and their permissibility in terms of various statutes. If you happen to go through the speech delivered by the Chairman of the company at the recently concluded annual general meeting, you would find that the company is relying on its internally generated funds, the cost of which is much lower than what a share or debenture would cost in terms of servicing.

As and when there is need to come to the market for funds, the Board would be inclined to consider the question from every angle and arrive at a decision.

A reply to a letter from shareholder complaining against a staff member

SRL COMPUTERS LTD.

Regd. Office: 14, MRG Road, Chennai - 600 001

Tel.: 2410081 Fax: 2400882

Folio: 181/1960018/B

Shri Vipul Bhatia
28, Mountain View,
Ootacamund (Tamil Nadu)

Date: 1.1.2009

Dear Sir,

We refer to your letter of complaint dated 26th December, 2008 regarding misbehaviour on the part of a staff member of Share Department of the Company.

The undersigned conducted an enquiry in the matter, and it has come to light that the staff member involved in the incident was a casual/temporary staff employed for dispatch of company's Annual Reports to the shareholders. The services of the casual/temporary staff member involved in the incident has been dispensed with.

On the whole, we are very sorry for the unfortunate happening and offer our profound apology for the same. We assure you that no such incident will occur in future.

Assuring our best and prompt services at all times,

Thanking you,

Yours faithfully,

Sd/-

V.K. Malhotra

Company Secretary

Letter regarding non-receipt of Dividend Warrant

Dear Sir,

I draw your attention to the fact that I am not in receipt of the dividend warrant in respect of the dividends due on 500 shares (Nos. 198001 to 198500) standing in my name, in terms of the resolution passed at the recently concluded Annual General Meeting.

Would you please look into the matter?

Reply to the above

Dear Sir,

With reference to the above, we find from our records that a Dividend Warrant for Rs. 2,000/- in respect of the 500 shares standing in your name has been sent to you vide Dividend Warrant No..... dated..... for Rs. 2,000/- made payable at par at all the branches of Punjab National Bank. If by chance you have not yet received the same, the company would be inclined to issue a duplicate dividend warrant after verifying that the original has not been encashed and, upon your submitting an indemnity bond, duly stamped, as per proforma enclosed.

A reply to a shareholder who complained about non-receipt of Balance sheet

SPG COMPUTERS LTD.

Regd. Office: 14, MGR Avenue, Chennai - 600 101

Phones.: 4218112, 4231181 *Fax:* (040) 8715213

Folio No. 38001/B/2009

Shri Vipul G. Bhatia
28, Longdrive
Ooty (Tamil Nadu)

Dated: 15.6.2009

Dear Sir,

We refer to your letter of complaint dated 28th May, 2009 regarding non-receipt of Balance Sheet of the company for the year ended 31st March, 2009.

We find from our dispatch register that a copy of Balance Sheet was sent to you on 10th May, 2009 by post. It seems that the same has been lost in transit. Anyway we are enclosing herewith another copy of the Balance Sheet for the year ended 31st March, 2009 for your records.

Thanking you,

Yours faithfully,

Sd/-

Grace Melango
Company Secretary

Circular Letter to Shareholders denying rumours

Dear Sir/Madam,

There have been baseless rumours circulated by some vested interests that the company is planning to dispose of its unit at Medak. Pursuant to this, the Board of Directors have come to know of feverish selling of the company's shares in the stock markets. The Board wishes to assure the members that there is no such proposal at all and even if such a proposal were to be worked out, it cannot be done excepting with the express approval by members in the general meeting as per the provisions of the Companies Act, 1956. You are, therefore advised not to be guided by such ill

founded, ill motivated and baseless rumours.

Circular Letter to Shareholders regarding appointment of Share Registrars

Dear Sir/Madam,

In view of the large number of members that the company has on the register of members and with a view to ensuring prompt and effective service, M/s Sigma Services, 16, Nandlal Street, Kolkata-74 have been appointed as Registrars to the company. M/s Sigma Services would attend to work relating to share transfers/transmissions dividend/interest warrants issue and other related work. Members may henceforth write to them directly regarding their problems, if any, on these matters.

Dematerialisation (Demat)

The share certificates have traditionally been in the paper or physical form. Investors now have a convenient alternative to holding their securities in the physical form. The depository services enable them to convert their securities to electronic format. The investors retain all the benefits of ownership, while eliminating the hassles caused by events such as loss of certificates, postal delays, and counterfeiting, State-of-the-art technology helps provide even online services across the country. A statement of account is sent to the Demat accountholder periodically.

Dematerialisation is the process by which physical certificates of an investor are converted to an equivalent number of securities in electronic format and credited in the investor's account with a Depository held through a Depository Participant (DP). Share certificates are dematerialised to enable trading and settlement on the book entry segment. Investors deliver their share certificates to their DPs along with a signed form of request. The shares are then sent to the concerned company/transfer agent for converting the physical share certificates into the electronic format wherein the company enters the name of the Depository as the owner of the shares and the name of the shareholder as the beneficial owner of the said shares, in the Register of Members. The securities are then credited to the account of the investor's account by the DP, when intimation to do so is received from the depository. Any objections raised by the company are forwarded to the investors for clarification. Change from electronic to physical form is also possible and is called Rematerialisation.

Demat Accounts

Investors are expected to open Demat accounts with Depository Participants and deposit their share certificates for the purpose of converting them to the electronic format. The Depository Participants pass on the documents to the concerned company, which checks their authenticity and stores them in electronic form or in other words, dematerialises them. The Investors often write letters to companies complaining about delay in dematerialisation:

To

GTK Depositories Ltd.
Depository Participant
26, Banjara Hills
Hyderabad-500 034

28th February, 2009

Dear Sir

DEMATERIALISATION REQUEST

I had deposited 200 equity shares of HDFC Bank Limited on 20th January, 2009 for dematerialisation as per details given below:

Folio No: L47

Certificate Nos. 2321345-6

Distinctive Nos. 45344601-45344800

I was given to understand that the process will be completed within thirty days. However, the shares are yet to be credited to my Demat Account No. 89778321.

You will appreciate that I am unable to trade in these shares due to delay in dematerialisation.

Please take immediate steps to dematerialise the shares so that they may be credited to my Demat account, and advise me of the status at the earliest.

Yours faithfully

Sd/-

D.N. Panigrahi

Security Features

In addition to the security features offered by NSDL and CDSL (the two depositories at present in India), DPs offer several risk management measures through a back-office system. A Demat account holder may be issued a serialised instruction slip-book. The leaves bear numbers, which are stored in the system. Every subsequent instruction for transfer is checked by the system against these numbers to protect the investor against fraudulent transfers. Requests for slip-book are similar to those made for chequebooks.

To

HDFC Depositories Ltd.

K.G. Marg

New Delhi-110 001

30th April, 2009

Dear Sir,

REQUISITION FOR SLIP BOOK

I am operating a Demat account with you bearing number K 723121. The Slip Book issued to me for instruction has been exhausted.

Please arrange to send a new Slip-Book to my residential address by courier.

Yours faithfully,

Sd/-

(Suresh Chandra)

An investor puts his savings at stake primarily to earn interest on his debentures or dividend on his shares. When he does not receive them on time, his anger or annoyance is understandable. Like all complaints, such letters should furnish

complete information about the securities held by the investor. This facilitates an inquiry into the reasons for default or delay in payment by the company. It is sensible to maintain courtesy in the first instance as the company may not be at fault and may have a legitimate defence:

Non-receipt of Dividend

To

The Company Secretary
Wintech Technologies Ltd.
17 Hitech Towers
Hyderabad-500 033

Dear Sir,

I had purchased 500 equity shares in the dematerialised form from Prakash & Bros., Bandra (East), Mumbai on 28th May, 2009. The shares were subsequent credited to my Demat Account No. 988211346 held with ICICI.

However, I have not received dividend for the year 2008-2009 though the closure date for the register of shareholders was 1st June, 2009.

Kindly look into the matter and advise my Depository Participant to credit the dividend to my account.

I thank you in anticipation.

Yours faithfully,

Sd/-

P. Jagnaddham

Reply

If a complaint is unacceptable, the complainant must be given convincing reasons. Evasive replies or use of arrogant tone must be avoided. Effort may be made to establish a closer and good relationship with the investor.

Dear Mr. Jagnaddam,

We have received your letter of 27th July, 2009 and welcome you to the Wintech family.

We may point out that the equity shares purchased by you were credited to your account only on 5th June after the settlement period. You are aware that the register of shareholders had been closed by then. Therefore, we regret we are unable to pay you dividend for the year 2008-2009. However, we assure you that dividend, whenever declared in future, will be promptly credited to your account.

We thank you once again for investing your funds in Wintech.

Yours faithfully,
for Wintech Technologies Ltd.

Sd/-

Company Secretary

Rematerialisation

Securities are being increasingly issued in electronic or dematerialised form. However, re-conversion to physical form or rematerialisation is also possible. Request is to be made to depository participant with whom the shareholder has a Demat account in the prescribed standard form for the same. However, you could enclose a covering letter in the following format with the application:

Dear Sir,

REMATERIALISATION REQUEST

I am the sole holder of 700 equity shares of Infosys Technologies in my Demat account no. 55213417 held with you.

Since I have no desire to trade them in the near future, I do not want to pay annual custody charges for them. Therefore you are requested to reconvert them to physical certificates. The charges may be debited from my S.B. account no.7773 held with you.

Yours faithfully,

Sd/-

Vas Dev Khanna

Correspondence with Stock Exchange

BAJA LTD.

29, Govind Street, Bombay 110020

Tel. No.: 228822

The Manager
Company Announcements Office
BSC
4th Floor, Bridge Crossover
Bombay 110020

4th October, 2008

Dear Sir,

Sub: Notice of Annual General Meeting (AGM)

We are pleased to forward the notice of AGM of our company scheduled to be held on alongwith the following enclosures for your information:

1. Notice of AGM and Explanatory Notes;
2. Proxy Forms; and
3. Annual Report for the year 2007-2008

Yours faithfully

For BAJA Ltd.

XYZ

Company Operating Officer/Company Secretary

SURAJ LTD.

Gopal Street, Delhi 110003

Tel. 222228

The Secretary
Bombay Stock Exchange Ltd.

Date: 9th July, 2009

Dear Sir,

Sub: Initial listing Application

We wish to submit that "Suraj Ltd." was incorporated on 6th August for the production and distribution of mineral water. The company is planning to enter the Capital Market in the month of April, 2009 with an issue size of

The Board of Directors has passed a resolution on For making initial application with your stock exchange in respect of the said issue.

The initial listing application is hereby enclosed.

We are also enclosing the following documents:

- (i) One copy of the Memorandum and Articles of Association.
- (ii) A certified copy of the Certificate of Incorporation.

Thanking you,

Yours faithfully,

Secretary

Encl.: As above

Correspondence with Registrar of Companies

MERCURY LTD.

99, Prashant Street, Surat 395002

Tel. No.: 781811

Ref. No. KML/595/2008

M/s Kanchan Rani
Registrar of Companies
ISL Tower, Nehru Place
Surat

Dated: 29th September, 2008

Dear Sir

Sub: Extension of Annual General Meeting (AGM) reference CIN.....

This has the reference to our letter dated, informing about the AGM of the company "Mercury Ltd." incorporated on For the financial year April-March scheduled to be held on

We wish to submit that due to flood like situation in the city, we are unable to hold the same on the prescribed date.

We therefore, request you to kindly take this on record. We shall soon intimate you the revised schedule of the AGM.

Thanking you,
Yours faithfully,

Correspondence with various other authorities

Correspondence with RBI

LAGOON LTD.

54, Gulmohan Road, Delhi 325001

Tel: 625158 Fax: 525151

Ref. No. VXN/525/2008

Ms Reeti Gupta
64, Juhu Street
Bombay 520001

Date: 24th September, 2008

Dear Sir,

Sub: Form NBS 1A relating to Annual Return on Deposits as on 31st March, 2008

Please find enclosed a hard copy of Form NBS 1A pertaining to Annual Return on Deposits as on 31st March, 2008, which is to be submitted by all Residency Non-Banking Companies. The same has already been filed through internet to the specified web server, as given under the instructions for filing in the Return.

Thanking you,
Yours faithfully,

Sd/-
General Manager

Correspondence with SEBI

CREATIVE LINE LTD.

26, Indian Street, Delhi 110019

Tel No.: 721218 Fax: 721212

Ref. No. XNI/242/2008

Mr. Dhruv Malhotra
Chief Manager
SEBI
6, Nariman Point
Mumbai

Date: 24th September, 2008

Dear Sir,

Sub: Investor Grievance Redressal

This refers to investor complaint No. 242/SMF/11258069 regarding the non-receipt of dividend. We are pleased to inform you that we have already dispatched the dividend amount..... through warrant No. 602246 dated.....

Thanking you,

Yours faithfully,

Sd/-

Senior Manager

ESSOR LTD.

8, Connaught Place, Delhi 110001

Tel. No.: 258187 Fax: 258188

Ref. No. SMI/255/2008

Mr. Pradeep Chatterjee

Chief General Manager

SEBI

224, Nariman Point

Mumbai 220015

Date: 24th September, 2008

Dear Sir,

Sub: Draft Red-hearing Prospectus for vetting

Enclosed herewith please find draft Red-herring Prospectus for the proposed IPO of the company for your vetting.

Thanking you,

Yours faithfully,

Sd/-

Joint Manager

Encl.: As above.

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answers to these questions are not to be submitted for evaluation)

1. You are a shareholder. Write a letter to the company informing them that you wish to surrender your shares.
2. As a Company Secretary write a letter to a shareholder who has asked for information about the companies progress for further investment.
3. Write a letter as a shareholder, complaining against non-receipt of dividend warrant.

Suggested Readings:

- (1) Essentials of Business Communication—*Reddy, Appannaiah, Nagaraj & Raja Rao*
 - (2) A Guide to Business Correspondence and Communication Skills—*A.N. Kapoor*
 - (3) Commercial Correspondence and Office Management—*R.S.N. Pillai & Bagavathi*
 - (4) Business Communication—*Homai Pradhan, D.S. Bhende & Vijaya Thakur*
-

STUDY X
ADMINISTRATION AND MISCELLANEOUS

Introduction

Urgency to communicate a matter may arise due to many exigencies, personal as well as official. Wherever there is need to ensure dispatch in communication between persons located in far away places, telegrams come in handy. This is in spite of the facility of trunk calls and subscriber trunk dialling being available. Telegrams may also be communicated over the telephone and this is popularly called 'phonogram'.

Telegraphic Messages

Telegrams have been a common method of sending messages. They have been preferred for many reasons. One, they are fast. Words are changed into signals with the help of the Morse's key and sent across cities, countries and continents in a short time. Second, they are efficient. If drafted with care, they convey the crucial part of the message. Three, they are economical. The minimum charge for an inland telegraphic message is lower than the bus fare for travelling across a metropolitan city. The following points may be kept in mind while drafting them:

Brief

Telegrams are charged on the basis of number of words used. Therefore, one has to use words economically. It is possible at times to replace a phrase with a single word. One can use 'try' in place of 'to make an effort' and save three words in the process. Using one-word substitution may be a good idea to keep telegraphic messages short. Another is to write a message in a normal manner and then delete unnecessary words or rephrase them. The bold words in the following message sufficiently convey the meaning of the complete sentence:

We are glad to inform that our **Balance fund** has **outperformed** other funds in the **first quarter**.

So a telegram sending this message would simply read:

BALANCE FUND OUTPERFORMED IN FIRST QUARTER.

Block Letters

Handwritten messages are often difficult to decipher. In lower case, Cs may look like Es or an R may be misread as an N. Therefore the golden rule is to draft telegraphic messages in block or capital letters.

PM or AM?

If a.m. is read as p.m. it will make a straight time difference of twelve hours. So the tip is use twenty-four hour clock-the way they do to announce train or airline timings, i.e. 15.00 hrs. for 2.00 p.m.; 22.30 hrs. for 10:30 p.m. etc.

Complete

In our effort to keep our message brief, we cannot afford to send incomplete messages. Let us look at the following message:

MD ARRIVING (STOP)

It does not tell us anything except the fact that the managing director is arriving. The recipient would surely like to know more. For example the time of arrival, the mode of journey, the purpose of the visit and what is expected of him. If we expand the same message a little, the meaning becomes clearer.

MD ARRIVING TUESDAY THIRD JUNE(STOP) FLIGHT IA219 FOURTEEN HOURS(STOP)

Action required

The message is still incomplete because it does not state what is expected of the recipient. Adding a few words may make it clearer:

RECEIVE AIRPORT (STOP) FIX MEETING WITH STRIKING WORKS(STOP)

It is useful to include the action expected from the recipient i.e. to quote or to supply, to join duty or to extend leave. The underlined parts of the following messages do just the same:

CHEQUE CLEARED (STOP) RELEASE VIDEOCON CONSIGNMENT (STOP)
KEEP FURTHER SUPPLIES PENDING (STOP)

REFER BILL NO. 3225(STOP) PAYMENT OVERDUE (STOP) SUPPLY
SUSPENDED (STOP) PAY IMMEDIATELY (STOP)

REFER CHEQUE NO 764301 DATED TENTH APRIL AMOUNT SIXTY
THOUSAND FAVOURING LUPIN LABS (STOP) INSTRUMENT LOST IN MAIL
(STOP) REQUEST STOP PAYMENT (STOP) ACKNOWLEDGE RECEIPT (STOP)

LEAVE CANCELLED (STOP) AUDIT COMMENCES TUESDAY (STOP) JOIN
DUTY IMMEDIATELY (STOP)

NEGOTIATIONS WITH WORKERS DEADLOCKED (STOP) INDEFINITE
STRIKE FROM MONDAY (STOP) ADVISE ACTION (STOP)

It would certainly cost more but the person receiving it would know all the relevant details. From this it is clear that brevity should not be achieved at the cost of meaning.

General Rules to be kept in mind when composing telegram

- The message must be brief and clear;
- Time should be written according to the twenty four hour clock;
- Sentences are to be divided by the word "STOP";
- Clarity and accuracy must be maintained;
- Normal grammar and punctuation may be ignored;
- Block letters must be used as far as possible.

Grammar

The rules of grammar have been relaxed while drafting the telegram. However,

there is one exception. When sending out goodwill messages, it is advisable to write the message in full. Brevity seems out of place when generosity is required.

CONGRATULATIONS ON WINNING THE BEST EXPORTER'S AWARD(STOP)

After a telegram is given, usually a confirmatory copy is sent to the receiver of the message.

The format of the telegram is as follows:

TELEGRAM

VINOD KUMAR

HARSH

MADRAS 600 008

ARRIVING THIRTEENTH MORNING FLIGHT(STOP) BOOK RETURN JOURNEY
SAME EVENING(STOP)

VENKATESH

This is a telegram given by Venkatesh, the Managing Director of Harsh Engineering Ltd. The telegraphic code of this company being 'Harsh', the same is given. In cases where the receiver does not have a code, the full address has to be mentioned. Otherwise, the telegram may not be delivered or it may be delivered to a wrong person for want of complete postal address. To ensure economy of words, the formal salutation etc. are omitted.

The confirmatory copy of the above telegram, sent by post, would be shown as follows:

HARSH ENGINEERING LIMITED

(Regd. Office: 12, Sansad Marg, New Delhi-110 001)

Phone: 12345

A.A. Venkatesh
Managing Director

TELEGRAM

ARRIVING THIRTEENTH MORNING FLIGHT (STOP) BOOK RETURN JOURNEY
SAME EVENING (STOP)

VENKATESH

Not to be telegraphed:

Shri Vinod Kumar
Regional Sales Manager,
12, Pantheon Road,
Chennai-600 008

Note how the telegraphic message is confirmed on the letter head of the Managing Director.

Now read a few more messages.

PROVISIONALLY APPOINTED (STOP) CONFIRM BY WIRE (STOP)

This is a telegram intimating appointment to a candidate who attended the interview. Name of the post is not necessary to be mentioned unless it is absolutely essential, as the telegram is probably sent a few days after the interview. The sender's name is usually given below the message. Companies obtain codified telegraphic addresses from the postal authorities. In that case use of that code would suffice.

REPORT AT DELHI OFFICE LATEST ELEVENTH (STOP)

May be there is a change of office at which the candidate is to report. Where there are a number of offices. It is necessary to mention where the candidate is to report.

POSTPONE VISIT (STOP) CURFEW IN THE CITY (STOP)

The message conveyed here is that the law and order situation is bad and hence it is advisable to postpone the visit to the city.

STOCK STATEMENT FOURTEENTH TO TWENTY FIRST NOT RECEIVED (STOP) EXPEDITE (STOP)

The word 'Expedite' used above, implies expediting the despatch of the stock statement.

ARRIVING FOURTH MORNING (STOP) ARRANGE MEETING WITH JOINT SECRETARY FINANCE MINISTRY (STOP)

There is no instruction in this telegram for return journey booking. May be the sender is not sure whether he would return the same day; so the correct interpretation of the telegram would be that the receiver need not take any action for return journey booking.

CANCEL MEETING (STOP)

Here the earlier direction is over-ruled.

FIRE AT GODOWN (STOP) HEAVY DAMAGE (STOP) REPORT FOLLOWS (STOP)

This is a very important telegram. It may be from the Regional Office to the Head Office. 'Heavy damage' is a critical word suggestive of sizable pecuniary loss.

MD COMING TWENTY FIRST MORNING (STOP) DEALERS MEETING TWENTY SECOND AT CHENNAI (STOP) HOLD PRELIMINARY DISCUSSIONS AND KEEP REPORT READY FOR MD (STOP)

This is a telegram communicating transfer of an employee to Delhi office.

TRANSFERRED TO DELHI OFFICE (STOP) REPORT FIFTEENTH (STOP)

Some more Examples

SRINATH TO VISIT COCHIN AND REPORT DEALERS PROBLEM IMMEDIATE (STOP)

ADVISE REMITTANCE PARTICULARS INVOICE 2310 DATED SECOND AUGUST (STOP)

PAYMENT NOT RECEIVED (STOP) EXPEDITE (STOP)

REGRET NON-PAYMENT OF INVOICE 2310 (STOP) WIRE FACTUAL POSITION (STOP)

ACCIDENT TO TRUCK NEAR KOTTAYAM (STOP) MATERIALS DAMAGED (STOP) RUSH SUPPLIES (STOP)

INSPECTION BY EXPLOSIVES INSPECTOR (STOP) OBJECTIONS RAISED ON THE GROUND OF UNAUTHORISED ADDITIONS TO THE GODOWN PREMISES (STOP) GODOWN LICENCE SUSPENDED (STOP) LETTER FOLLOWS (STOP)

Probably the godown has been inspected by the Inspector of Explosives and because the godown does not conform to certain rules and regulations, the licence to store the goods therein has been suspended. This is a serious matter and hence the telegram also mentions the reasons for the suspension of the licence.

YOUR TELEGRAM (STOP) HOW UNAUTHORISED CONSTRUCTION AT GODOWN CAME (STOP) FOLLOW UP WITH INSPECTOR AND EXPEDITE RENEWAL OF LICENCE AND REPORT (STOP)

This is a return telegram expressing shock and anger on the unfortunate but serious development.

ASSESSMENT 2005-06 REOPENED (STOP) DEMAND FOR TWELVE LAKHS RAISED (STOP) ADVISE (STOP)

This is a telegram informing reopening of the assessment of income-tax by the Department. May be the telegram is sent to the Manager (Taxation) who is on leave or on tour. The huge demand of tax is what necessitates the telegram so that he may resume duty to take up the matter suitably.

REPORT TENTH (STOP) MD CONVENING EMERGENCY MEETING (STOP)

Again this may be a telegram to a senior official of the company who is on leave.

BUY AMARCHEM THOUSAND AT ONE HUNDRED AND MINAKSHI FIVE HUNDRED AT EIGHTEEN (STOP)

This is a telegram to a stock broker to purchase some shares at certain prices.

Note the entire information is communicated in words and numerals have not been used. This is because an error in communicating the numerals would mean a lot of consequences to the investor.

MEETING HELD EIGHTEENTH (STOP) DEALERS UNANIMOUS ON EIGHTEEN PERCENT DISCOUNT (STOP) DEMAND SPECIAL OFF SEASON DISCOUNT (STOP) COMPETITORS ALREADY ANNOUNCED OFF SEASON DISCOUNT (STOP) SUPPLIES EX CHENNAI REQUESTED BY DEALERS (STOP)

The telegram appraises the Head Office of the outcome of the dealers meeting held at Chennai.

BEST WISHES FOR THE SUCCESS OF THE GOLDEN JUBILEE CELEBRATIONS

BOARD MEETING ELEVENTH (STOP) RIGHTS ISSUE AND DIVIDEND TO BE CONSIDERED (STOP)

This is a telegram sent to the stock exchange(s) outside the city in which the Registered Office of the company is situated. This is required to be done under the terms and conditions of the listing agreement that a company enters into with the stock exchange(s).

BOARD MEETING POSTPONED TO FIFTEENTH (STOP)

MD EXPIRED (STOP) FUNERAL TENTH MORNING AT DELHI (STOP)

This telegram is sent to all those who matter.

STRIKE SITUATION WORSE (STOP) FOUR KILLED (STOP) CLASHES CONTINUING (STOP) SWIFT ACTION NECESSARY (STOP)

This telegram apprises the top officials not in the city or place where the strike is going on.

You would have by now got an idea as to how telegrams are worded. There are numerous occasions where sending of a telegram is absolutely essential.

Framing of telegrams from given matter

Now you may have to develop the skill of condensing a letter or report into a telegram. A few examples are given below:

Read the text of the following letter and the telegraphic version of the same at the end.

"It has never been our experience that you delayed payment of our bills. However, we are quite surprised that this time in respect of this bill (Bill No. 23 dt. 2.3.09) the payment has not yet been received by us.

We have sent you two reminders, already, that too with great hesitation as we had all hopes that you must have earnestly set the process of remittance in motion.

Strangely, our earlier letters remain unresponded. As we have tight working capital base these days, we solicit that the payment be made within 15 days. If you have genuine or inevitable problems in the way of settling our dues please feel free to write to us."

TELEGRAM

REQUEST PAYMENT AGAINST BILL NO. 23 DT. 2ND MARCH (STOP) TIGHT WORKING CAPITAL BASE (STOP) WIRE BACK (STOP)

Note that the word 'REQUEST' conveys the benevolent feeling expressed in the letter.

Letter and Telegram

Example 1

"I recall the pleasant meeting you had with the members of the interview Board last Friday when you reported for an interview for the post of Deputy Secretary, Tax Division, in our company.

The Board was very much pleased with your background and experience and above all your eagerness to join us.

However, I have been directed to inform you that we have been able to find a suitable candidate who has had experience more akin to our expectations and job

requirements.

Please rest assured that should any opening arise in the near future calling for proficiency in line with your experience, we shall write to you. We are keeping your application in active file.

We once again thank you for evincing interest in joining us".

TELEGRAM

REGRET INABILITY TO OFFER DY. SECRETARY POST(STOP) WILL CONSIDER FOR SUITABLE OPENING IF ANY IN FUTURE (STOP)

Example 2

Now read the following letter

"I refer to the consignment that we received today through Patel Roadways L.R. No. 002789 dt. 10th April 2009.

On opening the pack, it was found that the flywheel blades were twisted out of shape. The special bolts were short by 5 numbers. The 'flywheel' housing was found having a deep crack.

We are sorry to note that instances of supply of such defective spares have of late become quite frequent. Even in respect of the last two consignments we were forced to write to you about a number of defects. In the consignment under reference the outer packs have been found to be intact. We therefore have cause to apprehend that enough attention is probably not being paid while despatching the parts from the factory or godown. You may appreciate that such defective supplies have seriously hampered the timeliness with which we used to satisfy our customers' requirements. We are sorry to write that if instances of such defective supplies are found to persist, we may be left with the only option of placing our orders with some other suppliers.

May we expect an expeditious replacement of the defective parts?"

TELEGRAM

CONSIGNMENT SENT BY PATEL ROADWAYS LR 2789 OF TENTH APRIL (STOP) FLY WHEEL HOUSING DEFECTIVE DEEPLY CRACKED BLADES TWISTED OUT OF SHAPE AND BOLTS SHORT BY FIVE NUMBERS (STOP) DEFECTIVE GOODS SUPPLY RECENTLY ON THE INCREASE (STOP) REPLACE CONSIGNMENT EXPEDITIOUSLY (STOP)

Example 3

Read the following letter:

"We are in receipt of your application for the post of Finance Manager in our company.

We shall appreciate if you can make it convenient to come for a personal interview on 25th March 2009 at our Registered office. You will be reimbursed air fare both ways for attending the interview.

Kindly let us know the details of your departure so that we may arrange to receive you at Palam Airport and book the return air ticket as well. Your stay has been arranged at the Company's guest house."

TELEGRAM

INTERVIEW ON 25TH MARCH (STOP) AIR FARE BOTH WAYS (STOP) STAY AT COMPANY GUEST HOUSE (STOP) INFORM DETAILS OF ARRIVAL (STOP)

Practice Questions

Now, try drafting suitable telegrams for the following:

- Advising an employee to resume duty immediately, as there is a very emergent situation
- Seeking extension of leave by an employee
- To the banker asking him to stop payment of a cheque
- To the importer informing arrival of ship
- Informing stock exchange of brief particulars of the decisions taken at a recently concluded Board meeting
- Informing cancellation of appointment order to a candidate
- Requesting for closing stock position
- Urging consignee to send the Account Sales
- Informing candidates, of postponement of an interview
- Apprising the Managing Director, of Budget proposals affecting the Company
- Asking for a report on defalcation of cash from regional office
- Informing major havoc at regional office
- Informing despatch of stocks requested for
- Requesting immediate information on cash remittances by agent
- Informing termination of services of an agent
- Informing agent to hold up payment to transporters
- Informing agents to immediately clear goods at the port
- Informing stock broker to sell away certain scrips
- Informing insurers of a sudden and major fire at the factory requesting them to send their valuer immediately
- Asking regional office to collect packet sent through air consignment
- Informing inability to accept appointment order
- Informing sudden demise of an employee to his family at home town.

Email

What began as an American experiment in computer communication technology during the cold war has revolutionised the world. Email has been around for almost as long as Internet. But it is difficult today to think of a business house or a company without an email contact address. There is a good reason for it. For the cost of a local telephone call, it is possible to send a message to any part of the world in a matter of minutes. The message need not even be in plain text. Using HTML or Hyper Text Markup Language—the computer code used to create web pages—for formatting, one may even send graphics, images and hyperlinks.

From: Domestications Catalog
Date: Thursday, April 19, 2009, 1.38 AM
To: Domestication Shopper
Subject: Mothers' Day Orders

In order to guarantee delivery of regular in-stock items for the May 13 holiday, orders must be placed by Tuesday, May 3, 2009. Heavyweight, drop-shipped, and backordered items will take longer to be delivered. Please plan your order accordingly. Thank you.

Email packages like Messenger and Outlook Express are a part of web-browsers. The specialist may prefer a program like Eudora. These programs help us compose new messages or forward the ones we receive to one or all the people whose e-mail addresses are stored in the address book. They allow us to change fonts and sizes; highlight and color; delete, store or save; align, center or justify; italicise, bold or underline and even print what we write or receive. An interface between the e-mail program and the word processing program allows us to copy, cut and paste messages from one to the other. We can attach files, compressed or otherwise, with our email messages.

Microsoft word documents often sent as attachments with email may be carrying macro-viruses. It is advisable to scan them with the help of anti-virus softwares before opening them.

Some programs even offer templates, such as cards or invites, to write text-messages on. Mailing lists are also available for the use of business houses while individuals use filters to block unsolicited junk mail or spam. If we are unsure of what we write, there are grammar and spell checkers to help us. We can even add our signature, stored in a file, at the end of the message. Carbon or blind carbon copies can also be sent. Excepting these similarities with the layout of a letter, the style of email tends to be direct and brief.

Email Generation-Letter Imperfect?

Most young people have never written a formal letter, highlighting the growth in Emails. A study found that Emails had replaced traditional methods of correspondence in business. Almost half of those polled said they now send thank you notes through the Internet rather than by post. One in twenty said they write "love and kisses" at the end of Email messages to their employer.

—*Guardian News Service, London.*

The ease and speed of email combines the elements of speech and writing. To that extent, it tends to become informal. Being relatively impersonal, it breaks down barriers and hierarchies in business offices and improves communication. It scores over telephony in being cost-effective also. However, care should be taken while drafting email messages whether formal or informal. Always read the message you have typed atleast twice before sending it, because once it has been sent you cannot stop it from reaching the recipient.

Other things that need to be checked are:

- whether the email address is typed in correctly;
- the message has no spelling mistakes;

- no abbreviations such as 'UR' for 'your' is used in official communications. There are okay when sending emails to friends.

One important thing to remember and check would be the content of your message. Before clicking on the send icon, it would be advisable to evaluate it as to whether it is a hand written letter or a reply to be sent through email. If after evaluation, the answer is yes, then one can go ahead and send it, if the answer is no, then one should redraft/modify the email.

Never react to an email and reply immediately, always think before typing and read and evaluate before sending an email.

It should be always remembered that e-mail is only a faster medium of communication and therefore all communication must be clear, brief, precise and unambiguous.

Internet communications cannot be guaranteed to be secure or error-free as information could be intercepted, corrupted, lost, arrive late or contain viruses. The sender therefore does not accept liability for any errors or omissions in the context of this message, which arises as a result of Internet transmission."

—Extract from a Foreign Bank's Email

Fax Messages

Fax is the abbreviated form of the word, facsimile. It means the transmission of an exact copy of a document. It is generally done through a fax machine. The machine first scans the document and then transmits the copy to the fax machine at the other end through the telephone line with which it is connected. The document is printed on a roll of paper. The cheaper variants use thermal paper but the print tends to disappear after some time. The plain paper fax machines are relatively expensive. The fax machines have several features.

Abbreviated dialing helps store commonly used numbers and allow one-digit dialing for ease. Delayed transmission enables us to send faxes during odd-hours and pay lower tariffs. Auto-cutter keeps the paper roll in fine shape.

Fax has a definite advantage over telex. Telex machines only allow exchange of text while fax can send pictures, graphics or designs as well. In addition, one does not need a leased line since a fax machine can be connected to any telephone line. It is also possible for smaller organisations to use the same line for making calls and receiving faxes, though not at the same time. Such numbers are often listed in letterheads as Telefax.

Faxes can also be sent and received through computers. Word processors offer Fax-templates like the one shown below in which relevant information may be filled in and then sent:

FACSIMILE TRANSMITTAL	GREENWAYS LIMITED
To: Purchase Officer, Maruti Appliances	Fax: 916-35221
From: R.K. Sehgal QCM	Date: 4 April 2009
Re: Fresh Samples-Desktop	Pages: One

CC: Sales Officer

- Urgent # For Review Please Comment
 Please Reply Please Recycle

Please refer to your message regarding submission of fresh samples of desktop.
The samples were approved only on 23rd March this year and the mould has been designed for 1,00,000 pieces. The deviations were caused by drop in electric voltage changing the moulding settings in CNC machine.
We request you to continue with random testing as the component is being moulded as per design and we are confident it will pass all quality tests.
In the event of further deviations, we will gladly submit fresh samples.
Thanks

SHORT MESSAGING SERVICE

Mobile telephony has provided another facility to send brief messages instantly. All mobile telephone service providers provide Short Messaging Service (SMS). An alphanumeric (containing alphabets and numbers) message may be punched in using the keypad of the handset. It may be sent, edited, stored or deleted at either end. It is transmitted from one handset to another through the Message Center of the service provider. The message is displayed on the handset of the receiver.

Short Messaging Service is offered in the cell phone circles of the country at a nominal cost. A message sent through SMS is cheaper than even a telegram. The disadvantage is that there is no written record, and it sounds very informal.

For example your message how are you? Could be sent as "How R U"; good for you - as "GD 4 U", where the vowels are dispensed with. The receiver too has to be conversant with any abbreviations you may use, in order to understand your message.

Representations

Representations are made in order to voice a grievance and to secure a relief. When addressed to a public body, they may focus attention on a problem being faced by the signatories collectively. Representations need to be prepared carefully. They should not only be based on incontrovertible facts but also mention the relief expected. If we anticipate objections and provide answers to them in the first instance, the chances of securing the desired relief increase. Representations are drafted in a formal tone using the format of a business letter.

Example 1

The Commissioner
Municipal Corporation of Delhi
Town Hall
Delhi-110 006
May 11, 2009

Sir,

LACK OF AMENITIES IN TRANSPORT NAGAR

We, the following, were relocated from Roshanara Road to Sanjay Gandhi Transport Nagar on Old Rohtak Road in 1999 in order to decongest the area.

We co-operated with the local administration when it was promised that the new site will be fully developed and functional before we move to the area. A Petrol Pump on the premises and civic amenities within a year of relocation were promises made by the Deputy Commissioner himself.

We regret to inform that the promises have not been fulfilled though several representations were made. The roads are full of potholes and it is common to see the grounded trucks being pulled out with the help of cranes. There is no lighting on the streets though much of the activity takes place after dark. The absence of public conveniences has turned the area into a virtual toilet. The nearest petrol pump is more than a kilometer away. Therefore some of the allottees have begun to operate from their old offices-cum-godown in Roshanara Road.

It is requested that immediate directions be given to the Assistant Commissioner (North-West), MCD to metal the roads before the onset of the monsoon and to construct public conveniences. The plot reserved for the Petrol Pump be allotted immediately to provide relief to truckers.

We hope immediate steps will be initiated to provide relief to the occupants of Transport Nagar.

Yours faithfully,

Jasjit Singh
President
Sanjay Gandhi Transport Nagar Association

Representative bodies of trade and commerce routinely receive representations from its members. These are discussed and often forwarded to appropriate authorities.

Example 2

The President
Federation of Indian Chambers of Commerce and Industry
New Delhi-110 001.

March 14, 2009

Sir

DUMPING OF CHINESE ELECTRICAL GOODS

The wholesale market for electrical goods at Bhagirath Place is witnessing unprecedented dumping of electrical goods sourced from China. Most goods are smuggled through the porous border with Nepal. A few consignments, which are legally imported, are heavily under-invoiced.

Due to this, the sale of leading Indian brands has crashed during the last six months. The aggregate daily sale has come down from a crore of rupees to rupees fifty lakhs

as most transactions are in cash and go unrecorded.

We feel that immediate action is required to protect local industry. We request you to take up the matter with the Government of India so that normalcy may be restored in the trading of electrical goods.

Yours faithfully

President
Bhagirath Place Electrical Dealers' Association

When relief sought can only be provided through legislative action or policy change, the affected businesses make a representation to the concerned ministry:

Example 3

To

The Minister of Information Technology
Government of India
New Delhi-110 001

May 9, 2009

Sir,

SECURITY CONCERNS IN E-COMMERCE

The recent hacking of some of our prominent web sites by elements inimical to our country has once again focused attention on security concerns. The concern is justified since the general public has shown a lukewarm response to E-commerce. The trading of securities on the Internet constitutes a negligible percentage of the total volumes. The dematerialisation drive has also suffered with many investors exercising a preference for scripts in physical form. There are even reports about an increasing interest in Rematerialisation following genuine fears about security of transactions. According to independent studies, E-commerce has not taken off as expected causing an overall slowdown.

It is suggested that immediate steps should be taken by the Ministry of IT to remove some of these concerns. Development of Intrusion Detection Systems and Penetration Testing should be a priority. The use of firewalls and cryptography by Internet Service Providers (ISP) and Banking/Trading institutions should be made mandatory. The mechanism to grant approval to digitised signatures should be expedited to restore confidence in E-commerce.

It is hoped the ministry will find it possible to act on the suggestions made in this representation.

Yours faithfully,

General Secretary
All-India Stock-Brokers' Association

A few examples of Representations are give for the information of students.

Example 1: Representation against government's order to shift the Factory

RUBI CHEMICALS CO.

17, Kali Industrial Area, Kanpur - 208 019.
Tel: 241123

No. 82/2009/PC

Director of Industries,
Uttar Pradesh State Secretariat Complex,
Khan Road,
Lucknow 226 001

Dated: 1.1.2009

Dear Sir,

Sub.: Shifting of our factory

Ref.: Your letter No. GIR:HP/38/2008 dated 30th November, 2008

We invite your kind attention to your letter referred to above directing us to shift our factory from Kanpur Municipal Corporation Area within a period of six months.

In this regard we beg to make the following submissions for your sympathetic consideration:

1. Our factory is a SSI unit and it is yet to make a profit. The shifting of the unit outside Kanpur would make it further unviable because of increase in the cost of production. It will increase the cost of transportation of raw-material and finished products. Most of the clients of our products are situated in Kanpur city proper; similarly the raw-material suppliers are also from the city.
2. We have been forewarned by banks and other creditors that they would not extend any credit facility once our unit goes out of the city.
3. The trade union representing majority of workers has issued statements/ threats against any possible relocation of the factory. They are dead against the shifting.

In view of the above, we request your kind self to reconsider your decision and allow us to continue our unit at its present site.

Thanking you and expecting a favourable response.

Yours sincerely,

Sd/-
Chief Executive

Example 2: Representation to Municipal Corporation Authorities

Dear Sir,

The Registered Office of our company is situated at Siddharth Towers (ground floor and 1st floor) Rajindra Place, New Delhi 110 008. Of late, the garbage and wastes which get dumped in the open ground behind the towers has given rise to hygiene problems. More particularly, the nuisance is felt all the more at the ground and first floors. The vultures preying on the decay and pigs grunting around make an unseemly sight.

Would you please take immediate steps for clearance of the garbage and prevent

recurrence of such nuisance in future?

Yours faithfully,

Example 3: Representation from a company to the Trade Association

Dear Sir,

You may be aware of the problem faced by the non-SSI sector industries in the matter of marketing their goods and services, due to the protective Government policies like, concessional finance, price preference, higher investment subsidy, tax holiday etc. No doubt, small scale industrial units need to be protected from the severity of competition from large scale industrial units. Protection is also necessary to broad base the entrepreneurial talent available in the country. But the units which graduate into medium scale units are denied these concessions, the moment they exceed the specified investment limit in plant and machinery. With the result they are left open to face the challenge of competition from large units suddenly. The number of such units which have gone sick due to this reason is on the increase. The very protective policy under cover of which they germinated loses all purpose when they turn sick due to expansion and growth. On the other hand, to be within the periphery of the specified investment limit would stifle innovation and growth, besides facilitating the undesirable practice of setting up dummy units horizontally.

The Trade Association, therefore, can make a suitable representation to the Ministry of Industry to continue the concessions for 3 years at least to such units after they become medium scale units. Suitable representation can also be made to the State Governments soliciting a similar treatment in respect of concessions offered by them. This would give a breathing time for such units to adjust themselves after the initial concession period is over.

Yours faithfully,

Public Notices

When an organisation needs to share important information with members of general public such as a change of name or representative, it drafts a Public Notice. Individuals often display such notices when called upon to do so by a court of law.

Such notices are usually inserted in newspapers in the form of advertisements though displaying them at prominent places is also common. The emphasis is on making relevant information available. Niceties are dispensed with and the tone is businesslike and formal.

Example 1:

PUBLIC NOTICE

Employees' Provident Fund Organisation and Department of Post have joined hands to provide for payment of pension through 26,000 post offices spread across the country. It will not be mandatory to deposit the introductory cash amount to open the pension account. Employees covered under Employees Pension Scheme, 1995 and desiring to draw pension through post office may submit an application for change of option to Central Pay & Accounts Office after 1st of May, 2009.

Payment of pension through nationalised banks will continue to be made as in the past.

Sd/-
Director
EPFO

Example 2:

PUBLIC NOTICE

The Chairman, Delhi Vidyut Board in exercise of powers under clause 4(13) of DECO, 1959, is constrained to impose a total ban on the use of electricity for air-conditioning, neon signs, decoration lights, advertising and window-displays between 6 p.m. and 11 p.m. until 30.9.2008 unless withdrawn earlier.

Violation may lead to find and/or disconnection of power without any further notice.

This order shall not apply to essential services and foreign missions.

for Chairman, DVB
Sd/-

Example 3: Advertisement giving notice for issue of New Debenture Certificates

NARMADA PETROLEUM LIMITED

Regd. Office: 1, Beach Road, Bharuch-Gujarat

PUBLIC NOTICE

Notice is hereby given that the Company has, in consultation with the Stock Exchanges, fixed closure of register of debentureholders (Convertible Debentures) and transfer books thereof from Monday, the 6th July 2009 to Saturday, the 11th July, 2009 (both days inclusive) for issuing New Debenture certificate(s) on cancellation of the existing Debenture certificate(s).

In view of this all genuine convertible Debenture holders are hereby requested to lodge their Debenture Certificates, alongwith relevant applications for transfer in their favour on or before 5th July, 2007 with the Registrars of the Company viz. Maya Consultants Ltd. at 11th Floor, Surya Mahal, 121, MG Road, Ahmedabad-380 006 or at any of the Investor Relation Centres of the Company for issuing new debenture certificate(s).

Sd/-
Company Secretary

Date: 5th June, 2007

Example 4:

PUBLIC NOTICE

British Petroleum wishes to announce that Mr. H.K.Sethi, resident of 2248/2, Katra Neel, Chandni Chowk, Delhi is no longer in their employment.

Anyone dealing with him shall do so at his own risk and British Petroleum shall not be liable in this regard.

Sd/-
Area Manager (N)

Invitations

Invitations are normally sent only when the occasion is very formal. The body of the invitation can be printed, however the salutation should be hand written in order to make it personal.

In business situations, invitation could be sent out for various purposes and it may include:

- Launch of a new product/service.
- For holding a function for felcitating someone who has received an award.
- For opening a new showroom, office premises etc.
- For inauguration/participation in a seminar, conference or function organised by the company/organisation.
- To publicise a special event.

An invitation must contain the following information:

- The name of the company/who the invitation is from
- The event
- The venue of the event
- The day, date and time of the event
- A roadmap to the venue if the same is difficult to find, in a new area etc.
- Details about transport either provided by the company or local transport, plying in that area, if the place is new or not easily reachable.
- The address and phone number for a reply.
- At times when very important guests are going to grace the occasion, for example the Prime Minister, Union Ministers etc., it is also to be stated by what time the invitees will have to be at their seats and also that they should carry their invitations to be allowed entry into the venue, for security reasons.

Note: Wherever possible it is a better practice to hand over the invitation personally to the invitee. If you cannot do it in person, then it would be advisable to send someone senior in your organisation who knows the invitee to do the same, and you can follow it up by talking to the invitee on the telephone personally extending your invitation.

Replying to Invitations

It is but basic courtesy to send a reply to the person inviting you for an occasion. Your reply could be either to confirm that you will be attending the event or to convey your inability to attend the same. Though some people do use the telephone to convey the same, it is better to send the same in writing as the invitation is formal.

Example 1: Invitation for Goden Jubilee Celebrations

The Directors
of
Alpha Beta Limited
request the pleasure of the
Company of

Mr. and Mrs. Robin Shah [*fill in name of invitee by hand*]
at their Golden Jubilee Celebrations
to be held at

The Ballroom
Le Meridian Hotel
26, Connaught Circus, New Delhi
on Wednesday the 5th August, 2009

Cocktails at 18.30
Dinner at 20.00

The Directors
Alpha Beta Limited
26, Hauz Khas
New Delhi - 110 016
Ph: 6163200, 6174595

RSVP by 31st July, 2009

Note : RSVP is the abbreviation of the French words "respondey s'il vous plait" meaning "please reply". This is usually added to invitations where the person sending out the invitation wants to ascertain the approximate number of guests who will be attending the event so that adequate arrangements for parking, refreshments etc. can be made.

Example 2: Reply to the above invitation

Mr. and Mrs. Robin Shah
thank the Directors
of
Alpha Beta Limited
for their kind invitation to their
Golden Jubilee Celebrations
on Wednesday, August 5, 2009

and confirm that they will be attending the same.

10, Shah Jahan Road
New Delhi - 110 002

29th July, 2009

Example 3: Reply to above invitation conveying regret

Mr. and Mrs. Robin Shah
thank the Directors
of
Alpha Beta Limited
for their kind invitation to their
Golden Jubilee Celebrations
on Wednesday, August 5, 2009

but are unable to attend the same as they will be out of town to attend a family function. They convey their congratulations to you on your achievement and convey their best wishes for the future.

10, Shah Jahan Road
New Delhi - 110 002

29th July, 2009

Invitations to public events can also be done through advertisement as it makes them reach a large number of people in a short time. The tone is usually formal since we have no idea who the invitee is.

Example 4: Advertisement

SEMINAR ON CAREERS

Career-Quest is organising an interactive seminar on career planning. It will be held on Friday, April 20, 2009 at the Habitat Center, Lodi Road from 10.30 onwards.

Those desiring to attend may collect their invitation cards, on first come first served basis, from the reception. Entry will be allowed only till 10.15 a.m.

Director, Career-Quest

One may procure a mailing list and write a mailer to members one wishes to invite. For example, ICSI may make a mailing list available to someone wishing to invite Company Secretaries accredited to it. The tone of such invitations is informal. Like external circulars, they carry a salutation in singular i.e. Dear member, friend, colleague etc. It is believed that such attention to an individual makes him receive the mailer better.

Example 5: Individual Letter

Dear Member,

SYMPOSIUM ON THE REGULATORY ROLE OF SEBI

The recent volatility in the Stock Markets has put the focus back on the regulatory role of SEBI. In order to help appraise its performance better, the New Delhi Investors' Association is organising a symposium on "The Regulatory Role of SEBI" on Tuesday, 10th April, 2009 at DSIDC Business Center, K.S.Marg, New Delhi. Representatives from SEBI, DSE and FICCI have agreed to take part. We are pleased to invite you to the symposium and hope you will come and contribute to it. A message of confirmation will help us serve you better.

Yours sincerely

Sd/-

Organising Secretary

Word processors enable us to print even the names and addresses of members with the help of mail-merge facility. The contents of the invitation remain the same. Such invitations may be signed either by hand or in facsimile.

Example 6: Individual Letter

Dear Mr. Mathur

You will be pleased to know that the Confederation of Indian Industry is organising a one-day seminar on "Excise Duty on Readymade Garment Industry" on Monday, 16th April, 2009 at Indian International Center, New Delhi.

The Chief Commissioner of Excise and Customs has kindly consented to be the chief speaker.

The purpose of the seminar is to enable our members to interact with the Excise authorities following the government's decision to bring the readymade garment industry within the purview of excise.

We are sure you will be interested in attending the seminar. Please call Ms. Jessica Bose on 6467122 Ext. 205 for registration.

Yours sincerely

M.V. Kamath
Secretary

Practice Questions:

Draft formal invitations for the following:

- Your company is opening a new showroom in Mumbai next month and is arranging a Cocktail reception to mark the occasion. Draft a reply from an invitee accepting the invitation.
- Your company is planning the launch of a new model of a car, at a showroom. Draft an invitation letter for that purpose.
- Draft an invitation letter for the inauguration programme of a seminar, whose Chief Guest is going to be the Union Minister for Tourism.

Points to Remember:

- In sending telegrams and telexes utmost economy in the use of words is need.
- In telegrams, normal grammar and punctuation are often ignored in favour of condensation.
- Word omission and word abbreviation are a necessary part of telegram and telex messages.
- In fax messages, conventional salutations and complimentary close are added.

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answers to these questions are not to be submitted for evaluation)

1. Draft a telegrams for the following:
 - (i) informing the company XYZ, about your inability to accept the job offer.
 - (ii) asking a candidate to appear for an interview in Mumbai.
 - (iii) informing your parents about your brother's good result.
 - (iv) informing your mother about your arrival.

- (v) informing a candidate about his non-selection.
2. In response to the advertisement in “The Hindustan Times”, for the post of “Company Secretary”, draft a message to be sent to the advertiser through an e-mail.
 3. Write a representation to MCD informing them about the increasing number of street dogs in your locality.
 4. Draft a public notice requesting general public not to crack crackers after 9:00 p.m. Also state, that disciplinary actions will be taken against defaulters.
 5. Draft an invitation for the opening ceremony of your boutique.
 6. Draft a reply as an invitee to the above invitation either accepting or rejecting the invitation.

Suggested Readings:

- (1) Essentials of Business Communication—*Reddy, Appannaiah, Nagaraj & Raja Rao*
 - (2) Business Communication—*K.K. Sinha*
 - (3) Communication of Business—*Shirley Taylor*
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STUDY XI

INTER-DEPARTMENTAL COMMUNICATION

Inter and intra-departmental communication has largely been a formal affair. The chief executives assumed that they were expected to be direct, brief and functional, wasting little time on niceties. Employees were usually taken for granted - bound by archaic service rules to listen and to comply unquestioningly. No wonder the documents produced were staid and standardised.

Over the years, there has been greater appreciation of the important role the staff play in an organisation. Their stake in the organisation has also gone up with schemes like Employee Stock Option Plans becoming popular as one of the means of compensation. They now take a greater interest in framing of policies, get more respect and enjoy confidence. To that extent, intra-company communication is becoming more informal. Being an internal communication, stationery showing just the logo and name of enterprise is preferred over the formal Letter-head.

MEMORANDUM

The term Memorandum (Memos) has often been misunderstood as a part of disciplinary proceedings. Far from it, the word at best means a note or record for future use. It is a useful mode of informal communication. A memorandum (memorandums or memoranda in plural) plays a convenient and flexible role. While much of inter and intra-office communication is being done over the phone, memorandums are preferred when one needs to convey information in writing.

There are minor variations in format but most memos have the same headings. The difference with the letter format is obvious. Inside name and address are done away with. Nor are salutation and complimentary close used. Informal tone and use of personal pronouns is allowed. Numbering is optional. Titles such as Interoffice Communication, Office Memorandum or Interoffice Correspondence may be used in place of more commonly used Memorandum. When addressed to all employees, a memorandum is as good as an Office Circular:

SUPER SOLUTIONS LTD.

Interoffice Memo

TO : All Employees
FROM : General Manager
DATE : 15/3/2009
SUBJECT : TDS

REPLY CIRCULATE URGENT FILE

It has been reported to me that many employees do not furnish details of savings to avail concessions under Section 80 cc of Income Tax Act in time.

It may be noted that employees must report details of savings to be made by them by 15th of April and submit evidence in support by 20th March every year. The Accounts department will not be able to allow deductions on savings brought to its notice later.

JKB

Companies often use printed Memo-forms as they are convenient to use. The provision of headings rules out exclusion of relevant information. They are not signed but may be initiated for authenticity.

IT offers help in the form of Memo templates or macros. Wizards in Word Processors give step by step guidance to help fill relevant information in them and format it later.

Memorandum

To : R.L. Gupta, QCM
From : R. Bhagat, MD
Date : May 3, 2009

Subject: Rejection of Level Assembly

The rejection rate of Lever Assembly has increased alarmingly and the client has conveyed a warning. Please ensure stringent quality control checks down the line immediately. If necessary, submit fresh samples for inspection. Ensure compliance and keep me updated through weekly reports.

R.B.

Memo Report

Short reports are often prepared in the form of a memorandum. Periodic reports of sales personnel are a case in point. Many companies in fact use special stationery for the purpose. A report in the memorandum form should carry a heading to this effect. The subject line of the following memorandum does the same job:

JAYCEE PVT. LTD.

Memorandum

To: MD
From: QCM

No: LA/2
Date: 5 Feb. 2009

Sub: Report on Supply of Lever Assembly

As directed, I am submitting below the details about supply of Lever Assembly during week ending 3rd Feb.:

Number dispatched	:	2,100
Number accepted	:	1,900
Rejection if any	:	200
Reason for rejection	:	Shrinkage

Additional comments:

The defect was caused by coil burnout resulting in under-heating of raw material prior to moulding. I am tightening in-house quality checks to bring down the rejection rate and finally eliminate it.

QCM

A few specimens of Memos are given below:

Specimen 1

**BEEM ELECTRONICS LIMITED
BANGALORE**

Ref: 81/C/2009

11th April 2009

Office Memorandum

With reference to his request for grant of Special Casual Leave, Shri P. Sachdeva is informed that Special Casual Leave has been granted to him for four days from 23rd April to 26th April 2009 for enabling him to participate in the District Level Athletic Meet.

Sd/-
Ramesh Kumar
Administration Manager

To

Shri P. Sachdeva
Secretarial Department

Through: Company Secretary

Specimen 2

**SUMAN ENGINEERING LIMITED
PUNE**

Ref: 81/1/2009

13th May 2009

Memorandum

Shri Mukesh is hereby informed that the office has no objection to his pursuing part time M.A. Degree Course in the evenings after office hours. However, grant of leave for study/examination is subject to exigencies of office work.

Sd/-
Surendar Ghosh
Manager (Personnel)

To

Shri Mukesh
Assistant, Sales Department

Through: Manager - Sales

Specimen 3

**SEETHA ELECTRICALS LIMITED
KANPUR**

21st March, 2009

MEMO/17

With reference to his letter dated 4th March, 2009 requesting for change of seat on health grounds, Shri Badal Singh is informed that the matter is under consideration and the decision would be communicated to him soon.

Sd/-
Bipin Kumar
Manager (Administration)

To
Shri Badal Singh
Stores Department
Through: Stores Manager

Memos are also issued in the cases of disciplinary actions to be taken against employees and replies thereto. These include memos relating to show-cause notice, charge sheet etc., and these have been already dealt with in Study V.

OFFICE CIRCULARS

Office circulars are for disseminating information to a large number of employees within the organisation. Since it is an internal communication, therefore it has traditionally been brief and business-like formal and devoid of salutation.

Circular No. 3/44

It is brought to the notice of all employees that the canteen facilities are being extended to S-31 building located in Sector 44 with immediate effect. The existing practice of providing packed lunch courtesy Air Kitchen is being discontinued. Suggestions about fare and quality may be made to the undersigned or dropped in the box provided on the premises.

Sd/-
Hospitality Manager

Most companies in the post-liberalisation period are changing track and understand the value of their human resources. The popularity of Employee Stock Option Plan (ESOP), in which part of the compensation is paid to employees in the form of stock has accelerated the process. They are treated with the same attention and courtesy that used to be reserved for the clients. As a result, their in-house circulars are longer, "you-centered" but uncompromising where quality is involved:

Dear Employee,

You must be aware of the changes being brought about in the dot.com industry. Many of them were formed under heightened expectations and have since been wound up due to poor customer response. Surveys indicate that at least 40% of such ventures did not prove viable during the last two years and had to close down.

It is satisfying that your enterprise not only managed to survive the downturn but has also increased its customer base. However, this is not the time to relax. The dot.com industry is certainly under pressure and we need to put in our best in order to stay in business.

Therefore we have decided to raise the minimum performance levels and we solicit your co-operation in reaching them. The achievers will get higher perks to be notified shortly while defaulters will have to go for re-training.

Let us be partners in progress.

Yours sincerely,

Manager-HR

A few specimens of office circulars are given below:

Specimen 1

Inviting Suggestions

**SUMAN ELECTRICALS LIMITED
PUNE - 411 004**

3rd April, 2009

Circular No. 345/2009

The manual of instruction which was last revised in June 2002 is proposed to be updated. Constructive suggestions are welcome from employees. Suggestions are to be sent to the undersigned latest by 30th April, 2009

Sd/-

Manager O&M Cell

Specimen 2

Insisting Punctuality

**MINI CONDUCTORS LIMITED
PATNA - 800 003**

25th May, 2009

Circular No. 12/2009

Employees are requested to strictly adhere to the office timings. Tendencies to move around unnecessarily in corridors and canteens would be viewed seriously.

Co-operation of all the employees is solicited in maintaining decorum and discipline in the office premises.

Sd/-

Bhagat Singh
Manager, Personnel

Specimen 3

Information regarding annual day celebrations

**SEEMA ELECTRICALS LIMITED
PINJORE - 147 001**

3rd April, 2009

Circular No. 23/2009

The Annual Day Function of the company is to be celebrated on the 30th May, 2009 with usual gaiety and fervour. There will be special meeting at 9.00 a.m. Shri Nanalal Bhat, Managing Director would address all the employees. It is proposed to honour employees who have put in more than 15 years of service in the Company.

At 3 p.m. there would be sports events for men and women. Tea, lunch and light refreshments will be served in the course of the day's celebrations. At 6.30 p.m. there would be a prize distribution function. From 7 p.m. to 9 p.m. there would be a light music programme by the famous Europhia and a dance party followed by dinner.

All employees are requested to attend the celebrations with their family members and make it a great success. Suggestions are welcome.

Sd/-
Suresh Kumar
Assistant Manager, Personnel

Specimen 4

Announcing a new bonus scheme for employees

**XCE LTD.
HYDERABAD - 500 012**

1st January, 2009

Circular No. 2/2009/HRD

The undersigned is pleased to inform you that Board of Directors of the Company has decided to introduce a Productivity Linked Bonus Scheme for Employees of the Company with effect from 1st April, 2009. The much awaited scheme is really intended to give more financial benefits to the employees as well as to increase the output. Further details of the scheme will be announced soon.

Sd/-
Personnel Manager

To: All Employees

Specimen 5

Warning against strike

**TIGER SPORT MANAGEMENT LTD.
AMRITSAR - 141 003**

1st June, 2009

Circular No. 78/2009

It has been reported that a section of employees working in Packing Department of the company are proposing to go on a day's token strike on 30th June, 2009. It is hereby made known to all concerned employees that the proposed token strike is illegal and unlawful and employees whosoever participate in such a strike shall be subjected to disciplinary action as per the company's service rules and other applicable laws.

Sd/-
Ram Laxhan
General Manager (Factory)

To: All Employees of Packing Department.

Specimen 6

**XYG NEWS RELEASES PVT. LTD.
KOLKATA - 700 001**

10th June, 2009

Circular No. G-12

Of late, it has been noticed that some of the employees are in the habit of taking out newspapers and magazines from the Staff Lounge. This causes a lot of inconvenience to the other staff members using the Lounge. All the employees are advised not to take out newspapers and magazines from Staff Lounge. A strict view would be taken in case of non-observance of this advice. All are requested to co-operate in this regard.

Sd/-
Ayur Vaidya
Admn. Manager

To: All Staff Members.

Specimen 7

Secondment for staff

**MANGAL ENGINEERING LIMITED
NEW DELHI - 110 001**

11th June, 2009

Circular No. 234/90/2009

It is proposed to set up a cell to advise rationalisation of existing procedures and systems in the Company. Employees who have put in a service of 10 years or more are welcome to assist the cell in this task. They would be required to work with the members of the proposed cell for a period of at least one month. Willing employees may send in their consent to the undersigned, quoting the reference of this circular latest by 23rd June, 2009.

Sd/-
S.S. Dowal
Planning Manager

To: All Employees

Specimen 8

Cleanliness at workplace

**SANGEETA ELECTRONICS LIMITED
MUMBAI - 400 003**

5th June, 2009

Circular No. 23/2009

It is observed that waste papers, empty ink bottles, cigarette butts, left overs of

lunch etc. are not properly disposed of by some of the employees. In the interest of maintaining a clean working environment, it is impressed upon all employees that they should ensure proper disposal of all wastes and refuse matter.

Sd/-
V.K. Singh
Manager (Personnel)

Specimen 9

**MANGAL POTTERIES LIMITED
VIJAYAWADA - 520 003**

23rd April, 2009

Circular No. 78/2009

It is proposed to fill-in certain vacancies for the post of Assistant Accountant from among the employees who fulfil the following requirements:

- (1) The employees should have put in a minimum period of service of 3 years in the company.
- (2) Only Commerce graduates are eligible to apply.
- (3) All things remaining equal, preference would be given to candidates having CA/ICWA qualification. Minimum number of years of service in such cases would also be suitably relaxed.

Employees fulfilling the above criteria should forward their applications through their concerned departmental head latest by 30th May, 2009.

Sd/-
Gurpreet Singh
Manager (Manpower Development)

Specimen 10

Sale of old furniture and fittings

ARISTO PLAST LTD., BANGALORE

4th June, 2009

Circular No. 2/90

It is proposed to dispose of the old furniture and fittings, to the employees of the company who submit their tenders latest by 2.00 p.m. on 7th June, 2009. The items intended to be sold are:

(1)	Armless steel chairs	—	24 Nos.
(2)	Wooden chair (armless)	—	6 Nos.
(3)	Cushioned steel chairs (with arms)	—	8 Nos.
(4)	Steel tables	—	8 Nos.
(5)	Wooden tables	—	12 Nos.

(6)	Tube light fittings (steel)	—	22 Nos.
(7)	Curtain Cloth	—	23 Nos.
(8)	Room Coolers	—	6 Nos.
(9)	Desert Coolers	—	12 Nos.
(10)	Calculators	—	3 Nos.
(11)	Type-writers (Halda)	—	3 Nos.
	(Remington)	—	2 Nos.
(12)	Water Coolers	—	2 Nos.

The company reserves the right to accept the offer at its own discretion. The price of the items shall be required to be tendered in cash within one hour of acceptance of the offer.

Items can be inspected at any time on the 5th and 6th June, 2009.

Sd/-
Sukan Lal
Manager (Premises)

To: All Employees

Specimen 11

Circular calling attention to unauthorised act

PUNDIT CREATIONS LTD., KOLKATA

12th May, 2009

Circular No. 3/2009

It has come to the notice of the management that some of the employees are engaged in Trade Union work during office hours. Under the terms of the bipartite settlement as well as the terms and conditions of approvals and recognition granted to the Employees' Union, only the office bearers of the Union, duly elected, have been permitted to spend time on matters concerning the Union between 4 p.m. and 5 p.m. on any working day.

It is, therefore, impressed upon all the employees that the understanding between the Management and the Union be honoured faithfully. The attention of the office bearers of the Union is particularly invited so as to ensure that Union activity is carried on in terms of the understanding. The Management will be constrained to take a serious view of non-compliance with the conditions regarding Union activities.

Sd/-
S.D. Singal
Labour Welfare Officer

Specimen 12

Closure of office

MANGALDOSS GARMENTS LTD., PUNE

13th May, 2009

Circular No. 200/2009

As a mark of respect to the deceased employee, Shri Deendayal, Senior Technician, the office would remain closed on 14th May, 2009.

Sd/-
Mukesh Mandal
Administrative Officer

Specimen 13

Invitation to employees to donate blood

**FINLAND FANS LTD.
VELHA, GOA**

12th June, 2009

Circular No. 23/2009

A team of doctors of Dempo Hospital is due to visit the Company with a view to collect donations of blood on 15th June, 2009. Employees are requested to willingly donate blood. The donation is purely voluntary. Mr. Elan Alphanso, Managing Director of the Company has come forward to inaugurate the blood donation camp by being the first donor.

Employees may also bring their family members to the office for this noble cause. Arrangements have been made to provide refreshments.

Sd/-
D. Arun Lal
Manager (Personnel)

OFFICE ORDERS

Office Orders have a format similar to that of memorandums. What makes them different is the purpose and tone employed. They generally deal with matters affecting rights and privileges of employees. The language used is formal and legally common. Passive verbs are preferred. They carry a number since they remain in force till revoked and are filed for future reference. In addition, they carry a bold, underlined heading to help us identify them. Copies are sent to concerned people:

A specimen office order is given below:

Order No. 34/4

7th March, 2009

OFFICE ORDER

Mr. J.K. Saxena, Manager (Credits), Friends Colony branch is transferred to the Regional Office on the same rank and pay. He shall hand over charge to the Chief Manager and report at the Regional Office by 10th March, 2009.

Sd/-
Personnel Officer

cc:

Chief Manager, Friends Colony branch,
Mr. J.K. Saxena, Manager (Credits)

Administrative Changes:

J.K. ENTERPRISES LTD.

Office Order

No. 22/4

20.12.2008

The existing practice of internal promotions from Grade I to III on the basis of seniority will be replaced with a Merit-cum-seniority scheme with effect from 1st January, 2009. Promotions from Grade III to IV will continue to be based on performance reviews only.

Sd/-

General Manager

Rectifying Errors:

Office Order

No. Ac./3/2009

12.3.2009

The date of increment of Mr. V.K. Khanna, Chief Cashier was wrongly fixed as 20th January after he had availed of six weeks leave without pay in December 2008. His date of annual increment has now been revised to 6th January.

Correction should be made in his personal file and arrears of salary paid to him before the end of the financial year.

Sd/-

Administrative Officer

cc to:

Accounts Officer

Mr. V.K. Khanna, Chief Cashier

Additional Charge:

Temporary charge of another department also calls for issuance of an Office Order:

Office Order

No. RO/42

12.2.2009

Mr. Rajiv Seth, Manager (Personal Banking) shall hold additional charge of Rural Banking till further notice.

He shall be paid an extra allowance of Rs. 5,000/- p.m. for performing these additional duties.

Sd/-

General Manager

cc to:

Personnel Dept.

Accounts Department

Mr. Rajiv Seth, Manager (Personal Banking)

A few specimens of office orders are given below:

Specimen 1

Order posting a new recruit to a department

AMERICAN STEEL COMPANY LTD.

CHENNAI - 600 012

Ref.: 23/Per/2009

25th July, 2009

Office Order

Shri Rajan Pillai has been posted to the Accounts Department as 'Assistant Accountant' w.e.f. today.

Sd/-

Mukesh Jain

cc: Accounts Officer

Specimen 2

Transfer order

BRITISH INDIA COMPANY LTD.

KANPUR - 208 002

Ref.: 23/2009/Per

12th January, 2009

Office Order

Shri Kushal Jain is transferred to the Stores Department. He shall report to the Stores Officer latest by 14th January, 2009 after handing over charge of his duties to the Accounts Officer.

Sd/-

Mangal Singh

(Senior Admn. Officer)

To: Accounts Officer

cc: Stores Officer

Specimen 3

Promotion order

MANGALAM PAINTS & CHEMICALS LTD.

COIMBATORE - 641 018

Ref.: Per/45/2009

31st March, 2009

Office Order

Shri Ashok Shinde, Senior Accountant is promoted with immediate effect as 'Assistant Accounts Officer'. He will draw a basic pay of Rs. 5,500 in the scale 5500-40-5700-50-6000.

He will be on probation for a period of one year.

Sd/-

Mangal Dass
Manager, Personnel

To: Shri Ashok Shinde,
Accounts Department.

Through: Accounts Manager

Specimen 4

Order Instituting enquiry

**PERIWAL PLASTICS LIMITED
NEW DELHI - 110 002**

Ref: Per/23/2009

30th May, 2009

Office Order

Shri Arun Lal, Senior Officer, is appointed enquiry officer to conduct proceedings against allegations of misappropriation of cash of Rs. 12,000 by Shri Shiv Gupta, Accounts Assistant. He is authorised to call such of the employees of the company as witnesses as he may feel proper for the efficient conduct of the enquiry proceedings.

Shri Arun Lal is hereby directed to complete the enquiry as expeditiously as possible and submit his report to the undersigned latest by 30th June, 2009.

Sd/-
Sunil Upadhyaya
Manager, Administration

cc: Notice Board

Specimen 5

Order Granting special increments

**OSWAL PLASTICS LIMITED
JAIPUR - 302 001**

Ref.: Pwe/12/2009

23rd July, 2009

Office Order

In consideration of the meritorious performance of Shri Mohanlal Gupta, the Management is pleased to grant him special increment of Rs. 3,500 effective from 1st August, 2009.

Sd/-
Mangal Das

Specimen 6

**DHANLAKSHMI COTTON MILLS LIMITED
NAGPUR - 440 004**

Ref.: DM/12/2009

23rd May, 2009

Office Order 93/6/2009

The following changes are effected with immediate effect.

- Accounts Officer* : Will also be in charge of Stores.
- Public Relations Officer* : Will also be in charge of Company's journal, its printing, publication and circulation.
- Sales Manager* : Will look after the sales in Chennai, Bangalore, Hyderabad, Kochi, Visakhapatnam and Pune.
- Sr. Sales Officer* : Will coordinate the work of the sales representatives and the sales officers. Will also be responsible for completion of all sales tax assessments.

Sd/-
Mani Ram
Director, Personnel

cc: To Officials concerned.

Specimen 7

Order reinstating a suspended employee

MANIRAM BAKERIES LIMITED

MUMBAI - 400 004

Ref.: 23/93/PF

3rd June, 2009

Office Order

Pursuant to the findings contained in the report of the Enquiry Officer, Shri Devan Verma, Shri Gurudev Chand, Junior Assistant, Accounts Department, is reinstated in the services of the company. The order number 19/93/PF dated 12th May, 2009 suspending him from services, is revoked with immediate effect.

Sd/-
Maniram Bagri
Manager (Administration)

Specimen 8

SIVAM LININGS LIMITED

MADURAI - 652 001

4th April, 2009

Office Order 34/2009

In view of the sudden slack in demand for the company's products, all the departments are advised to effect a cut of 10% in every item of expenditure sanctioned in the current budget. Utmost economy shall be exercised in incurring expenditure of capital/revenue nature.

Travel on official duty in the city, shall be undertaken by three-wheeler to the

extent possible.

Sd/-
Kanjana Lal
Planning & Control Manager

To: All Employees.

Specimen 9

**BHARAT TELEPHONE NIGAM LTD.
CHANDIGARH - 121 008
Office Order No. S/2009**

It has been decided that all the offices of the Nigam shall be made a Non-Smoking Area with effect from 1st January, 2009 in view of the ban imposed by the Government on smoking in public places. However, smoking within the canteen premises would not be prohibited. The decision has been taken to protect the general health of the employees and also the members of public visiting the Company's offices. All employees are requested to co-operate and adhere to the decision strictly.

Sd/-
(General Manager)

Date : 30th December, 2008

To : All Employees

Specimen 10

**CAB ORGANICS LTD.
SATNA - 490 007**

1st November, 2008

Office Order No. Xpp/2008/50

It has been noticed that some of the employees of the Company are regularly reporting to the office very late. It is hereby informed that henceforth, every late attendance for more than 10 minutes, shall be treated as half day's casual leave. All employees are advised to be punctual in attending the office.

Sd/-
Vikram Aditya
General Manager

To: All Employees.

Specimen 11

**MULTICAB ORGANICS LTD.
MANGALORE - 580 012**

11th June, 2009

Office Order No. XO/G/2009

It has been noticed that some of the employees of the Company are regularly reporting to the office very late, especially after the lunch break. In order to monitor the attendance, it has been decided that with effect from 12.6.2009 i.e. tomorrow, all

employees should mark their attendance in the Departmental Attendance Register for both pre-lunch and post-lunch sessions by signing and mentioning the reporting time. Employees are advised to be punctual in attending the office and to strictly adhere to office timings.

Sd/-
Bichare J.V.
Personnel Manager

To: All Employees.

OFFICE NOTES

Office Notes are exchange between two different departments. Companies follow a particular format for 'notes' of this type. The actual layout of the 'Note' may differ from company to company. It is a matter of style and individual preference. A few formats are given below.

Specimen 1

**LATEX BALLS LTD.
T.T. PURAM - 695 001**

Ref.: LD/ST/3

Date: 18th June, 2009

From: Legal Deptt.

To: Admn. Deptt.

Subject: Additional Stenographer

The Extraordinary General Meeting of the company is to be held on the 18th July, 2009 to transact some urgent business. Therefore two very urgent Board meetings are to be held in quick succession for discussing a detailed agenda.

The preparation of the relevant papers and other documents in connection with the above is to be given top priority. Considering the workload likely to arise on account of this, an additional stenographer may please be posted to this department for a period of one month.

Sd/-
T. Viswanath
Manager (Law)

Specimen 2

SUDARSHAN CEMENT COMPANY LIMITED

Ref: AT/2/93

Date: 27th May, 2009

From: Accounts Deptt.

To: Admn. Deptt.

Subject: Misconduct on the part of Mr. Sunil Kumar Goel

CONFIDENTIAL

Shri Sunil Kumar Goel, Accounts Assistant working in this department since 1st

March, 2009 is not punctual. This is despite the repeated oral advices made to him. He tends to be very callous and does not even listen to what is being said to him. He is found to frequently indulge in gossip and thus disturb the decorum in the Department. In spite of repeated advice that he should not leave the department except after obtaining my prior permission, he continues to absent himself after 4 p.m. without informing his whereabouts.

This is a serious matter and in my opinion he needs to be warned in writing.

Sd/-
Mangaldas Jain
Accounts Manager
Specimen 3

SINDIA PHARMA LIMITED

Ref.: SA/1

Date: 23.4.2009

From: Sales Deptt.

To: Executive Director (Finance)

Subject: Supply of goods against demand drafts only

Under the directives issued by the Executive Director (Finance), supply of goods can be effected only where the customer tenders a demand draft for the value of goods ordered. Also, where a cheque has been tendered by a customer, supplies can be made only when the cheque is realised. This procedure ensures proper accounting of all payments made by customers and is a fool proof internal check against any frauds.

In the context of the marketing thrust that our company is to undertake in the face of fierce competition, there is need to reconsider this requirement of supply of goods only against demand draft. It is reliably understood that none of our competitors insist on tender of demand drafts. From our experience, it is perceptible that the customers are too impatient to abide by this requirement, as it is 'fatiguing' in their view. It is not impossible to say that this procedural requirement affects the thrust of our selling effort. Many customers have already given vent to their uneasiness over the requirement of tendering demand draft.

It is therefore, suggested that the policy in regard to payment by means of demand draft may be reconsidered and positive decision communicated at the earliest.

Sd/-
Ashok Shinde
Manager, Marketing
Specimen 4

CLIMAX INSTRUMENTS LIMITED

Ref: ST/1/92

Date: 24.3.2009

From: Stores Deptt.

To: Admn. Deptt.

Subject: Stock taking for the year ending 31.3.2009

The stock taking for the purpose of closing the accounts for the year ending 31.3.2009 would commence on 30.3.2009. All the Departments may be advised to draw their requirements latest by 29.3.2009. Also, there would be no supplies to customers from the stores on 30th and 31st March, 2009.

Sd/-
Ashok Lalla
Stores Suptd.
Specimen 5

CLIMAX INSTRUMENTS LIMITED

Ref.: Ad/23/2009

Date: 24.3.2009

From: Admn. Deptt.

To: All Deptt.

Subject: Account closing for the year ending 31.3.2009

Operations at our stores department would be suspended on 30th and 31st March, 2009 with a view to facilitating stock taking for the year ending 31.3.2009.

No despatch of goods would take place on these days from the warehouse. In view of this, all Regional Sales Managers are requested to be cautious while accepting orders and making any commitment regarding delivery of goods. Regional Sales Managers may also suitably advise their staff in this regard.

All Departments are requested to suitably schedule their indents, the latest of which should reach the stores department by 28.3.2009.

Sd/-
Sunder Ram Iyer
Manager (Administration)
Specimen 6

**SINGER INSTRUMENTS LIMITED
COIMBATORE**

Ref : IAD/1/2009

Date : 26.5.2009

From : Internal Audit Deptt.

To : Admn. Deptt.

Subject : Report on the internal audit conducted for the year ending 31.3.2009.

For the year ending 31.3.2009, internal audit was conducted in the following departments:

- (1) Accounts Department
- (2) Marketing Department

Our observations are as follows:

(1) Accounts Department:

- (a) There has been an excess payment of House Rent allowance to Shri Sudan Mitra, Senior Accounts Officer; Shri Shiv Raj Gupta, Assistant Sales Officer and Shri Babubhai Patel, Dy. Secretary, for the months December 2008 to March 2009.

- (b) The vouchers for payment of travelling allowance to Mr. Shiv Raj Patil, Shri Sandeep Gupta and Shri Shiv Charan Mathur, amounting to Rs. 770, Rs. 1,500 and Rs. 1,000 are not readily available.
- (c) The difference in physical stocks and book stocks has not been reconciled for the months of December 2008, January 2009 and February 2009.
- (d) Godown Stock register has not been initialled at the end of the month by the Godown Keeper. This is not in accordance with the office order No. 83/2008 dt 1.11.2008.
- (e) Insurance claims in respect of 40 bags of PVC resins received in a damaged condition through M/s. Parel Roadways L.R. No. 89765 dated 11.1.2009 have been presented after a lapse of 15 days contrary to instructions contained in Rules 89(3) of the Office Manual.

(2) Marketing Department:

- (a) The tour of Mr. Chalapathi Rao, Sales Representative, to Hyderabad and Bangalore had not been approved prior to his departure. This is not in accord with Rule 187(3) of the Office Manual.
- (b) 'C' Forms in respect of twenty parties have not been collected even after 4 months from the date of raising the bill. The list of parties is given in the annexure.
- (c) Tour reports of Mr. Gulshan Wadhwa and Shri Seetharamiah have been submitted after 20 days of return to Headquarters. This is not in accord with Rule 189 of the Office Manual.
- (d) Entertainment expenditure for the half-year ending is higher by 30% than the budgeted figure. Necessary sanction as per the office order Et/78/2007 dated 1.10.2007 from the Finance Director has not been obtained for the amount spent in excess of the budget allocation.

Sd/-

Sriram Iyer

Internal Audit Officer

Specimen 7

MATHADIN CHEMICALS LIMITED

Ref: 78/2009

Date: 4.5.2009

From: Factory Manager

To: Executive Director

Subject: Import of Machinery

The existing plant and machinery have become obsolete to carry on production economically. This is evident from the low output, higher electricity charges and frequent and heavy repair charges incurred in the last three years. Not only this, the bad state of machinery is reflected in the low quality of output.

Our competitors Sindu Chemicals Ltd. have recently modernised the plant and machinery and are reported to be selling at a price marginally lower than ours. Lest we lose the competitive edge that we enjoy at present, it is suggested that the plant be modernised soon. It would take three months to instal and work the new plant. The Swiss made machine alongwith the spares and accessories would be ideal for

our purposes.

Sd/-

L. Pordiwalla

Factory Manager

Suggestions

Suggestions come from employees from all levels in an organisation. Sometimes suggestions are given by one department to another. How far such 'suggestions' are welcome depends upon organisational philosophy and attitude of the managers. There are organisations where there is an open policy of inviting suggestions freely from all employees. On the other hand, there are organisations where suggestions are not viewed in the right perspective. However, suggestions help in evolving new policies and modifying existing policies.

An Illustration of Inviting Suggestion by Management

Circular No. 1/2009

No.....

Dated.....

At the Inter-Departmental Meeting of the Company it was decided to invite suggestions from all the employees of the company to improve productivity. The employees may be aware that due to stiff competition in the market, the Company's products find it difficult to stand up at the prevailing market rates. Cost reduction and improvement in quality would immensely help the Company to face the competition in the market. All employees are requested to give their suggestions for reducing the cost of production and in the area of improvement in the quality of the product.

The suggestions from the employees may be forwarded through their immediate shop/office supervisor to the undersigned. The employees giving good suggestion will receive commendation certificate besides suitable monetary rewards.

Sd/-

General Manager (Administration)

To: All Employees.

A few examples of suggestion from employees are given below.

Specimen 1

Suggestion for Commencing In-house Journal

10th April, 2009

To

The Managing Director,

XYZ Ltd.,

Mumbai-400026.

Through: Superintendent - Stores

Sir,

I have been working with this Company for the past fifteen years. The number of employees has grown over the years from 250 to around 8,000. The Company has also opened branches in different places in the city, besides six divisional offices in Chennai, Bangalore, Mysore, Patiala, Kolkata and Bhubaneshwar.

I feel that the time is now ripe for commencing an in-house journal for disseminating information of interest to employees. The interaction among the employees which is at present confined to narrow limits of a particular office may get widened through the medium of the journal. The journal would also serve to foster better understanding and amity between the management and the employees.

Employees at every level would also be facilitated in conveying their feelings through the columns in the journal. The journal would also serve to project the varied talents of the employees and promote a sense of fulfilment and satisfaction.

I request you to kindly consider my suggestion favourably.

Sd/-

Sunder Nath

Section Officer (Stores)

Specimen 2

Suggestion for installation office facilities

10th June, 2009

To

The Manager,
Accounts Department,
XYZ Ltd.,
Mumbai - 400 016.

Sir,

The Accounts Department is located on the top floor and is exposed to the full fury of the summer heat. The temperature during the past one week is around 40oC to 42oC and the radiation inside the hall is becoming intolerable. You may recollect that Smt. Kavita Patil, Assistant, became unconscious for ten minutes yesterday and was advised by the doctor to take rest for a week as the feeling of giddiness and swooning were the result of exposure to excessive heat. The other employees also feel quite uncomfortable and uneasy to work in the face of the sweltering heat.

I, therefore, suggest that at least two or three room coolers be installed in this floor with a view to alleviating the sufferings of employees.

Sd/-

C. Tharaporewalla

Senior Asstt.

Specimen 3

Suggestion for destruction of old records and files

10th May, 2009

To
The Manager
Stores Department
XYZ Ltd.
Mumbai - 400 005

Sir,

The rear-side room in the stores is being used for storing old registers, files and other papers.

The room is almost full of these records at the moment, making it difficult to accommodate the latest files, invoices and registers.

On a verification done by me yesterday it is found that invoice files and delivery memos as old as 12 years continue to remain stocked. There are other files which carry very old correspondence and are not relevant in any way now.

Since sales tax assessments have been completed to the latest assessment year. I suggest that invoices and delivery memos which are over six years old may be disposed of. So too, the files containing correspondence for periods prior to 1995. They are in my opinion not relevant as on date.

The disposal of these old records would facilitate storing of some more papers and records which relate to the current year.

A clear policy on destruction of old records, would be a constructive step towards proper records management.

Yours faithfully,

Sd/-
H. Safaidullah
Section Officer (Stores)

Specimen 4

Encouragement to Sportspersons

12th April, 2009

To

The Secretary,
SS. Ltd.
Kolkata-700 002

Through: Office Superintendent

Sir,

I thank you for your warm congratulatory message on my having won the first prize in three athletic events held at the State Level in the first week of April, 2009. I

am grateful to you for the encouragement given to me all these years for participating in various sports meets.

In this connection may I suggest that the Company recruit a few coaches in games like volley-ball, hockey and football where there is tremendous scope for projecting a good image. Some of the employees are sports-conscious and have good proficiency. With a little more coaching their talents can be tapped and a good team can be trained to play in State-level events to start with.

Participation in sports would not only mean encouragement to employees but would also project the name of the Company.

I am sure you would give a serious thought to my suggestion for early implementation.

(Yours faithfully,
Sd/-
A.S. Khelkar
Assistant Admn. Section)

Specimen 5

Suggestion from one department to another

XYZ LIMITED, KANPUR

Ref: DSA/ACCTS/3

Date: 10.5.2009

From: Accounts Department

To: Sales Deptt.

Subject: Daily Stock Statements

At present weekly stock statements are being submitted by the sales offices located at Chennai, Mumbai, Kolkata and Pune to the Accounts Department.

The Managing Director has desired a close monitoring of the stock movements at various outstation depots in the interest of ensuring avoidance of stock-piling and inter-depot transfers of stocks. Hence it is suggested that the sales department advise the outstation depots to submit daily stock statements to the Accounts Department.

Sd/-
Kirori Mal
(Accounts Manager)

(**Note:** That this suggestion is rather in the form of a direction, as from the wording, it appears that the sales department has to comply with it).

Specimen 6

XYZ LIMITED, CHENNAI

Ref: Com/2/2009

Date: 13.4.2009

From: Administration Department

To: Coordination Committee

Subject: Suggestions for consideration at the ensuing meeting of the coordination committee.

The following suggestions are submitted to the coordination committee for consideration at its meeting to be held on 17.4.2009.

1. Each department shall maintain the attendance register in loose-leaf form which will be sent to the Administration Department every Monday of the week. This would facilitate better scrutiny of the attendance particulars by the staff, at the Administration Department.

2. The Section Officers are to ensure punctuality of the employees working under them. All unnecessary movements of the staff are to be curtailed in the interest of orderly functioning of the various departments. A Movement Register shall henceforth be maintained in each section under custody of the Section Officer.

3. With a view to ensuring staff discipline, the canteen working hours be rescheduled as follows:

10.00 A.M. to 10.30 A.M.
12.30 P.M. to 1.30 P.M.
3.00 P.M. to 3.30 P.M.
5.00 P.M. to 7.00 P.M.

Sd/-

Niyam Sunder

Dy. Manager (Admn.)

Specimen 7

APEX WOODCRAFTS LTD., PATNA-800 011

From : Welfare Department

To : Managing Director

Reg.: Annual Picnic for Employees
Ref.: MD's Note No. Pic/2008 dt. 22/12/2008

At present the Company is not having any picnic programme for its employees. There has been lot of demand from the Employees' Association for arranging a Company picnic.

Every employee is contributing Rs. 50/- per annum towards Employees' Welfare Fund. This fund is currently used for assisting employees who are in need of financial assistance for meeting their medical expenses, not covered under the Company's Employees Medical Reimbursement Scheme. Only about 40% of the fund is used for this purpose.

The Company can organise atleast one picnic annually by diverting 10% of income of the above fund which comes to about Rs. 30,000/- and a matching contribution from the Company's coffers. A 'day-picnic' can be comfortably organised within a budget of rupees fifty thousand. A rough estimate is as under:

Transport hire charges for four buses	Rs.
— Rs. 1,500 × 4	6,000
(50 employees with their spouses and children. Total picnickers about 200)	

Food and Beverages per head	
— Rs. 150 × 200	30,000
Other Misc. Expenses covering banners, hiring of chairs, prize distribution etc.	<u>6,000</u>
	<u>42,000</u>

On preliminary approval, Welfare Department, after consulting Accounts Department and the Employees' Association shall work out a picnic programme within the budget for final approval.

Submitted please,

Sd/-
G.C. Pandey
Welfare Manager

Date: 1.1.2009

Specimen 8

PETER'S PERFUMES LIMITED, CHENNAI-600 017

10.5.2009

CIRCULAR No. 8/2009

As the employees are aware, the annual day celebrations are to be held in the month of August. Every year new items/programmes are formulated to add gaiety to the celebrations.

Being the Silver Jubilee Year, it is proposed to celebrate the annual day function in a grand and befitting manner this year. Members of the staff are requested to send their valuable suggestions to the undersigned latest by 10th July, 2009.

Sd/-
Gay Ram Seth
Manager (Personnel)

Specimen 9

12.5.2009

To
The Manager, Personnel,
SS Ltd.
Madras

Through: Manager, Planning & Control Division

Dear Sir,

I am thankful to you, for giving each and every employee an opportunity to make suggestions in connection with the Silver Jubilee Celebrations. I would like to make the following suggestions:

1. A drama competition may be held and the best drama and the best actor/actress be awarded prizes.
2. The entire celebrations be held in an airconditioned auditorium.
3. Employees who have put in 20 years of service in the Company may be honoured suitably.

4. A music competition be held and the best singer/musician be awarded prizes.
5. The President of the Employees' Union be permitted to speak at the function.

Sd/-

Sunder P. Doshi

Assistant, Sales Division

COMPLAINTS

Complaints and their redressal are a part of office routine. In small organisations there may be less number of complaints than in bigger ones. Further, in similar organisations the personal contact that exists between the employees and the management reduces the scope for formal complaints. However, in big organisations complaints may be numerous. Complaints may relate to lack of provision of proper facilities, misbehaviour by fellow employees, non-observance of rules etc. A good management always listens to all sorts of complaints in the interest of creating a good work environment. Some companies even keep a 'Complaints Box'. Progressive and benevolent managements evolve a formal grievance redressal procedure. Complaints need to be drafted carefully. Except where circumstances warrant, tendency to become emotional and excited should be avoided while writing complaints. A few specimens are given as follows:

Specimen 1

21.4.2009

To

The Supervisor,
Stores Department,
Beema Engineering Company Ltd.,
New Delhi-110 006.

Sir,

I had requested for two more clerks to be posted in this section for assisting me in the stores routine. At present, I have only one clerk to assist me. He has to do typing work and fill-up various forms for outward despatch of material.

In the past two months the despatches from the stores have shown an increase by over 250%. The invoice preparation, record-keeping and typing work have consequently increased enormously. Ten more new items of manufacture are also being stored and accounted for. This has further increased the work relating to maintenance of bin-cards and stock statement preparation. Moreover, the stock statements have to be prepared every week as per the directive of the Accounts Manager.

It is becoming very difficult to carry out all these functions with the assistance of only one clerk. You may be aware of the number of overtime claims from stores, which is indicative of the workload involved. However, working overtime daily adversely affects the long term work output.

Under the circumstances I once again request you to kindly sanction the appointment of two more clerks in stores. I sincerely hope you would appreciate my problem and provide the needed assistance in the interest of prompt and efficient discharge of office duties.

Yours faithfully,

Sd/-
H. Dayaram
Sr. Asstt. (Stores)

Specimen 2

11.5.2009

To

The Superintendent,
Administration Section,
Sunga Chemical Ltd.
Chennai - 600 002
Sir,

I am constrained to bring to your kind notice the following:

Shri Bholaram working in this department is always talkative and frequently disturbs me while I am at work. On being told that he has no right to disturb me while at work, he started making fun of me. He has since gone about telling others in the Department that I am pretending to be busy only to be termed a 'good boy' by the Superintendent. In the interest of ensuring the morale of the staff in the section, I request that Shri Bholaram be instructed suitably.

Yours faithfully,

Sd/-
H. Harish
(Assistant)

Specimen 3

XYZ LIMITED, CHENNAI

Ref: SM/3/2009

Date: 15.5.2009

From: Sales Manager

To: General Manager (Personnel)

Subject: Misbehaviour by Nitilesh Chakraborti

Confidential

I bring to your notice the following:

Shri Nitilesh Chakraborti was recruited as Sales Representative in the year 2007 and after 6 months of training at our works was posted in the sales division, w.e.f. 1st January, 2008. Some complaints are being received by me regarding his activities which on discreet enquiries are not wholly untrue.

Shri Chakraborti, it is learnt, is divulging the processing details of our plant to the sales personnel of our competitors presumably for some consideration. He is also

divulging the proposed marketing strategies of the Company to the competitors' sales personnel. When we were finalising the new discount scheme in October 2008, our competitor, M/s Sigma Paints came out with a scheme identical with what we were about to announce. You may be aware that Shri Chakraborti insisted on being sent to the factory every three months to get himself updated with technical details, as soon as he was posted in the Sales Division. Also he is showing unusual eagerness in going on tour at very frequent intervals. The feed back from our dealers suggests that Shri Chakraborti does not visit them regularly and it appears therefore that the contents of his tour reports contain fabricated information. In the recent tour report to Hyderabad and Bangalore, he has stated that he held discussions with 20 dealers in Hyderabad and with 8 dealers at Bangalore. On verification it is found that he has not visited most of them. It is felt that Shri Chakraborti is misusing his position in the company and undermining the company's interest. I am of the opinion that strict action needs to be taken against him. Discharge from service would not, under the circumstances of the case, be unreasonable.

Sd/-
B. Shudh Ram
Sales Manager

Specimen 4

YARRY LIMITED, MUMBAI

Ref: Ad/C/3

Date: 25.5.2009

From: Administration Department

To: All Departments

Subject: Periodical submission of attendance register, leave record

Your attention is invited to Office Circular No. 13/2008 dt. 1.10.2008 whereunder each department was required to ensure the following:

- submission of the attendance register for scrutiny by the Administration department on the 1st of every month.
- submission of the leave record register on the 5th of every month for scrutiny by Administration Department.

It has been brought to the notice of the undersigned that the departments concerned are not observing these requirements.

All the Departmental officers are hereby requested to ensure prompt compliance in respect of the aforesaid matters.

Sd/-
Sher Singh
Manager (Personnel)

(**Note** that this is also a complaint couched in somewhat mild language)

REPRESENTATION TO MANAGEMENT BY THE STAFF

In Study X we had already seen certain representations made by the corporates to public bodies, civic authorities or bodies of trade and commerce.

However, at times there may also arise situations when members of the staff of a company may want to represent their cause to the management. These could include suggestions for transfers, representations against transfer, for special holiday, for promotion etc.

Specimens of such representations are given herein below:

Specimen 1:

Representation for Canteen facilities

**CSI EMPLOYEES ASSOCIATION (Regd.)
C/o 15-Software Complex, Kolkata - 700 021.**

Managing Director
Cad Software (India) Ltd.
Bentick Street, Kolkata - 700 071

Dated: 12.6.2009

Dear Sir,

Our company has successfully completed 10 years of its existence. The software division of company has more than 50 employees excluding managerial personnel on its rolls. We would like to bring to your notice that our company's software division does not provide any canteen facilities to its employees and therefore the employees have to depend upon outside eateries which are not hygienic. Moreover, the prices charged by them are very high. On behalf of the employees, we request you to please consider sympathetically our long pending demand for establishment of inhouse canteen facilities at the software division and oblige.

Thanking you,

Yours faithfully,

Sd/-
Vikram Singh
General Secretary, CSIEA

Specimen 2:

Representation against transfer

Dated: 12.6.2009

From:
Pyarokhan M.V.
Jr. Accountant,
Tobacco Division, Bakhra,

Hyderabad-500 162

To
Personnel Manager,
Vilas Tobacco Ltd.
Wazirpur, New Delhi-110 025

Dear Sir,

First of all, I sincerely express my gratitude to the Management for promoting me to the post of Sr. Accountant. I have been asked to resume duties as Sr. Accountant at Cuttack Procurement Office within a month. In this regard, I wish to state that recently, my wife has developed cardiac problem and as per doctor's opinion she should undergo a specialist doctor's treatment at Apollo Heart Hospital, Hyderabad. For undergoing treatment, it is necessary for her to stay at Hyderabad. My shifting to Cuttack would upset the plans for medical treatment of my wife. Under the circumstances, I request you to let me stay in Hyderabad Divisional Office for the time being.

I hope my request would receive your sympathetic consideration.

Thanking you.

Yours faithfully,

Sd/-
Pyarokhan M.V.

Submitted through Division Manager.

Specimen 3:

Representation for promotion

Dated: 10.7.2009

From:

N.N. Ravindran
Secretarial Officer
Shares Deptt.

To:

The Managing Director,
ABC Limited,
20 M.M. Road, Mysore

Through: Mr N. Sashan, Company Secretary

Dear Sir,

I have been working in the company for the last seven years as Secretarial Officer without any promotion to a higher post in spite of my repeated requests and recommendation from the head of the Department.

I wish to inform you that I have recently completed CS course and have been

awarded membership by the Institute of Company Secretaries of India, New Delhi on 1.6.2009. A copy of the ACS membership certificate is enclosed for your kind reference.

Since I am now a fully qualified Company Secretary I request you to kindly consider my case for promotion to next higher position of "Dy. Company Secretary" at the earliest. Since the company is planning to come out with a bond issue in October, it would be an opportune moment for me to shoulder more responsibility by this promotion.

Thanking you in anticipation.

Yours faithfully,

Sd/-

N.N. Ravindran

Encl.: As above

Replies to such representations can be in any of the following ways/means:

1. The management could accept the request and go ahead in implementing the request. For example, arranging for canteen facility in the office.
2. The management may give an oral reply or that they are considering the request.
3. The management could issue an office order giving effect to the request of the representee. For example, they could promote a person or stop his transfer.

CORRESPONDENCE WITH REGIONAL/BRANCH OFFICES

Growth is an index of prosperity in trade and industry. An organisation, therefore, feels the necessity for setting up a Branch Office/Regional Office to serve the clients in and around a particular locality/region. The Head Office and the Branch Office/Regional Office would have to be in correspondence with each other on various aspects. It is not necessary that these letters should be on the Letter Head. Any other format indicating that the letter is emanating from the Head/Branch/Regional Office is sufficient. Now read a few of the letters that may be written by Head Office/Branch Office/Regional Office.

Letter from Head Office to the Branch

The stock statement for the week ending 30th November, has not been received in this office yet. Would you expedite despatch of the same?

Letter from Branch office to Head Office

I refer to my telegram regarding the strike which employees of the Mumbai Branch have suddenly launched. Their main demand is that Mumbai Branch should be treated on a separate footing in the matter of granting house rent allowance in view of the high rentals in Mumbai. I have already apprised the Union representatives of the Management's views on the issue. I hope to resume normalcy soon. I would keep you informed of critical developments, if any, on the matter.

Letter from Head Office to the Branch

On verifying the monthly return of debtors we find the following amount

outstanding beyond the due date:

— Fisherman's Cove Ltd.	Rs. 12,003.50
— Steamlines Ltd.	Rs. 31,773.80
— Forms Aquatics Ltd.	Rs. 25,830.00

Please advise whether the amounts have been realised by now, if not, let us know the reasons for the delay in recovering these amounts.

Letter from Branch to Head Office

Due to incessant rains, a part of the godown building gave way resulting in the rain water entering the godown. Rescue work was hampered by the torrential downpour coupled with gale winds reaching a speed of 80 km. per hour.

It is feared that the entire stock of goods is beyond redemption. The insurance company has been informed of the loss and soon the value of the loss would be determined. However, the godown stock records have been kept securely.

Letter from Head Office to the Branch

Shri Sulochan Kumar, Management Trainee, is being sent to your Branch for fifteen days as a part of his 3 months training course in various departments of the company.

You may impart suitable training in Branch work and Branch Administration.

Letter from Regional Office to Head Office

At present we have 3 branch offices in the Northern Region at Delhi, Lucknow and Chandigarh. The market for the Company's products is growing in the state of Rajasthan and this segment of the market is presently serviced by three sales representatives of the company. Viewing the potential that Rajasthan has, it is suggested that a branch office be opened at Jaipur with the following composition of staff.

Branch Manager	1
Accountant	1
Sales Representatives	3
Godown Keeper	1
Peon	1

The cost implications have been worked out in the enclosed sheet.

Your early decision in the matter is awaited.

Letter from Branch to Head Office

Pataudi Associates Ltd. have been our customer for over 10 years now. They are at present enjoying credit facility up to Rs. 3,00,000.

Pataudi Associates are launching on an expansion programme and the detailed project report has been approved by the Industrial Finance Corporation of India for term loan facilities. In view of this, Pataudi Associates have approached us for increasing the credit facility for supplies to be effected to them to atleast Rs. 7,00,000. Further, in the initial stages they desire 30 days' credit up to July 2009 whereafter they are inclined to revert to 15 days' credit.

We strongly recommend the proposal and seek your confirmation on the matter.

Circular from Head Office to Branch/Regional Office(s)

You may be aware that the company is passing through a period of rough weather due to stiff competition from Japan and Malaysia. In marketing its products in Western Europe and the U.S.A. As was stated by the Chairman in his speech in the Annual General Meeting of the shareholders, the prospects of early recovery seem gloomy for the current financial year. Sales have come down by 25% for the quarter ending 31st December 2008 as compared to the same period in the previous financial year.

The Board of Directors have, in their emergency meeting held on 21st January, 2009 impressed on the need to exercise maximum economy in every aspect of corporate functioning. You are, therefore, advised to submit your budgeted expenditure for prior approval by the Head Office.

Points to Remember:

- 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 suggestion, giving information, making requests etc.
- Whatever be the subject matter, the language of the memo should be polite and courteous.

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answers to these questions are not to be submitted for evaluation)

1. Write memos on the following:
 - (i) Informing the recipient about his suspension.
 - (ii) Asking employees for feedback on the use of new computers.
 - (iii) Asking employees to maintain confidentiality in work-related matters.
2. Write circulars on the following:
 - (i) Appealing employees to donate blood.
 - (ii) Asking employees to keep their workstations clean.
 - (iii) Regarding filling up vacancies within the organization.
3. Draft office orders on the following:
 - (i) Transfer order
 - (ii) Suspension order
 - (iii) Informing employees about a new joinee.
4. Draft suggestion letters from employees on the following:
 - (i) Change of uncomfortable office chairs to comfortable chairs.
 - (ii) Proper allocation of duty for stationery issuance.

5. Draft a representation to the management complaining about lack of adequate medical facilities.
6. Draft a letter from the Head Office to the Branch Office regarding employee's training.

Suggested Readings:

- (1) Essentials of Business Communication—*Reddy, Appannaiah, Nagaraj & Raja Rao*
 - (2) Communication of Business—*Shirley Taylor*
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STUDY XII

PRESS RELEASES

Introduction

Issuing a press release is primarily an exercise in public relations. Organisations issue them on several occasions. It may be a part of an effort at image building. Alternatively, product information may be offered to the media for favour of publication. The press release may be sent to disseminate information about a seminar to be held, a large order which has been bagged, a senior level corporate appointment, the profits earned during the last financial year, collaborations, diversification into new areas, joint ventures with other partners and so on. Press releases are usually sent to the various newspapers, electronic media like radio/television and to leading news agencies.

Press Release vs. Press Report

A press release is not the same thing as a press report. Though the former may lead to the latter insofar as a Report may be based on the contents of a press release. A press release is usually drafted in-house while a press report is shaped out of inputs received by professional journalists. The Public Relations Officer (PRO) of the company labours on the draft so that information available with him may be published without any major cuts in the print or electronic media. The media does not charge anything for devoting precious space or time to such releases. The prime consideration is that their readers or viewers should be interested in the information being offered. Therefore they are quite selective when it comes to picking up the releases to be covered in the next issue of the paper or the next bulletin to go on air.

Essentials for a Good Press Release

The alternative to a press release is a paid advertisement, which costs a fortune. Therefore, it is necessary to learn the art of preparing good press releases. It may be a good strategy to prepare a press release as an outsider or as a reporter would do, taking an objective view and avoiding personal pronouns. In order to have a fair chance of selection, a press release should have the following:

News value

Today's news is tomorrow's history. The information contained in the release must be recent in order to arouse interest. Newspapers often try to get scoops so that they may be the only ones to break the story. Though a press release cannot serve such a purpose since it is widely distributed, yet it must try to convey the latest information.

Factual

A press release based on factual information has greater chances of publication since verification is possible. Opinions tend to be subjective and biased. Therefore, facts are always preferable. It is also true that one cannot exclude opinions from a press release altogether. An effective strategy may be to mention the facts first and then infer opinions from them.

Interesting

Press releases must be drafted in an interesting manner. It is common for an organisation to present things from its own perspective. However, the reader or a viewer may have different expectations. For instance, a shareholder is always interested in finding out whether his dividend income is likely to go up or not. Reams of paper may go waste if the press release does not offer anything of consequence to the reader. When sending them out to print media, a photograph or a graphic illustration may be added to enhance their appeal. Visuals in the forms of video clipping or footage may accompany releases to TV News channels. Colour makes a significant contribution to the value of the press release.

Brief

The Chief of Bureaus are known to strike out large parts of press releases received by them daily. One cannot fault them because they are parting with precious space and time. It is unfair to expect them to publish something fit for an advertisement free of cost. Therefore, we increase the chances of our press release being included if we keep it brief.

Suitable

Newspapers or TV channels follow their individual policies. It makes sense to send the press release to a suitable media, which is likely to be interested in the contents. For example, a press release about the imposition of anti-dumping duty will have greater chances of inclusion in an economic paper or a business channel than in a general newspaper or entertainment channel.

Display

The display of a press release is important, it should preferably be prepared on a word-processor in a standard font and a convenient size. Variations for creating an artistic effect are an exception. Journalists are the most harassed community and have to work under considerable pressure till late hours to meet deadlines. Therefore, a brief and neatly produced press release furnishing convincing and interesting facts and making reasonable and fair assumptions is preferred by them. It helps if we type out the release in double space with ample margins to facilitate editing. We may also leave the headings and captions to them, as each journalist or editor would like to add his personal touch to the release actually being printed. Moreover, even if you do give your own heading or caption to the press release, it may never be printed because the editors do not want to print the same headlines as the other newspapers, they like them to be unique.

Format

The press release should always be printed on the letter head of the organisation, carry the date of release or preparation and be signed by an authorised person, who can also be contacted for any clarification or further information.

Dispatch

Press releases may be sent directly to the editors or journalists of the media or handed out at Press conferences, which are summoned in advance. Invitation is often faxed to members of media through what is commonly called a media advisory to cover the event.

A specimen of media advisory is given below:

Office of the European Union
Golf Links, New Delhi

MEDIA ADVISORY

A four-year co-operation project between the European Union and the Ministry of Civil Aviation will be signed on 28 March, 2009. This will provide for short and long-term training and knowledge transfer while building awareness of European safety methods and norms. The project has a total value of Rs.140 crores and will focus on Airworthiness and Safety Oversight, Airlines Management, Air Traffic Management, Pilot Instructor Training and Airport Activities.

The First Counselor of the European Union and representatives of other signatories will address a joint Press Conference on Thursday, March 29, 2009 at 6.30 p.m. at the Habitat Center, Lodhi Road, New Delhi.

We invite you to send your representative to attend. We shall appreciate your confirming attendance by phone (4623257), fax (4623344) or e-mail (eu@vsnl.org).

Issued by

John McGarthy
Counsellor for Press Affairs

The Internet revolution has facilitated faster sending of press releases through Email. There are even Virtual Press Rooms on the net through which information may be transferred throughout the web. However, in view of limited IT penetration, many companies still rely on ordinary post. When relying on ordinary mail, often contemptuously called snail-mail, the Press Release may be enclosed with a brief covering letter addressed to the Chief of Bureau:

Covering Letter

BHEL HOUSE

Sansad Marg, New Delhi-1

The Chief of Bureau
Financial Times
New Delhi

April 3, 2009

Dear Sir,

We are pleased to enclose a Press Release regarding the export orders secured by us during the last fiscal. We are confident the information will be useful both for the ordinary readers and investors of your paper.

We hope you will publish it prominently in your next issue. If you have any queries or desire more information, please feel free to call our PRO, Mr. K. Nathan on 6312279.

We thank you in anticipation.

Yours faithfully,

for BHEL Ltd.

Sd/-

R.K. Aggarwal

Encl.: Press release

PRESS RELEASE

Export Orders

India's premier engineering enterprise, Bharat Heavy Electricals Ltd. has bagged the highest ever export orders during the fiscal 2008-2009. The value of these orders, which have been secured from Asian, European, African and North American countries is approximately Rs. 7,000 million. The orders are mainly for erection of power projects and transmission facilities and the supply of oil field and industrial applications equipment. The company continues to do equally well on the domestic front. BHEL sets generated record 329 billion units of electricity, constituting 73% of the total electricity generated in the country during the year. The Plant Load factor of these sets at 70% was also higher than the national average. The company is committed to providing prompt and efficient customer service.

Issued by:

R.K. Aggarwal

Press Officer

Corporate Appointments

Press releases about corporate appointments are quite common. However, only senior level appointments figure in them. A qualified executive who has already proved himself professionally is looked at as an asset and his inclusion in the organisation publicised:

PRESS RELEASE

Mr. P.K. Sehgal has taken over as Director (Projects) of International Pumps & Projects Ltd. (IPP). The company has been a leading enterprise specialising in erection of power and water projects.

Mr. P.K. Sehgal did his B.E. in Civil Engineering from IIT, Kharagpur. He played a pivotal role in shaping the Project division of Standard Equipments Ltd. before accepting the present appointment. He is a Fellow of the Institute of Engineers, New Delhi and a member of the European Council of Technical Officers.

IPP hopes to achieve significant increase in the activities of its Project Division under Mr. P.K. Sehgal's expertise and leadership.

Issued by:

S.K. Singh

Press Officer

R&D Breakthrough

Reputed organisations set apart part of their funds for carrying out research and development. This effort has generally been aimed at cutting costs, improving

performance and reducing dependence on imports. Whenever a breakthrough is achieved, the concerned organisation issues a press release to announce it:

PRESS RELEASE

The Research & Analysis Department of the Northern Railways has succeeded in developing an Eco-friendly Electronic Governor. This instrument will help improve fuel efficiency of diesel-electric locomotives currently in use. Field trials have also shown significant reduction in emission levels, which would also lower the maintenance costs. The Railways is optimistic about reducing cost of production once commercial production of the Electronic Governor begins. The Railway Minister has complimented the department on achieving this breakthrough.

Issued by:

Awards

Several national and international awards are on offer for those who prefer to be achievers rather than dreamers. These awards are instituted by governments, and international agencies and organisations working in specific fields such as labour relations, environment etc. When such a recognition comes by, a company promptly issues a release to increase its good will:

PRESS RELEASE

Bharat Sanchar Nigam Limited (BSNL) has won the Best Entrepreneur Award for the year 2008-2009. The award is given annually by the Ministry of Telecom of the Government of India. BSNL was formed only recently after the dissolution of DOT. It has made significant inroads into the field of basic telephony in the first year of its operations. It also proposes to offer mobile services using Wireless in Loop technology (WLL) at highly competitive rates. The Director General of BSNL complimented the employees on this occasion.

Issued by:

Study-Findings

Representative bodies carry out studies to focus attention on problems facing their members and to seek suitable policy changes in order to find solutions. The findings of these studies are publicised by releasing them to the Press.

A sample press release is given below:

PRESS RELEASE

A study undertaken by ASSOCHAM has revealed that 215 mega-projects could not be completed on schedule. This will put an additional burden of almost 40,000 crores on the national exchequer. Out of these 117 projects had witnessed cost-overruns of more than Rs. 25,000 crores, which was 38% higher than the anticipated rate. The time over-runs in the case of 98 projects ranged from 4 to 130 months imposing an extra burden of over Rs. 14,000 crores.

The study has found that delays in land acquisition and rehabilitation of affected people, lack of infrastructure facilities like water and power and break down of law and order at sites contributed largely to project over-runs.

ASSOCHAM strongly recommends setting up of a special cell in PMO to check cost escalation and complete mega and medium projects on schedule. A closer inter-ministerial co-ordination and involvement of state governments will surely help arrest the unfortunate trend.

Issued by:

New Services

Corporate houses introduce new services and products from time to time. To disseminate information about these changes, press releases are issued to media units with a large circulation among the existing or potential users of the product of services:

PRESS RELEASE

NAV ON MOBILE PHONES

IDBI-Principal Mutual fund has launched investor services delivered via mobile phones branded M-investor services. Unit holders can access net asset values, unit holdings and current valuation on all open-ended schemes of the fund through short messaging service or e-mail.

Issued by:

Unfavourable Development

All news cannot be good and opinion is divided on whether unfavourable information should be kept under wraps or made public. Experience shows that whenever news is suppressed, it leads to rumours and the damage to the organisation's credibility is more severe. Therefore, we may consider presenting our failures in a fair and objective manner. The following press release attempts to do just that:

PRESS INFORMATION BUREAU

Govt. of India

Gslav Launch Cancelled

The launch of India's Geo-synchronous Satellite Launch Vehicle scheduled at 3.47 p.m. of 28 March, 2009 from Sriharikota was aborted at the last moment due to a technical snag. The countdown for the lift-off proceeded smoothly till one second before the lift-off. The automatic launch process system held the countdown and immediately the strap-on stages were commanded to shut down. The preliminary analysis indicates that one of the four liquid propellant strap-on stages had not developed the required thrust. Accordingly the subsequent sequence of events including the ignition of the solid propellant core motor was prevented. A detailed analysis of data will be done before a new date for the launch is announced.

Issued by:

A few specimen press releases are given below:

1. "Shri Mangal Jain has been elected President of the Association of Steel Dealers, Delhi for the year 2008-2009".
2. "Shri Shiv Kumar Gupta has been elected President of the Punjab, Haryana, Delhi Chamber of Commerce and Industry. Shri Shiv Kumar is presently Chairman and Managing Director of Amar International Ltd., a multinational company".
3. "Singer Electricals has been awarded commendation certificate and medal for outstanding export earning for 2008-2009 by the Commerce Ministry. This is the second year in succession that Singer wins the award."
4. "Shri Padam Chand Jain, Shri P. Natesan and Shri Girish Patel, members of the Company Law Committee of the Federation of Indian Chambers of Commerce and Industry are leaving for a month's tour to the US, UK and Canada to study the functioning of stock exchanges there and submit a memorandum to the Government".
5. "Sundaram and Sundaram Limited have made a record profit before tax of Rs. 2,345 lakhs. The net profits after taxation and appropriation to statutory reserves stand at Rs. 1,987.34 lakhs. This is the third year in succession that the company has crossed the two thousand lakh mark in pre-tax profits. The Board of Directors has recommended a dividend of 18.75% on all equity shares and have decided to convert all the 10.5% preference shares into redeemable debentures, necessary resolutions for giving effect to this are being sent to the shareholders.

The turnover of the company this year has gone up by 23% at Rs. 12,345 lakhs, the total assets stand at Rs. 5,678 Lakhs and the debt equity at 1:1. The company intends to diversify into electrical machinery manufacturer by starting a new unit at Ramagundam, Andhra Pradesh. Necessary letter of intent has already been issued by the Central Government. The consent of the Securities and Exchange Board of India would be applied for, after placing the proposal for issue of equity shares for covering the project cost is approved by the shareholders in the ensuing annual general meeting."

6. "As a part of its diversification scheme, Anupam Organics Ltd. proposes to manufacture doxycycline, an antibiotic which is now being imported.

It has already acquired plant-based technologies for the manufacture of chloroquine phosphate and doxycycline from leading technology resources and developed the same at a R&D centre recognised by the Union Government.

The company has installed part of its plant and machinery at Kundli in Haryana. In view of growing demand for these products, the company envisages no difficulty in marketing them. It earned a profit in very first accounting year ended June, 1999, even though manufacturing activities have not yet started in full swing.

Anupam Organics, formerly known as Anupam Sales Pvt. Ltd., a Delhi based unit was promoted by Mr. Dewan C. Pruthi to deal in basic drugs. Subsequently, it started manufacturing drug intermediaries used in the manufacture of basic drugs. Consequently, the name was changed.

Mr. Pruthi has promoted another company - Anupam Laboratories Ltd. it produces life-saving antibiotics and other essential drugs. In five years, the company has

achieved a turnover of Rs.12 crores and accounts for 10 percent of the market growth in basic drugs industry.

The new venture of Anupam Organics will initially take up manufacture of chloroquin phosphate, an important anti-malarial drug which is imported in large quantities by India. The annual requirement for this drug in the country at present is estimated at around 400 tonnes which is expected to go up to 650 tonnes by 2009.

Against this, the present production is only about 100 tonnes and 200 tonnes and the rest is being imported."

7. "Chandan Cements, a joint sector company promoted by Tamil Nadu Industrial Investment Corporation in association with Mr. Naresh Sanklecha, is entering the capital market with a public issue of equity shares of Rs.715 lakhs in the second week of November 2008.

The company is putting up a large plant to manufacture cement with an installed capacity of 7 lakh tonnes per annum in Dindigul district of Tamil Nadu at a capital outlay Rs.62.50 crore. The project is at an advanced stage of implementation. The trial runs are expected to commence in November, 2008 and the commercial production is expected by February, 2009.

The company's plant will adopt the dry process precalcination technology incorporating 5 stage pre-heater with a completely computerised process control and electronic packing and weighing system. The major plant and equipment and services are being provided by Krupp Polysius, West Germany.

A private sector promoter, Mr. Naresh Sanklecha is heading a progressive business house engaged in the manufacture of basic drugs, pharmaceuticals, exports, real estate and trading. He and his associates are taking up 25 per cent of the total equity capital of the company i.e., Rs.369 lakhs.

According to the management, the company will have an edge over its competitors in marketing cement in the southern region, particularly in Tamil Nadu. The company expects to attain 100 percent capacity utilisation in the first year itself ensuring steady profitability and lower gestation period for the investors."

8. "Blue Bird Manufacturing Company is making an issue of 1.50 lakh 15 per cent secured convertible debentures of Rs.120 each to raise additional finance to meet the cost of expansion and augment the long-term working capital resources.

Of this issue, 75,000 debentures have been reserved for preferential allotment to the existing shareholders, employees, business associates and fixed depositors and the balance 75,000 debentures will be offered to the public. The public issue will open on October 30, 2008.

The convertible part of Rs. 20 in each debenture will automatically entitle the holder to two equity shares of Rs. 10 each at par on June 30, 2008. The present market price of the equity share is Rs. 75. The non-convertible part of Rs. 100 in each debenture will be redeemed at par in four equal annual instalments of Rs. 25 each, starting from the end of the seventh year from the date of allotment.

The company's factory at Murbad in Thane district of Maharashtra is equipped with modern machinery for texturing and twisting of synthetic yarn and its weaving unit has automatic shuttleless looms. As a result of stringent quality control at every stage of manufacture, the company's products enjoy an "enviable" reputation in the market. The management now proposes to instal additional texturing and twisting machines with a view to meeting the growing demand. The expansion programme is expected to be completed in about 3 months.

The company increased its turnover from Rs. 8.06 crores in 2005-2006 to Rs. 9.00 crores in 2006 -2007 and gross profit from Rs. 120 lakh to Rs. 269 lakh. It has already crossed the Rs. 18 crores mark in turnover during the first 8 months of the current year and its turnover for the whole year ended September, 2008 is estimated at around Rs. 22 crores and gross profit at Rs. 198 lakhs. Turnover and gross profit for 2007-2008 are expected to be Rs. 35 crores and Rs. 320 lakhs respectively. The company paid a maiden dividend of 16 per cent in the very first full year of operations and has already paid an interim dividend of 10 percent for 2007-2008."

9. "The company intends to make it very clear that the ongoing strike by a section of workers in its plant situated at Faridabad is quite unfortunate and unjustified. The main demand for the striking workers' union is for increasing the rate of bonus by 5%. In this regard it is informed that the management of the company has already entered into a 'Bonus Agreement' with the majority union in the company and as per the agreement the bonus shall be disbursed at the previous year's rates. The current financial position of the company is not so comfortable as to pay more bonus to its workers. The striking workers are trying to obstruct other workers from attending their duties. The company has requested the State Government to maintain law and order near the factory. The company will take all necessary steps to ensure the normal working of its factory and to provide safe entry and exit to loyal workers.

The company has made an appeal to striking workers to rejoin duties and has invited their Union Representatives for a constructive dialogue with the company's management to resolve the issue."

10. "White Horse Omnibus Ltd., a major automobile company, manufacturers of popular OMNIBUS Cars and Vans has recently entered into a joint venture agreement with multi-national VESCOBA SPA, Italy for manufacture of small cars in India. The cars will have 810 CC petrol engine with state of art interior and exterior finishing. The ex-factory price of the car would be around Rs. 3,25,000.

The project would be located near Navi Mumbai, since Maharashtra State Government has agreed to give maximum concession/facilities to set up the plant. In the beginning, imported components would be about 70% and the company is expected to attain 100% indigenisation within 5 years time.

The project cost is about Rs. 800 crores out of which Rs. 400 crores would be provided by the foreign partner through equity and term loans.

The Italian partner will contribute 40% to the equity; 30% would be borne by White Horse Group and the remaining 30% by FIs and general public."

Points to Remember:

- A press release is a straightforward way of informing the press about a particular event in the hope that they would find it newsworthy and significant for the readers.
- The key language points of the press releases and public notices are – clarity, brevity, newsworthiness, and freedom from colloquialism.

SELF-TEST QUESTIONS

(These are meant for recapitulation only. Answers to these questions are not to be submitted for evaluation)

1. What are the essential features of a good press-release? Differentiate between a press release and a press report.
2. Write press releases on the following:
 - (a) Drawing employers attention to ESI (Employee's Staff Insurance) Act.
 - (b) Significant progress made by the company in the current financial year.

Suggested Readings:

- (1) Communication of Business—*Shirley Taylor*
 - (2) Business Communication—*Varinder Kumar & Bodh Raj*
 - (3) Business Communication— *M.S. Ramesh, C.C. Pattanshetti, Madhumati M. Kulkarni*
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GLOSSARY

PART A : General English Terms and Abbreviations

ADHERE	Follow through; be compatible or in accordance with
AGGRIEVED	Unhappy and angry because of unfair treatment
AMENITIES	Any feature that provides comfort, convenience, or pleasure
AMICABLE	Characterised by friendship and good will
AMIABLE	Friendly and pleasant in temperament; likeable
AMNESTY	The formal act of liberating someone
ANGLICISED	To make or become English in form or character: to Anglicize a foreign spelling
APPRAISE	Consider in a comprehensive way; judge the worth of something
APPREHEND	To grasp the meaning of; understand, perceive
APPRISE	Give information or notice to
ARCHAIC	Of or belonging to the distant past; from an ancient period in history
ASSUAGE	To make milder or less severe
AUGMENT	To increase the size or value of something by adding something to it
AUSPICES	Patronage; support; sponsorship
BALES	A large package of raw or finished material tightly bound with twine or wire and often wrapped
BCC	In the context of e-mail blind carbon copy is abbreviated as bcc
BENEVOLENT	Intending or showing kindness
BEREAVEMENT	State of sorrow over the death or departure of a loved one
BREVITY	The attribute of being brief or fleeting
BUREAUCRATISED	Bureaucracy is a concept in sociology and political science referring to the way that the administrative execution and enforcement of legal rules is socially organized
BURGEONING	Grow and flourish
BUTTRESS	Make stronger, support or reinforcement

CANDID	Frank, open and sincere
CAPACITOR	An electrical device characterized by its capacity to store an electric charge
CATALYST	Something that causes an event to happen; means; channel or mechanism
CHINKS IN THE ARMOUR	The shortcomings; the mistakes committed that might be ignored at the first reading
CIRCUMLOCUTORY	Using unnecessarily wordy and indirect language
COAX	To persuade someone gently to do something or go somewhere, by being kind and patient, or by appearing to be
COLLOQUIAL	Characteristic of informal spoken language or conversation
COLLUSION	A secret agreement for fraudulent or treacherous purposes; conspiracy
COMMENSURATE	Corresponding in size or degree or extent; in a correct and suitable amount compared to something else
CONDENSING	The act of increasing the density of something; squeeze; compress or reduce
CONCOCTING	To put together a mixture of things to make it one; fabricate or formulate
CONGENIAL	Friendly; pleasant or good-notified
CONGRUENCE	The state of agreeing or corresponding; similarity
CONSCIENTIOUSLY	Careful; painstaking; with extreme alertness
CONTEMPTUOUSLY	Without respect; disapprovingly
COLOSSAL	So great in size or force or extent; huge; oversize; gigantic
CREDENTIALS	Documents giving evidence of a person's achievements, qualities usually in the form of certificates, references etc.
CRYOGENIC	Of or relating to very low temperatures
DECIPHER	Convert code into ordinary language; decode; interpret or translate
DECOROUS	Well-mannered; well-behaved
DELINQUENT	An offender; guilty of a minor crime
DELINQUENCIES	Minor crime in general, especially that committed by young people
DEVIATIONS	The difference between an observed value and the expected value of a variable or function; departure; difference

DEVOID	To lack or be without something that is necessary or usual
DISCREET	Judicious in one's conduct; tactful
DISCRETE	Apart or detached from others; separate
DISCRETION	Freedom to act or judge on one's own
DISQUIETING	Causing mental discomfort; troubling; distressing
DIVULGED	Disclosed; reveal
DOYEN	A man who is the senior member of a group
DSA	Direct Selling Associates
ELOQUENCE	Powerful and effective language
ENCOMIUMS	A formal expression of praise
ENVISAGED	Form a mental image of something that is not present or that is not the case
EVINCED/EVINCING	To make obvious or show clearly; make evident or manifest
EXCHEQUER	National treasury; a supply of money; incharge of national revenue
EXCISE	Duty or tax on certain goods and licences
EXERTION	Use of physical or mental energy; hard work
EXIGENCIES	A sudden unforeseen crisis (usually involving danger) that requires immediate action
EXONERATING	Pronounce not guilty of criminal charges; free or declare free from blame etc.
EXPEDITE/EXPEDITIOUS/ EXPEDITIOUSLY	To speed up the progress/quick prompt, swift, speedy, fast, rapid/in an efficient manner
FABRICATED	Invested or produced something false in order to deceive
FACILE	Moving, acting, working, proceeding, etc., with ease, sometimes with superficiality; easily achieved but of little value
FACSIMILE	Fax
FACTUAL	Based on fact; truthful; accurate
FELICITATION	An expression of good wishes; congratulation
FILLIP	Anything that tends to rouse, excite, or revive; a stimulus
FORGED	To make an illegal copy of something in order to deceive; fraudulent invitation
FORLORN	Miserable, as in condition or appearance; sad and abandoned or lonely

FUSILLADE	A large number of bullets fired at the same time or one after another very quickly; a sustained outburst of criticism
GRUNTING	Making short inarticulate guttural sounds; rumble; murmurs or groan
GUTTED	Devastated; to destroy the inside of a building completely, usually by fire
HAPHAZARD	Characterised by chance; without care; in a slapdash manner; random
HERCULEAN	Having or requiring great strength or effort; extremely difficult
HETEROGENEOUS	Consisting of parts or things that are very different from each other; varied or diverse
HURDLE	A problem that you have to deal with before you can make progress; an obstacle or difficulty
HYPOTHESIS	A proposal intended to explain certain facts or observations
IDBI	Industrial Development Bank of India
IFCI	Industrial Finance Corporation of India
IMPERATIVE	Extremely important or urgent; needing to be done or given attention immediately
IMPLAUSIBLE	Difficult to believe, or unlikely
IMPRUDENT	Irresponsible; rash; careless
INADVERTENT	Without intention, especially resulting from heedless action; without knowledge or intention
INCONGRUITIES	The state of being out of place; unsuitable; inappropriate
INDEMNIFY	Pay compensation for; protect or secure respect of harm, a loss etc.
INDIGENOUSLY	Originating in and characterizing a particular region or country
ILLEGIBLE	Not legible; impossible or hard to read
INIMICAL	Adverse in tendency or effect; unfavourable; harmful
INORDINATE	Beyond normal limits; excessive
IN-PATIENT	A patient who is admitted to a hospital or clinic for treatment that requires at least one overnight stay
INTERVENE	Get involved, usually so as to hinder or halt an action; interfere

INVIGILATOR	Someone who watches examination candidates to prevent cheating
ITALICISED	Emphasised, to print in italic (letters slope to the right, used for emphasis) type
KALEIDOSCOPIIC	Constantly changing group of bright or interesting objects
KNACK	A skill or an ability to do something easily and well
LAPSED	No longer active or practicing
LAURELS	Glory, fame, renown, award, reward
LEGITIMATE	In accordance with law, established rules, principles, or standards
LEVEL PLAYING FIELD	Environment in which all companies in a given market must follow the same rules and are given an equal ability to compete
LIEU	Instead; in the place of
LOPSIDED	With one side bigger, higher, etc. than the other; not equally balanced
MAGNANIMOUSLY	In a noble and generous spirit; understanding manner
MALA FIDE	Acting or done in bad faith
MORPHEME	Minimal meaningful language unit; it cannot be divided into smaller meaningful units
MORSE'S KEY	A telegraph code in which letters and numbers are represented by strings of dots and dashes (short and long signals)
NBFC	Non-Banking Finance Company
NICETIES	Conformity with some aesthetic standard of correctness or propriety
NOMENCLATURE	Classification; categorization; systematic naming; a persons or community's system of names for things
OBVIATE	Prevent the occurrence of; prevent from happening
OFFSHOOT	Consequence; development; outcome
OPPORTUNE	Well-timed; favourable
OUTRIGHT	Completely or totally
FACTS	A written agreement between two states or sovereigns; an agreement or a treaty
PARTISAN	An adherent or supporter of a person, group, party, or cause, especially a person who shows a biased, emotional allegiance
PATRONAGE	The support; backing; sponsorship or aid given by a

	person
PEDANTRY	An inappropriate display of learning; lack of imagination; opposite of creativity
PERSISTENT	Continually recurring to the mind
PESTERING	Behaving in an annoying manner towards someone by doing or asking for something repeatedly
PHONETIC	The symbols used to represent the speech sounds of a language
PIVOTAL	Being of crucial importance
POIGNANT	Keenly distressing to the mind or feelings
POLYGLOT	Having a command of or composed in many languages
PRO	Public Relations Officer
PROBATIONARY PERIOD	A period of time, usually six months, during which a new employee or an employee who has been transferred or promoted to a position is being tested on job capability and performance
PROBE	Questioning or examining thoroughly and closely; penetrating investigation
PROBITY	Complete and confirmed integrity; honesty
PROCURE	Get by special effort; acquire; attain; get hold of
PROLIX	Extended to great, unnecessary, or tedious length; long and wordy
PROMINENTLY	Standing out so as to be seen easily
PROPOSITION	A proposition is that part of the meaning of a clause or sentence that is constant; proposal or suggestion
PROPRIETORSHIPS	An unincorporated business owned by a single person who is responsible for its liabilities and entitled to its profits
PROTRACTED	Lengthen in time; cause to be or last longer
PROVOCATIVE	Challenging, stimulating, offensive
PURSUANCE	The continuance of something begun with a view to its completion
QUASI	Having some resemblance being partly or almost (quasi-judicial)
RECIPROCATE	Give back; respond; reply; give in return
REFUTE	Prove to be false or incorrect
REINSTATEMENT	The act of restoring someone to a previous position
RELUCTANT	Marked by hesitation or slowness because of unwillingness

REMITTANCE	A payment of money sent to a person in another place
RENEGE	Fail to fulfill a promise or obligation; go back on one's words
REPATRIATION	The act of returning to the country of origin
REPERTOIRE	The entire stock of skills, techniques, or devices used in a particular field or occupation
REPOSED	To place one's trust or hopes in someone or something
RESILIENT	Resuming its original shape after bending, stretching etc.; able to quickly return to a previous good condition
RETRENCHMENT	Cutback, especially labour economizing
RETROSPECTIVELY	In a manner contemplative of past events
SALVAGE	Property or goods saved from damage or destruction rescue; recover; reclaim
SERMONIZING	Expressing moral judgements
SHROUDED	Something that conceals, protects, or screens
SLIGHTED	Pay no attention to; to disrespect
SLUGGISH	Moving or operating more slowly than usual and with less energy or power
SNAG	An unforeseen or hidden obstacle
SOLACE	Give moral or emotional strength to; comfort in distress or disappointment
SPAM	Unwanted e-mail
SPATTER	Splash; spray; sprinkle; scatter
SPURT	To (cause to) flow out suddenly and with force, in a fast stream
STIFLE	Suppress; conceal or hide
STRINGENT	Demanding strict attention to rules and procedures
SUBSISTENCE	A minimum level of existence or the minimum level of income
SUBTLE	Small but important
SUPPLY-CHAIN MANAGEMENT	Using information technology to give automated intelligence to a network of vendors, suppliers, manufacturers, distributors, retailers, and other trading partners. The goal is for each player in the supply chain to conduct business with the best and latest information from everyone else in the chain, balancing supply and demand.
SURTITLE	Translation of the words of a foreign opera (or choral work) projected on a screen above the stage

SWOT ANALYSIS	Strengths, Weaknesses, Opportunities and Threats analysis
TACTLESS	Lacking in tact; offensively blunt; undiplomatic
TAMPER/TAMPERED	Intrude in other people's affairs or business; interfere with/to touch or make changes to something which you should not, usually without enough knowledge of how it works or when you are trying to damage it
TELEPRINTERS	A device for transmitting telegraph messages as they are keyed, and for printing messages received
TENTATIVELY	Not fully worked out, concluded, or agreed on; provisionally
TRANSITION	A change from one form or type to another, or the process by which this happens
TRANSITORY	Not permanent; brief; enduring a very short time
TRANSLITERATED	To change (letters, words, etc.) into corresponding characters of another alphabet or language
TRANSPUTER	A microprocessor with built-in communication links which can operate concurrently with the main processor
TURNKEY	A jailer; someone who guards prisoners
TRAUMA	An emotional wound or shock often having long-lasting effects
VALUER	Someone who assesses the monetary worth of possessions
VANTAGE	A place affording a good view or prospect
VERBOSITY	Using more words than are needed
VIABLE	Capable of being done with means at hand and circumstances as they are; feasible; practical
VOLATILE	Changeable, fickle; tending to fluctuate sharply and regularly; unstable
WARY	Not completely trusting or certain about something or someone; suspicious on one's guard; given to caution
WEED OUT	Remove unwanted elements; discard
WILFUL	Intentional; by conscious design or purpose; not accidental
WIRE	To send a telegraphic message

PART B : Commercial / Legal Terms and Abbreviations

ACCEPTANCE (Bill of Exchange)	Assent given by a party to a bill of exchange by signing across the face of it. Acceptance may be done online by clicking on the Accept button.
ACCOMMODATION BILL OR NOTE	A note or bill endorsed by a person without consideration to enable the drawer to discount it, i.e., to raise money or obtain credit thereby.
ACCOUNT CURRENT	An account operated by commercial firms showing details of transactions between the holder of the account and its clients in credit and debit form. Charges are payable for operating the account.
ACCOUNT SALES	A statement of account sent to the consignor about goods sold by a consignee showing proceeds of sale under credit and expenses incurred on freight.
ACCRUED EXPENSES	A liability, either current or long term, showing the estimated amounts due to others for services rendered or goods received.
ACID TEST RATIO	The value of cash equivalents and accounts receivable (the quick assets) divided by current liabilities; a measurement of corporate liquidity. Also known as quick asset ratio or liquidity ratio.
ACT OF GOD	A term usually used in insurance to denote risks and dangers arising out of natural causes that are beyond human control.
ADB	Asian Development Bank.
AD HOC MARGIN	Margin collected by the Stock exchange from the members having unduly large outstanding positions.
AFFIDAVIT	A written statement signed in the presence of a judicial officer, a Notary Public or an Oath Commissioner that is admissible as evidence in a court of law.
AGENDA	A program listing items of business to be transacted in a meeting.
AGENT	A person appointed to act generally or for a special business purpose on behalf of the Principal usually on payment of a commission.
AIBD	Association of International Bond Dealers, the self-regulatory body of the Eurobond secondary market.
ALLOTMENT	Issue of shares or debentures to an applicant after payment of notified price.
AMALGAMATION	The coming together of two or more previously

	autonomous businesses into a single undertaking.
AMERICAN DEPOSITORY RECEIPTS (ADR)	A receipt showing evidence that shares of a foreign corporation are held on deposit or under control of an U.S banking institution. Used to facilitate transactions and expedite transfer of beneficial ownership for a foreign security in the United States.
AMEX	An acronym for American Stock Exchange, Incorporated.
AMORTISATION	The extinction or gradual writing off of liability or debt over a period of time, loosely speaking, through depreciation of wasting assets through operation of a sinking or purchase fund.
ANNUAL RETURN	A statutory document filed by every company annually with the Registrar of Companies, stating the particulars such as status, names of directors, shareholders, indebtedness etc. of the company.
ANNUITY	A fixed sum of money payable for the whole or a part of a person's life under the terms of an insurance policy or a Will.
ARBITRAGE	The business of taking advantage of difference in price of a security traded on two or more stock exchanges, by buying in one and selling in other or vice versa.
ARBITRATION	A quasi-judicial arrangement whereby a dispute between parties is resolved by referring it by mutual consent to arbitrators whose decision is binding.
ASEAN	Association of South East Asian Nations.
ASSET	Anything to which money value can be attached, owned by a business or individual. It may be financial such as cash; physical, such as land/building; tangible, such as patent, trademark; or intangible, such as goodwill.
ASSIGNMENT	A transfer of right, title or interest in a property from one person to another. For an assignment to have legal effect it must be absolute, in writing and be communicated to the one owing the right.
ASSOCHAM	Associated Chamber of Commerce & Industry - one of the bodies representing the Indian industry.
ASSURANCE	The term originally denoted a form of protection against events, which must happen i.e. death. Insurance was used for cover against loss linked with contingencies such as fire or lightning.
ATTORNEY	A person legally appointed or empowered to act

	on behalf of another during the latter's lifetime for a specific or general purpose.
AUCTION	A public sale conducted by the auctioneer in which the goods are given away to the highest bidder at the fall of a hammer.
AUDIT	An examination of accounts and their underlying records in order to be able to express an opinion on their honesty and trueness, with a report on them by the internal staff or a firm of auditors.
AVERAGE	(1) The arithmetic mean. It is the most commonly used meaning of the term. (2) A term used in insurance denoting that the insurer will be liable for only part of an insured loss where the premium paid is less than the amount required to cover the full risk.
BAD DEBT	An open account balance or loan that is proved to be impossible to be collected.
BAD DELIVERY	A delivery of shares in pursuance of a transaction is considered 'bad' when there is any defect in the share certificate or transfer deed.
BADLA	Carrying forward of transactions from one settlement period to another without effecting delivery. This is permitted only in specified securities and is done at the making-up prices which is usually, the closing price of the last date of settlement.
BADLA CHARGES/ CONTANGO	Consideration or interest paid to the seller by the buyer for carrying over a transaction from one settlement period to another.
BALANCE OF TRADE	The difference between a country's imports and exports affecting in turn the foreign exchange reserves and balance of payments.
BALANCE SHEET	The financial statement generally prepared at the end of a period usually the financial year showing the assets, liabilities and net worth of an organisation.
BAND KE BHAO	Unauthorised trading in securities done outside official hours.
BANK RATE	The maximum lending/borrowing rate determined by the Reserve Bank of India from time to time taking into account the state of economy.
BANKRUPTCY	A legal condition where a person or a business in which liabilities exceed the assets and the debtor is unable to repay amounts owed.
BANK STATEMENT	A statement issued in loose-leaf or Passbook form by the bank showing credit-debit entries and

	the balance in an account during a given period.
BEAR	A pessimist market operator who expects the market price of shares to decline. The term also refers to the one who has sold shares which he does not possess, in the hope of buying them back at a lower price, when the market price of the shares come down in the near future, thereby making a profit out of a falling market.
BETA	A measure of the volatility of a stock relative to the market index in which the stock is included. A low beta indicates relatively low risk, a high beta indicates a high risk.
BIDS AND OFFERS	A bid is the price at which the bidder is prepared to purchase shares or any item in an auction. While an offer indicates the price at which the holder of the share or asset is willing to sell.
BLANK TRANSFER	A transfer form, alongwith the shares certificate, which has only been signed by the transferer while other columns are left blank. These are accepted as good delivery on the market till the next book closure.
BILL OF LADING	A contract issued by a transport company usually a shipping company or its agents showing details of goods being shipped and the terms on which they are to be carried.
BILL OF SIGHT	A document, which enables an importer to inspect the goods before making a declaration of entries before the Customs.
BLUE CHIP	The best rated shares with the highest status as investments based on return, yield, safety, marketing and liquidity.
BOLT	Offer made to private sector to build, operate, lease and ultimately transfer an asset to the government.
BOND	An negotiable certificate evidencing indebtedness; a legal contract sold by an issuer promising to pay the holder its face value plus amount of interest at a future date.
BONDED GOODS	Goods on which excise or custom duty is payable and stored in a demarcated or bonded warehouse.
BOOK VALUE	The value of an asset as appearing in the Books of Accounts, after the accounting processes to which it has been subject and is not necessarily the market value of the said asset.
BROKERAGE	Commission charged by a stock broker on the sale or purchase of securities through him.

BUBBLE	A speculative sharp rise in share prices which like the bubble is expected to suddenly burst.
BUDGET	(1) An account or document of expected receipts and planned expenditure of the Government presented to Parliament annually. The budgetary proposals are voted upon later to enable the Government to spend. (2) A plan prepared in financial terms by organisations with an objective of planning and controlling their activities in a particular period usually for a financial year.
BULL	An operator who first buys and then sells shares. An investor who is buying because he feels price will go up in that share or the general market prices will rise.
BULLION	Precious metal, either gold or silver held in bars as a store of value.
CALL	A demand made by a limited company to the holders of partly paid-up shares to pay a further instalment towards the nominal value of their shares.
CAPITAL GAINS TAX	Tax on any profit or gain arising from transfer of a capital asset.
CAPITAL	The amount of money, invested in a business; available for working; manifest in tangible goods like building and machinery or in the form of circulating assets. The term has several specific uses. Money spent on improvement of fixed assets and not chargeable against profits is known as Capital Expenditure.
CARAT	The twenty-fourth part of a unit of pure gold.
CARRY FORWARD TRADING	Deferment of settlement to the next accounting period on payment of contango or backwardation charges known as vyaj badla.
CARTEL	An association of manufacturing firms entering into a common marketing arrangement. The term has also come to mean an unethical collusion between competitors in order to create a monopoly and defraud the user of their services.
CBDT	Central Board of Direct Taxes.
CLEAN FLOAT	Where there is no official intervention-the price is permitted to vary in line with the market forces.

CLEARING	It is a process in which transactions between participating members such as banks or brokers are settled through multilateral network.
CLEARING DAYS	Dates fixed by the Stock Exchange for the first and last business days of each clearing. The intervening period is settlement period which is normally two weeks.
CLEARING HOUSE	Each Stock Exchange maintains a clearing house to act as the central agency for effecting delivery and settlement of the contracts between all the members.
CASE LAWS	Judgements by courts usually of higher courts, in leading cases, which are treated as authorities and quoted and relied on in similar cases by the lower or same level courts.
CASH DISCOUNT	A discount offered in addition to normal trade discounts when payment is made in cash before the expiry of the period of credit.
CATALOGUE	A list containing description and features of goods and their prices.
CAVEAT EMPTOR	A legal doctrine literally meaning 'let the buyer beware' of what he is buying and satisfy himself about the quality and condition of what he is buying.
CCEA	Cabinet Committee on Economic Affairs of the central cabinet, which deliberates on economic policy issues.
CERC	Central Electricity Regulatory Commission.
CHEQUE	A negotiable instrument drawn on a bank where the drawer has an account ordering the bank to pay the stated sum to a person or to the order of another person. When the cheque is bearer, payment is made on presentation. Order cheques require endorsement while crossed ones are paid into an account. Blank cheque is for an unspecified amount while a stale cheque is more than six months old and no longer valid.
CIF	A price of goods quoted after including the cost, freight and insurance to the destination.
CII	Confederation of Indian Industry.
CIRCUIT BREAKERS	A mechanism under which trading in a script is frozen temporarily to check volatility when its price fluctuates beyond a prescribed limit.
CMIE	Center for Monitoring Indian Economy.
CODICIL	An addition or appendix to an existing Will, added

	at a later date altering or canceling some of the provisions. It has the effect of amending the Will without the necessity of drawing up a completely new Will.
COLLATERAL	A security generally in the form of fixed assets and offered in addition to those already furnished.
COMMISSION	(i) A payment in percentage terms made to an agent or a broker for goods sold or services performed. When responsibility for payments is also accepted, an extra del credere is payable. (ii) The charge based on the percentage of funds invested which is paid by an investor to a broker or a financial advisor.
CONDITION	A stipulation that is binding on signatories of a legal contract and the breach of which entitles the aggrieved party to rescind the contract.
CONSIGNMENT	Transferring the title of goods, the details of which are given in the Proforma Invoice, to an agent for sale. The proceeds and account of sale are furnished to the consignee periodically.
CONSORTIUM	An association of companies formed for the purpose of undertaking a particular activity. There may be no other connection between the companies outside the scope of activities. It is usually to share the limited resources and risks associated with the activity undertaken.
CONSULAR INVOICE	An invoice authenticated by the consul of the country to which the goods are being exported. It enables the imposition of custom duty without physical examination of the goods.
CONTRACT	An agreement between parties in order to create legal obligations under a seal or for a consideration and enforceable by law.
COVER NOTE	A document issued by an insurance company to provide cover to the insured till a formal policy document is issued.
CREDIT	Literally "trust or belief". In commerce, it means giving goods the payment for which is to be made at a subsequent date.
CREDIT NOTE	A document sent by a seller to a buyer to rectify an error of overcharge in an invoice or to allow credit for goods returned. It is entered in the books of account.
CRISIL	Credit Rating and Information Services of India Limited. It is an agency set up in April 1988 that

	rates the credit worthiness of the borrowing companies.
CRISIS	Reckless heavy short sales leading unduly to depressed prices. In such a situation the Governing Board of the Stock Exchange may prohibit short sales, fix minimum prices below which sales or purchases are not permitted and also take any other suitable corrective action.
CRR	Cash Reserve Ratio notified by the Reserve Bank of India from time to time. It indicates the reserves of commercial banks set apart as a measure of security.
CUM	Means 'with'. A cum price includes the right to any declared dividend (cd) or right share (cr) or bonus (cb).
DAMAGES	Compensation awarded by a court of law for breach of contract in a civil litigation.
DAY ORDER	An order which remains valid for the day it is entered, unless matched, it is automatically cancelled at the end of the trading.
DEBENTURES	An instrument/security through which a company may borrow funds from public or public financial institutions, on which interest usually is payable on specific dates and principal amount repayable on a particular date on redemption of the same.
DEBIT NOTE	A note sent by seller to buyer to rectify an undercharge in the original invoice. It is in the nature of a supplementary invoice.
DEED	A legal document in writing, signed, sealed and delivered by the person making the deed.
DELIVERY NOTE/CHALLAN	A document sent along with goods specifying the type and quantity to enable the buyer to verify and acknowledge the receipt of goods.
DEMATERIALISATION	Conversion of securities such as shares/debentures from paper or physical form to electronic form.
DEMURRAGE	A charge payable on daily basis for detaining a ship or railway wagon or not collecting the goods beyond the specified days.
DEPOSITORY	The system of organisation which works through registered members called depository participants, to maintain a record of securities in electronic or dematerialised form. Transactions in such shares are recorded immediately by the depository

	participants in the accounts of shareholders who hold the shares in dematerialised form.
DEPRECIATION	The fall in the value of a fixed or movable asset due to wear and tear or passage of time. Such amounts may be written off or provide a replacement through another fund.
DERIVATIVE MARKETS	Markets such as futures and option markets that are developed to satisfy specific needs arising in traditional markets. These markets provide the same basic functions as forward markets, but trading usually takes place on standardised contracts.
DISBURSEMENT	A legitimate payment of money out of some fund.
DISCOUNT	A reduction from a stated amount.
DISCOUNTED BILL	A Bill of Exchange encashed for a charge by the banker before the date on which it becomes payable.
DIVIDEND	A return on investment on securities such as shares dependent on the profitability of the company. It is distributed through dividend warrants similar to cheques. Alternatively it may be credited to the bank account or Demat account of the shareholder.
DOCUMENTS OF TITLE	Documents which provide conclusive evidence of ownership of some asset. Usually denotes non-negotiable documents such as Bills of Lading or Delivery Challans showing the transfer of title to the transferee for a specific period or purpose say transportation. In international trade, usually attached with bills of exchange.
DRAFT	A document requiring one party, usually a bank, to make payment to another from funds which are held by the former.
DUMPING	Selling goods in a market usually overseas, at a price well below cost, usually with an intention to ruin the indigenous market/competition.
DUTY	An indirect form of taxation such as customs imposed on import of specified goods. It may also be applicable on homemade goods in the form of Excise duty. When refunded, say for exported goods, it is called duty drawback. When a manufacturer uses raw material on which excise has been paid, he is allowed duty-credits to avoid double-taxation.
EARNEST MONEY	A refundable security in the form of demand draft or bank guarantees to keep off non-serious applicants usually for tenders. It is also given by a

	buyer to the seller to bind the bargain and may be adjusted later with the cost of the purchase.
ED	Enforcement Directorate, that looks into violations involving foreign exchange.
EMBARGO	A temporary order to restrict trade, movement of ships or airplanes in times of war.
ENCUMBRANCE	Some liability which is attached to a property and thereby, imposes a burden on the owner.
ENDORSEMENT	A writing on the back of a bill of exchange i.e. an Order cheque authorising the bank to pay to the bearer or a specified person or prohibit further endorsements. The effect of endorsement is to vary the terms of the document.
EPS	Earnings per share. A company's net profit attributable to equity/ordinary shareholders divided by the number of such shares that have been issued and paid-up.
ESOP	Employee Stock Option Scheme.
ESCROW	A legal document kept in the custody of a third party, taking effect or made available only when some conditions are satisfied or some period of time has elapsed.
ESTIMATE	A forecast of the total cost of a particular work given before the work is actually undertaken by the person who may be called upon to undertake it.
Ex	Means 'Without'. A price so quoted excludes recently declared dividends (xd) rights (xr) bonus shares (xb).
EXCHEQUER	The treasury of the Government.
EX-DOCK/SHIP/WAREHOUSE	The prices, which exclude all expenses after the goods have been delivered on the docks, the side of the ship or at the designated warehouse.
EXECUTOR	A person named in the Will of the deceased testator to administer/carry out its provisions/directions.
<i>EX GRATIA</i>	Some action, normally the payment of money, taken where there is no legal necessity to do so but where some moral obligation is recognised.
EXPECTED RETURN	The return an investor might expect on an investment if the same investment were made many times over an extended period. The return is found through the use of mathematical analysis.
EXTRINSIC VALUE	The amount by which the market price of an

	option exceeds the amount that could be realised if the option were exercised and the underlying commodity liquidated. Also known as time value.
FACE VALUE	A value evident from an examination of the object itself. Usually means the amount printed on the face of a security as opposed to its market value. Also known as nominal value, which may be higher or lower than the market value.
FACTOR	A mercantile agent who deals in his own name but enjoys the right to hold and dispose off goods on behalf of the principal at pre-negotiated terms.
FAS/FOB	The abbreviations mean 'free alongside ship/free on board', which means the price of loading onto ship to be borne by the buyer while goods which are free on board will be put on board at the seller's expense.
FEMA	The Foreign Exchange Management Act, which replaced and is considered more liberal than FERA, the Foreign Exchange Regulation Act.
FICCI	Federation of Indian Chamber of Commerce & Industry, is also a representative body of Indian industry.
FIDELITY ASSURANCE	An insurance cover taken by an employer to protect the business against fraud or wrong doings by an employee or employees.
FIDUCIARY	Imposing the obligations of a trust. A fiduciary relationship imposes a legal as well as moral relationship.
FIPB	Foreign Investment Promotion Board, which clears proposals involving foreign direct investment (FDI) into India.
FIRM	A collective name given to partners in a business.
FIRM OFFER	A commitment to sell at a certain price subject to acceptance of offer within a specified time.
FISCAL	Relating to the raising and use of money by the Government.
FOREIGN EXCHANGE	A term denoting currency of another country. When held by the State, it constitutes the forex reserves. The rates of different currencies are settled either by market forces or by the State, which may link its own currency with a single or basket of external currencies.
FOREIGN EXCHANGE RATE	The price of one currency in terms of the other.

FORWARD CONTRACT	A contract where a party agrees to deliver at a specified future time a certain amount of specified securities at an agreed rate.
FORWARD DELIVERY	A term implying that goods transacted will be delivered at a future date on agreed terms.
FORWARD TRADING	It means deferment of contracts traded at present to some future date at current prices.
FREIGHT	A consideration paid for the carriage of goods. An account of freight payable is called Freight Note.
FUTURES	The purchase of commodities or currencies or financial instruments for delivery at some future time. It protects the buyer against a possible rise in prices. Trading in futures may carry an element of speculation and is also done as a hedging exercise.
GAAP	Generally Accepted Accounting Principles.
GATT	General Agreement on Tariffs and Trade.
GDP	Gross Domestic Product - The total value of all the goods and services produced by a country for use within its own borders during a particular period.
GDR	Global Depository Receipts.
GILT-EDGED SECURITIES	Securities in which investment enjoys high security but the returns may be nominal. Government securities fall in this category.
GOODWILL	An intangible saleable asset, such as reputation or location of a business, which makes the business worth more than its book value.
GUARANTEE	An undertaking by a person in writing to be answerable for the deeds of another. The liability of guarantor or surety is secondary and is invoked only when the original party defaults.
HEDGE	Reducing risk by taking a position which offsets an existing or anticipated exposure in financial operations.
HIRE-PURCHASE	An agreement to hire goods for use with an option to transfer the title after payment of the instalments agreed upon.
HOLDING COMPANY	A company which controls the activities of one or more companies which are known as subsidiary companies.
HYPOTHECATION	The act of pledging or mortgaging movable or

	immovable assets.
IAS	International Accounting Standards.
IMF	International Monetary Fund.
INCOME TAX	A direct and graded tax imposed by the government upon income. The tax on income of corporate and other business enterprises may be higher than that of individuals.
INDEMNITY	A contractual obligation to compensate some other person in the event that a loss is suffered by them for a specified cause.
INDENT	An order sent to the agent to buy goods. It may mention specific goods or source from which to procure. Alternatively it may be left to the agent.
INDENTURE	It is deed signed between two or more parties as opposed to one made by a single party.
INFLATION	An increase in money supply without a corresponding increase in production. This leads to an increase in prices.
INJUNCTION	It is an order of the court directing a person to act or refrain from acting in a certain manner. Injunctions are often issued to prevent people from harming others.
INSIDER TRADING	Trading in a company's shares by a person connected with and having access to its sensitive, unpublished and confidential information.
INSOLVENCY	A state where the total assets of an entity are insufficient in value to meet its total liabilities. It may lead to bankruptcy with the pronouncement by a court.
INSTRUMENT	A formal, legal document.
INSURANCE	It is an arrangement under which the insurer agrees to compensate the insured in the event of a loss on payment of a premium. A proposal form has to be submitted. The premium depends on the extent of cover and the risk perception of the insurer. In the event of default in payment of premium, the contract becomes null and void unless revived.
INTANGIBLE ASSET	An asset which has no physical or documentary form.
INTELLECTUAL PROPERTY	A valuable intangible asset created by the exercise of human intelligence and imagination.
INTEREST	It is a payment made for the use of borrowed funds. It may be either simple or compound. It

	may be calculated on the basis of a flat rate on the total principal or on the reducing balance of the principal, as per the loan agreement.
INVENTORY	It is a list of items in stock at a given point of time.
INVOICE	It is document sent by a seller to the purchaser giving descriptions of goods, their quantity/ number, prices and total amount payable.
IOU	A note acknowledging a small debt, the repayment of which is not mentioned in the note prepared for the purpose. If a date is added, the document will turn into a Promissory Note.
IRDA	Insurance Regulatory and Development Authority.
JETTISON	Deliberately throwing over or dropping of goods out from an aircraft or ship to protect the same from crashing or sinking. The liability is determined by the principle of general average.
JOBBER	Member brokers of a stock exchange who specialise, by giving two way quotations, in buying and selling of securities from and to fellow members. Jobbers do not have any direct contact with the public, but they serve an useful function of imparting liquidity to the market.
JUDGMENT	The decision/ruling of a court of law in a civil or criminal litigation.
JUMBO CERTIFICATE	A document issued by consolidating or aggregating a large number of market lots into a single composite share certificate.
JURY	It is a body of persons appointed to hear evidence and give their verdict in a criminal trial.
KIND	The basis of payment made in the form of goods or services rather than money.
LABOUR INTENSIVE	The characteristic of production methods which require large application of labour and uses relatively little capital.
LAUNDERING	The process of passing funds through a number of transactions with the intention to conceal their origin.
LANDING ORDER	It is an order to facilitate the delivery of a ship's cargo issued after the completion of formalities. The loading or the discharge of cargo has to be completed within the lay days failing which a demurrage has to be paid.
LEASE	The right to use a property for a specified term in lieu of lease-money or rent paid periodically. The

	lessor has to execute a deed in favour of lessee containing terms and conditions of lease.
LEGAL TENDER	The form of money that may be legally used to pay for the goods procured or the services used. For example, the currency notes issued by the Reserve Bank of India constitute a legal tender in India.
LETTER OF CREDIT	It is a letter addressed by a banker to a correspondent abroad authorising payment of a specified sum on its credit to the mentioned beneficiary under stated conditions, i.e., delivery of goods in a satisfactory condition. Letters of Credit are common in international trade and protect the interest of the exporter.
LIABILITIES	A legal obligation, by an individual or a body of persons, expressed in terms of money. Current liabilities are those that have to be discharged in the near future, like bills payable or bank overdrafts. Contingent liabilities are those whose existence or otherwise will be confirmed by the outcome of some future event and at times may not have to be met at all if the event does not occur.
LIBEL	Defamatory material in recorded form as opposed from slander which is oral. The victim may file a suit for damages.
LICENCE	A document issued by a competent authority granting permission to carry on some activity, which otherwise will be unlawful.
LIEN	The right to retain some asset till a claim is settled or a contractual obligation has been fulfilled. A General lien refers to a right to retain any property of the debtor's while a Particular lien permits the retention of the particular property connected with the claim.
LIMITED LIABILITY	The liability of a member to contribute to the assets of a company upto the nominal value of the shares held and not paid by him.
LIQUIDATOR	An official appointed to conduct the winding up of a company in accordance with due process of law.
MANDATE	Authority given to take some action.
MANIFEST	A declaration by the master of the ship about to set sail. It gives details about the crew, cargo, passengers and the port of destination.

MARKET LOT	The minimum number of shares, say 100, required for a transaction on a Stock Exchange. Fewer shares constitute an <i>odd lot</i> . In Demat form, even a single share may be traded.
MCA	Ministry of Corporate Affairs.
MEMORANDUM OF ASSOCIATION	A fundamental document which contains the provisions of the company's constitution, which is filed with the Registrar of Companies at the time of the incorporation of a company. It states the name of the company, its objectives, the amount of capital etc.
MERCHANT BANKER	A financial institution that specialises in securities market activities such as underwriting and trading, and in advisory activities such as mergers and acquisitions. Merchant Banking also typically refers to acquisition of equity stakes in companies either for strategic or temporary investment purposes.
MERGER	The amalgamation of two or more enterprises which were previously separate usually to achieve greater viability and control. The new entity may retain the old name in full or part thereof for reasons of Goodwill.
MINIMUM SUBSCRIPTION	The minimum number of shares for which applications have to be received by a company in a public issue before allotment can be made by it.
MONOPOLY	A exclusive right or privilege created through law or by acquiring and exercising control with a view to regulating the price. When used by State for public benefit, a monopoly may be useful but as a matter of principle, it is harmful.
MORATORIUM	A freeze on the payment of debts by a government in times of national crisis or an emergency.
MORTGAGE	A legal charge on property which holds it as security for a loan.
NEGOTIABLE INSTRUMENTS	A document in which property may be transferred to another in good faith by simple delivery, for e.g. Cheques, Bank Notes, Treasury Bills, Dividend Warrants. When made to order, they require endorsement but if in favour of bearer, they may be negotiated straightaway.
NABARD	National Bank for Agricultural & Rural Development.
NASDAQ	National Association of Security Dealers Automated Quotations.
NET PROFIT	The amount remaining after all expenses have been deducted from the gross profit. It may be

	distributed in the form of dividend.
NSE	National Stock Exchange.
NON-CUMULATIVE	Implies that arrears of dividend will not accrue.
NO-DELIVERY PERIOD	The time during which the register of shareholders of a company remains closed. Transactions continue but the trades are settled later. This is done to avoid confusion about the beneficiaries of dividend.
NOTARY PUBLIC	A person who attests or certifies documents by the authority of the court.
NYSE	New York Stock Exchange.
OPTIONS	The contractual right but not the obligation, to buy and sell a specific amount of a given security at a previously fixed price or at a price fixed at a designated future date.
OTCEI	Over the Counter Exchange of India.
OUT-OF-POCKET-EXPENSES	Expenses incurred by a professional carrying out duties on behalf of a client that are to be reimbursed by the client in addition to any fee payable.
OVERDRAFT	An amount, which may be drawn from a current account in excess of the balance available. It is a revolving credit negotiated beforehand and unlike a loan, interest is payable on amount used. The banker holds lien on securities offered during the use of the facility.
OVERHEADS	These are the indirect expenses incurred in the production of goods and cannot be put under a specific heading. They represent the difference between the prime costs covering wages plus material and the total cost of a product.
PAR	Securities or shares are quoted at par when their actual value is equal to their nominal value. If lower, they would be at a discount and if higher, the script may be had at a premium.
PATENT	A right or privilege granted by law to an inventor also called a <i>patentee</i> , to enjoy the fruits of his invention for a specified period.
PAYEE	A person to whom the amount is payable or in whose favour the Bill of Exchange is drawn.
PAY-IN SLIP	A form filled up to deposit cash or cheque in a bank. The account holder retains the counterfoil. For bulk users, they may be bound in a <i>Pay-in-Book</i> .

PERQUISITE	Some benefit which is attached to an employment apart from the wages or salary paid.
PETTY CASH	A small amount of cash kept to cover day-to-day trivial or miscellaneous expenses.
PIG	Operators who get killed by the speculators.
PLACING	A prior arrangement to place or sell shares to select investors such as financial institutions.
POLICY	A comprehensive document issued by the insurer to the insured setting out detailed terms and conditions governing the cover. It is common to spell out the risks, sum assured, premium payable and the date of renewal or maturity. Once issued a policy is not cancelled. Changes may be made through endorsements.
PORTFOLIO	A list of securities owned by a person or an institution.
POST-DATE	To affix a future date while executing a document or issuing a Bill of Exchange. Such an instrument becomes valid or payable only on the date mentioned. Conversely, a document may be antedated i.e carry an earlier date.
PRICE BAND	The limits within which the price of a security is allowed to fluctuate.
PRICE RIGGING	It is the collective effort of bulls or bears to manipulate the price of a security without any regard for fundamentals of the company.
PRINCIPAL	(1) The sum of money lent on which interest is being paid. (2) The party whom an agent represents.
PROBATE	Acceptance of the authenticity of a Will and granting of permission to an executor to act upon it.
PROPRIETOR	A person who owns or has a share in the ownership of a business.
PROSPECTUS	A document issued by a company inviting subscription to the public issue of its securities. It lists information for the use of investors and has to include the risk factors.
PROXY	One who acts on behalf of another, usually used to denote a person authorised by a member of a company to be present and vote on his behalf in a meeting.
QUORUM	The minimum number of members required to be

	present in order to transact business at a meeting.
QUOTATION	A firm statement of the total cost for which specified work will be undertaken.
QUOTE DRIVEN TRADING	It refers to trading in which the brokers quote for buying and selling a security simultaneously.
RECESSION	A condition of the economy of a country under which business is conducted at a reduced level. It is also characterised by unemployment and falling prices.
RECONCILIATION	An explanation of the difference between two figures which purport to express the same quantity.
RECORD DATE	A date on which the records of a company are closed for the purpose of determining the stockholders to whom dividends, proxies, rights, etc. are to be sent.
REMITTANCE	An amount of money sent by one person to another, usually by post.
RESERVE	An amount set aside out of profits or surpluses to meet contingencies.
RESERVE PRICE	The minimum price set in advance, that is acceptable to the auctioneer, so as to ensure that the object for sale will not be sold at too low a value.
RETAIL TRADE	The sale of goods to the final consumer.
RETROSPECTIVE	Taking effect as though it had occurred at an earlier date.
REVOLVING CREDIT	The facility to borrow money up to a certain specified amount and to replace one borrowing that has been paid off with another so long as the overall limit is not exceeded.
RIGGED MARKET	Manipulation of share prices to attract buyers and sellers to the rigger's advantage.
ROYALTY	Payment made to the owner of a property for permission to use it.
RUMMAGING	A thorough search of a ship by custom officers to detect contraband or undeclared dutiable cargo.
SAFTA	South Asian Free Trade Area. It is one of the aims of SAARC group of countries.
SALVAGE	Recovering items from a site of destruction.
SAMPLING	A method of drawing conclusions about the whole by examining portions of it selected at random.
SCAM	A fraudulent activity where usually small sums of money is obtained from a large number of persons, so that the activity is not detected.

SEBI	Securities and Exchange Board of India.
SEC	Securities and Exchange Commission of USA.
SIB	Securities and Investments Board of UK.
SEGMENTAL REPORTING	Reporting on the various segments of a business's activity.
SET-OFF	A claim of one party when adjusted against an amount payable to another, so that only the balance remains payable or the whole debt is paid off.
SETTLEMENT	It is the scrip-wise netting of trades by a broker at the end of the trading cycle.
SHARE	A unit of capital in a limited company. <i>Preference</i> shares are entitled to a fixed rate of dividend. After their claim is exhausted, <i>Equity</i> shares become eligible to get returns. <i>Bonus</i> shares are allotted without any payment to existing shareholders out of accumulated profits. <i>Rights</i> shares are issued on pro rata basis and have to be paid for.
SHARE CERTIFICATE	A certificate issued to shareholders in paper or physical form. Besides the names of the holders, it carries the certificate, folio and distinctive numbers. It is signed by an authorised signatory and carries the common seal of the company.
SHAREHOLDER	A person holding shares of a company. His rights include an invitation to attend and vote in Annual General Meetings, to receive a copy of audited results and receive dividend whenever declared.
SPLITTING	Sub-division of a share of large denomination into shares of smaller denominations. Also means sub-division of holdings. The opposite process of combining shares of a small denominations into one of higher denomination is called <i>consolidation</i> .
SPOT	<i>Spot Cash</i> means payment is due immediately. <i>Spot Price</i> indicates the price on as is where is basis. <i>Spot Sale</i> promises an instant delivery. <i>Spot Trading</i> implies delivery and payment of shares on the day of purchase or the next. <i>Spot Delivery</i> implies delivery and payment on the same day of the contract or the day following the day of the contract.
STAG	(1) An applicant, for a new issue of shares, who hopes to sell the shares on allotment at a profit once trading commences in the secondary market; (2) A speculator who buys and sells stocks rapidly

	for fast profits.
STAMP DUTY	The <i>ad valorem</i> duty paid, evidenced by the affixing of revenue stamps on the instrument, to give legal effect to the same. For e.g. for transfer of shares.
STANDING ORDER	An instruction, which remains in force till withdrawn. It is useful to order routine and regular payments such as to an insurance company.
STATUTORY BOOKS	Records mandatory to be maintained under some law, such as those relating to charges, members, minute book for directors and shareholders' meetings etc.
STOCK EXCHANGE	An organised market for the sale and purchase of securities. In India stock exchanges are regulated by the Securities & Exchange Board of India. The movement in prices of select active scripts is reflected in Sensex or sensitive index in terms of points. Trading in major exchanges is Screen-based these days where buying & selling is done online. Matching of trades is done on computers installed in Stock Exchanges.
STOP TRANSFER	It is an instruction given by an account holder to his banker not to encash any payment for cheque/ demand draft from his account in case of loss, theft etc. of the same.
SUBROGATION	The legal principle that entitles an insured only the actual loss sustained in cases of pure indemnity.
SWAP	A financial transaction which exploits arbitrage opportunities between markets and in which two counter parties agree to exchange streams of payments over time according to a predetermined rule.
TAKEOVER	The acquisition of control of a company by another company achieved by the purchase of the majority of its shares.
TARIFF	A list of applicable rates of duty under excise or customs.
TAX HOLIDAY	A period of time established under statute, during which a business is not required to pay tax on its earnings.
TENDER	Usually an offer to provide goods or services at mentioned prices and understated conditions in response to a notice published in a newspaper.

	The sealed bids are opened and contract awarded to the lowest bidder.
TESTIMONIAL	A certificate issued by a responsible person to an individual about his conduct, ability, qualifications or credit.
TQM	Total Quality Management.
TRADE DISCOUNTS	A discount given by one business to another which is making a purchase for resale to ultimate customers thereby enabling the buyers to earn profits. Sellers may adjust trade discounts to counter price fluctuations without having to change the catalogue prices.
TRADEMARK	A distinctive mark or sign or symbol protected by law and placed on goods to identify the manufacturer.
TRAI	Telecom Regulatory Authority of India.
TRANSMISSION	It is the process of transferring the ownership of securities after the death of the holder to the legal heirs.
TREASURY BILLS	A short term bearer discount security issued by Governments as a means of financing their cash requirements. Treasury Bills play an important role in the local money market because most banks are required to hold them as part of their reserve requirements and because central bank open market operations undertaken in the process of implementing monetary policy are usually conducted in the treasury bill market.
TRESPASS	To enter someone's land or property without their permission. It is an offence which is punishable in law.
TRUSTEE	A person who holds property in trust for another for the use or benefit of another.
TURNOVER	The total value of goods and services sold or provided in a given period, usually during a year by a trading organisation.
UNDERWRITER	One who undertakes in return for a commission to purchase shares offered to public and not subscribed for, up to an agreed number.
USURY	The unlawful practice of lending money at an exorbitant rate of interest. This occurs usually when the borrower is in desperate need of money and not in a good position to negotiate.

VANILLA ISSUE	A straight fixed rate issue which has terms and conditions usually accepted as being conventional to a particular securities market.
VAT	Value Added Tax, a tax levied at specific rates on the selling price of goods at each stage of production and distribution so that only the value added at each stage is taxed and thereby cascading tax is avoided.
VENTURE CAPITAL	Capital invested in a business on the basis that the investor receives a share in the outcome of the enterprise rather than an agreed fixed rate of return.
VISA	It is an endorsement made on the passport of the traveller by the envoy of the country to which he intends to travel.
VOUCHER	A document or some such evidence of some transaction, usually payment of money.
WARRANT	A tradable instrument giving the holder the right to buy from the issuer a fixed income security or equity stock under specified conditions after some period of time.
WAGES	Remuneration paid to manual workers.
WARRANTY	A contractual obligation, which entitles the injured party to seek damages but not to cancel the contract.
WATCHDOG	A general term applied to a person or group appointed or set up to safeguard the interests of a particular group.
WINDOW DRESSING	A manoeuvre engaged in by companies, banks, mutual funds etc., at the end of the accounting period in order to impress stock holders who will be receiving the report showing that funds are better managed and invested than what might have been drawn up.
WINDING UP	Liquidating an asset with a view to distributing the receipts among creditors. It is the process that brings to a conclusion the life of a company.
WOLF	Speculators who make a kill in the market.
WRIT	A document issued by the court directing the respondent to do or not to do some specified act.
WRITE OFF	It is to extinguish or cancel a debt, treating it as if it has been paid by debiting it from the profit and loss account.
ZERO COUPON BOND	A bond that pays no interest while the investor holds it. It is sold originally at a substantial

discount from its eventual maturity value, paying the investor its full face value when it comes due, with the difference between what he paid initially and what he finally collected representing the interest he would have received over the years it was held.

FOUNDATION PROGRAMME
ENGLISH AND BUSINESS COMMUNICATION

FP-EBC/2010

TEST PAPERS

This Test Paper set contains two Test Papers i.e. Test Paper 1/2010 and 2/2010. The maximum time allowed to attempt the Test Paper is 3 hours.

Students are required to attempt any one Test Paper, i.e. either Test Paper 1/2010 or Test Paper 2/2010 and send the response sheet to the Institute for evaluation. They can also attempt both the test papers, if they so desire, in order to improve their knowledge and practice but it is optional. While writing answers, students should take care not to copy verbatim from the study material, text books or other publications. Instances of deliberate copying from any source will be viewed very seriously.

WARNING

It is brought to the notice of all the students pursuing Company Secretaryship Course that they should follow strict discipline while writing response sheets to the Test Papers appended herewith in this Study Material. Any attempt of unfair means by students in completing the postal coaching by way of submitting response sheets in different handwritings or by way of copying from the study material/suggested answers supplied by the Institute or from the answers of the students who have already completed the course successfully, etc., will be viewed seriously by the Institute. Students are, therefore, advised to write their response sheets in their own handwriting without copying from any original source.

Students may note that use of any malpractice while undergoing postal or oral coaching is a misconduct as per certain provisions of Company Secretaries Regulations and accordingly the registration of such students is liable to be cancelled or terminated.

FOUNDATION PROGRAMME
ENGLISH AND BUSINESS COMMUNICATION

TEST PAPER 1/2010
(Based on All Study Lessons)

Time allowed: 3 hours

Maximum marks: 100

Note: Attempt ALL QUESTIONS. Follow format.

PART—A

1. (a) Write an essay of about 300 words on *any one* of the following :
- (i) Industrial Pollution
 - (ii) Competition in Business
 - (iii) Tourism in India
 - (iv) Expanding Role of a Company Secretary. (10 marks)
- (b) Make a précis of the following passage in about one-third of its length and suggest a suitable title (Use précis-sheet give at the end of the answer book):

Very early in the history of a man a commodity was selected from amongst those things which, at the time, were held in high estimation amongst the group of men concerned; and by tacit consent all things that men wished to exchange were first exchanged for some of the selected thing, and then the selected things in turn were exchanged for the thing originally wanted. Thus three-cornered or triangular exchange was substituted for direct barter. The man with the wheat would get to know that on any particular day his wheat was worth so much of the selected commodity, and the man with oats would gather similar information about his oats, and the terms of the bargain in the exchange of wheat for oats would at once be known.

Now this commodity, whatever it might be, was, for that community, its money. Thus money is a commodity, chosen by common consent to be a medium of exchange and a measure of value between any and every other commodity.

In modern times people have been accustomed to take it for granted that this commodity should be one of the precious metals—gold or silver. But this is very far from having been always so. It has taken humanity many long ages to process from the early forms of money—such as the skins of wild animals, used in the hunting stage of mankind and the cattle money of pastoral antiquity—to the money now most in use, the coined money made from silver or from gold. This most recent form of money has survived as the fittest for the purpose because it possesses in a high degree the qualities which are the most desirable in a money material. Such qualities include divisibility without loss of value, durability, stability of value, the high value that it carries in small bulk, and the further advantage that it can be minted into pieces precisely alike, and therefore

all of the same value. (328 words)

(8 + 2 marks)

2. (a) Attempt the following as directed against each :
- (i) What does e.g. stands for (choose the correct answer—that is/for example/so that.)
 - (ii) To carry out business of any kind we have to interact with a large number of people. (Use comma.)
 - (iii) The meaning of the word fastidious is_____. (Fill in the blank space using appropriate word—funny/fussy.)
 - (iv) The space_____ the room houses the conferences facility. (Fill in the blank space with correct preposition.)
 - (v) We received your letter and telegram_____ regret our inability to attend the meeting. (Fill in the blank space with correct conjunction.)
 - (vi) India is a great country. (Change the sentence into superlative.)
 - (vii) It was the courts order. (Make correct use of apostrophe.)
 - (viii) The agreement was void ab initio. (Give the meaning of the underlined word.)
 - (ix) The milk is not fit for drink. (Correct the verb.)
 - (x) The antonym of the word 'arrogant' is_____. (Fill in the blank space using appropriate word-humble/normal.) (1 mark each)
- (b) Choose the most appropriate answer from the given options in respect of the following:
- (i) Catch somebody's eye refers to :
 - (a) to arrest someone's notice
 - (b) to arrest everyone's notice
 - (c) to attract someone
 - (d) none of the above.
 - (ii) There is no fool like an old fool means :
 - (a) an aged fool
 - (b) a clever person
 - (c) an aged lover
 - (d) an old person.
 - (iii) Amende honorable means :
 - (a) a public apology
 - (b) a private apology
 - (c) both of the above
 - (d) none of the above.
 - (iv) The French abbreviation adj. stands for :
 - (a) adjunct

- (b) adjoint
 - (c) adjective
 - (d) none of the above.
 - (v) Opportune means :
 - (a) Coming at the right time
 - (b) Opportunity
 - (c) Celebration
 - (d) Occasion.
- (1 mark each)*

3. (a) Make sentences of your own using the following words/phrases/idioms to bring out their meanings :
- (i) Boil down to
 - (ii) Egg on
 - (iii) To get the worst of it
 - (iv) To have the right ring
 - (v) Labour under. *(1 mark each)*
- (b) Words have different meanings in different context/situations. Make sentences of your own using *any five* of the following words to bring out their meanings:
- (i) Check-Cheque
 - (ii) Device-Devise
 - (iii) Ghastly-Ghostly
 - (iv) Berth-Birth
 - (v) Lose-Loose. *(2 marks each)*

PART—B

4. (a) State with reasons in brief, whether the following statements are correct or incorrect. Attempt *any five* :
- (i) Language does not mean exactly the same thing to everyone.
 - (ii) Communication is a circular process.
 - (iii) We also frequently communicate by our silence.
 - (iv) Grapevine network can be good for the business.
 - (v) Oral communication saves time.
 - (vi) Feedback makes communication effective. *(5 marks)*
- (b) (i) Mention atleast ten forms of written communication? *(5 marks)*
- (ii) "Words may bring you praises or alternatively rebukes and misunderstanding". Discuss in the light of the requirements

of effective written communication skills. (5 marks)

OR

- (b) Your voice is the sole means of communicating on the telephone. Explain any five such cues that could be adopted while talking on the telephone. (10 marks)
5. Attempt *any three* of the following :
- (i) Draft a show-cause notice to Mr. Sundar, working in the Accounts Department for divulging information about the NPA of the bank a week before the Public Issue subscription to the correspondent of "the Times of Hindustan". (5 marks)
 - (ii) Mention the general rules of composing a telegram. (5 marks)
 - (iii) Draft an express telegram to apprise the top officials who are not in town of the ongoing strike. (5 marks)
 - (iv) You have recently come across a new model of Personal Computers at the Information Technology Exhibition at Pragati Maidan, New Delhi. Write an enquiry letter for marketing this new model in Gujarat (body of the letter only). (5 marks)
6. Attempt *any three* of the following :
- (i) Draft only the body of letter informing your bank of the change in the authorized signatories in the recently held Board Meeting. (5 marks)
 - (ii) Draft a memorandum (body only) giving permission to Mr. Sumit to pursue a part-time MBA Degree in the evening after office hours. (5 marks)
 - (iii) Draft a correspondence letters (body only) from Head Office to the Branch informing them, that a Management Trainee is being sent for 15 days as a part of three months training course in various departments of the company. (5 marks)
 - (iv) A Press Release is not the same thing as a Press Report. Comment. (5 marks)
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TEST PAPER 2/2009
(Based on All Study Lessons)

Time allowed: 3 hours

Maximum marks: 100

Note: Attempt ALL QUESTIONS. Follow format.

PART—A

1. (a) Write an essay of about 300 words on *any one* of the following:
- (i) Application of Science to Industry
 - (ii) The Digital Revolution
 - (iii) Business Morality
 - (iv) Internet in Industry. (10 marks)
- (b) Make a précis of the following passage in about one-third of its length and suggest suitable title (Use précis-sheet give at the end of the answer book):

Now that you know how to buy Venga Boys on the Net, let us explore the scope of the Internet further and see what are the other things that you can get at your doorstep and desk tops, literally!

While we talk about buying things on the Net, we do not say that the Net is some genie or like a magic wand which gets anything and everything for you at your doorstep. There are definitely inherent limitations as well as cultural barriers which limit the scope of Net-shopping. So let's see what these are. What can be best bought on the Net and what cannot?

As said before, the Internet has evolved as the best medium to buy books, cassettes and gifts. Sale of electronic appliances, entertainment products, computer products (hardware and software) and consumer products has also caught up on the Web, according to studies conducted by various research firms.

However, what can be sold and bought on the Net also depends a lot on who is involved in the transactions. Cultures and habits of people involved affect business on the Net in a big way. While in the USA, grocery stores on the Net may be flooded with customers, in India it is less likely that people will give up on their weekly trips to the grocer at the corner.

Same is the case with apparels. While an Indian would be happy to buy a routine black trouser or a white shirt on the Net, or even check out the latest from foreign fashion stores, would an Indian bride even consider buying her wedding trousseau on the Net? It's almost impossible that she will want to miss all the pampering and fun involved in trekking to real world stores to buy her Banarsi silks and Paithanis!

However as the use of the Net evolves in the country, the buying habits too are bound to change. E-commerce markets will hold out possibilities which may seem unthinkable now. Also let's not forget that e-commerce is not only about Net-shopping alone. It includes a wide range of activities like stock and bond transactions, renting of properties, auctions

and business-to-business (B to B) transactions.

B to B sites or portals in areas like engineering and automobile are coming up in a big way and are surely going to change the way business will be conducted. B to B sites offer an ideal meeting place for a variety of large, small and medium-sized businesses to showcase their products. Access to market information is made easier and orders are placed on the Net, even if the actual transaction may be completed in the real world.

Auctions on the Web (E-bay.com being the biggest example) have caught on rapidly. The beauty of these auctions is that you can sell old, used items too, which may not be of much use to you but could be just the thing your neighbour is looking for... could you have imagined this kind of Net-shopping a few years ago? (501 words)

(8 + 2 marks)

2. (a) Attempt the following as directed against each:
- (i) Persons working jointly on an activity or project is called _____.
(Fill in the blank space using appropriate word— collaborator/
contractor—to convey the correct meaning.)
 - (ii) Bring me _____ apple. (Use an indefinite article to fill in the
blank.)
 - (iii) Would you kindly fix an appointment with Mr Sharma (Punctuate the
sentence.)
 - (iv) The motto of the market was let the buyer beware, now it is customer
is king. (Use quotation marks.)
 - (v) FICCI stands for _____.
 - (vi) I go to office everyday. (Change to future tense.)
 - (vii) What does 'ab origin' stands for? (Choose the correct answer-
originate/from the origin.)
 - (viii) Add prefix to the word contra.
 - (ix) For a detailed explanation on ultra vires acts refer to Chapter 9 p. 69.
(Use correct bracket— { } / < > / ().)
 - (x) Xus or Xg means _____. (Choose the correct answer- killed in
action/Christ.) (1 mark each)
- (b) Choose the most appropriate answer from the given options in respect of
the following :
- (i) The French abbreviation nom. stands for :
 - (a) nomination
 - (b) nomenclature
 - (c) nominative
 - (d) nomadic
 - (ii) The rising generation means :

- (a) the young people
 - (b) the rising people
 - (c) the competitive people
 - (d) none of the above
- (iii) Abhor means :
- (a) adore
 - (b) affection
 - (c) loathe
 - (d) ardor
- (iv) The scientific science and study of birds is called :
- (a) ornithology
 - (b) zoology
 - (c) botany
 - (d) none of the above
- (v) A body elected or appointed for a particular work is known as :
- (a) adhoc
 - (b) a la mode
 - (c) ad libitum
 - (d) au fait (1 mark each)
3. (a) Make sentences of your own using the following words/phrases/idioms to bring out their meanings :
- (i) To sail under false colours
 - (ii) To give a broadside
 - (iii) Part and parcel
 - (iv) Bad debts
 - (v) Penelope's web (1 mark each)
- (b) Give antonyms and synonyms of the following words :
- (i) Candid
 - (ii) Onerous
 - (iii) Caustic
 - (iv) Virtue
 - (v) Meagre (2 marks each)

PART—B

4. (a) State with reasons in brief, whether the following statements are correct or incorrect. Attempt *any five* :
- (i) Culture is the foundation of communication.
 - (ii) Time also communicates in business.
 - (iii) Color does not communicate.

- (iv) Hearing is the same as listening.
 - (v) Use active verbs and active voice in your sales letters.
 - (vi) There is only one standard format in which a business letter can be written. (2 marks each)
- (b) Discuss in brief the requirements of effective written communication?
(10 marks)

OR

- (b) What factors determine the choice of means and modes of communication? (10 marks)
5. Attempt *any three* of the following :
- (i) Draft a letter (body only) declining the offer of appointment and stating the reasons thereof. (5 marks)
 - (ii) Write a short note on Fax messages. (5 marks)
 - (iii) Draft a telegram to a candidate expressing your inability to offer the post of Deputy Secretary in your organization. Also state that his candidature will be considered for some other suitable opening in future. (5 marks)
 - (iv) What all purposes does an invoice serves? (5 marks)
6. Attempt *any three* of the following :
- (i) Your cheque has been lost in mail. Write a letter (body only) asking your bank to stop the payment of the cheque. (5 marks)
 - (ii) Draft an advertisement (body only) inviting applications for the post of a driver. The applicant must be fluent in English and Hindi language and must be able to drive both Indian and Foreign Cars. (5 marks)
 - (iii) Write a letter (body only) to the shareholder who has complained about the non-receipt of share certificates. (5 marks)
 - (iv) An employee in your organization has passed away. Draft a circular informing the employees that the office will remain close as a mark of respect to the deceased employee. (5 marks)
-

FOUNDATION PROGRAMME
ENGLISH AND BUSINESS COMMUNICATION

QUESTION PAPERS OF PREVIOUS SESSIONS

Question papers of immediate past two examinations of English and Business Communication paper are appended to this study material for reference of the students to familiarize with the pattern and its structure. Students may please note that answers to these questions should not be sent to the Institute for evaluation.

JUNE 2009

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 6

NOTE: Answer all questions.

PART—A

1. (a) Write an essay of about 300 words on **any one** of the following :
 - (i) Global recession and types of protectionism
 - (ii) Women entrepreneurs
 - (iii) Family business dispute
 - (iv) Rural development. (10 marks)
- (b) Make a precis of the following passage in about **one-third** of its length and suggest a suitable title (*Use precis-sheet given at the end of the answer book*) :

The long and winding queues at your bank's ATM will soon be a thing of the past. Come April 1, and you would be able to visit a rival bank's ATM without paying anything for it. Thank the Reserve Bank of India, which has made it mandatory for banks to not levy any charge on ATM use.

While customers wait this welcome relaxation, banks are cautious. "This is purely customer-oriented decision. Banks were not happy with it. We had asked RBI not to implement it." That's because the banks feel it could slow down the process of ATM expansion in the country. Currently, banks pay each other a transaction fee in case a customer uses another bank's ATM. With ATM transactions becoming free, bank's costs on this could go up by 10-15 per cent.

The IBA feels some banks will now find it cheaper to piggyback on other banks' ATM networks. Though the cost of setting up an ATM has fallen from around Rs.15 lakh a decade ago to about Rs.6 lakh, still it remains an expensive proposition. Add recurring costs for manpower, cash management, maintenance and security.

"Banks would find it cheaper to pay an inter-charge to another bank for usage of its ATM." This would make sense for smaller banks that could then concentrate on branch expansion than invest in ATMs.

Several banks have applied the brakes on their ATM expansion. While earlier estimates were that an additional 1,00,000 ATMs would be set up by 2012, the new number is around 50,000. Currently, India has about 35,000 ATMs, fuelled by an explosive growth in debit and credit cards.

Globally, the ATM space is dominated by third party and 'White Label' ATMs -those not owned by any particular bank but set up by independent companies and sponsored by banks to share costs. Although the RBI currently does not permit non-banks to set up ATMs in India, the central bank is actively considering it and might allow it soon. It has asked banks and ATM managing companies to provide data about how such networks should work.

With no service charge and restriction on number of transactions there is going to be surge in ATM activity from April, but also leading to delay in processing ATM requests. (376 words)

(8+2 marks)

2. (a) Attempt the following as directed against each :
- (i) I can't do that until Monday. (*Change into affirmative sentence.*)
 - (ii) Signing both copies of the lease is a necessary requirement. (*Omit unnecessary word(s).*)
 - (iii) Seema made an announcement that she will give consideration to our request. (*Avoid unnecessary verb.*)
 - (iv) Look our company is not sure of the results. (*Use comma.*)
 - (v) I attended the meeting on August 16, 17, 18 and on August 19 I returned home. (*Use semicolon and comma.*)
 - (vi) I know that you are an authority_____ Business Communication. (*Fill in the blank space with correct preposition.*)
 - (vii) The LLP Bill was signed by the President of India. (*Change into active voice.*)
 - (viii) Exporting goods to another country at price below cost denotes_____. (*Fill in the blank space using appropriate word — pumping/dumping — to convey the correct meaning.*)
 - (ix) The landlord called his servant in the room. (*Change the gender of the nouns.*)
 - (x) What does 'i.e.' stand for ? (*Choose the correct answer — so that/ for example/that is.*) (1 mark each)
- (b) Choose the most appropriate answer from the given options in respect of the following :

- (i) Window dressing refers to —
 - (a) Painting the window
 - (b) Putting curtains on the window
 - (c) Artificial inflation of assets which will wear off after the year end
 - (d) None of the above.
 - (ii) Silver lining means —
 - (a) Putting silver on the four sides of an object
 - (b) Drawing a line on silver bar
 - (c) Artificial decoration
 - (d) A ray of hope.
 - (iii) Vote-on-account denotes —
 - (a) A statement of the funds needed to run the government for a short period
 - (b) Voting on account of corporate governance
 - (c) Voting by the members of an accounting institute
 - (d) General elections to the Lok Sabha.
 - (iv) A person who seeks to promote the welfare of poor by donating money, is known as —
 - (a) Benefactor
 - (b) Philanthropist
 - (c) Collaborator
 - (d) Ornithologist.
 - (v) The Latin phrase *mutatis mutandis* stands for —
 - (a) With the necessary changes
 - (b) A way of doing something
 - (c) A deadlock
 - (d) Privilege entails responsibility. (1 mark each)
3. (a) Make sentences of your own using the following words/phrases/idioms to bring out their meanings :
- (i) Winning the battle to lose the war
 - (ii) Bull in a China shop
 - (iii) Bone of contention
 - (iv) To go red in the face
 - (v) Cooking the books. (1 mark each)
- (b) Words have different meanings in different contexts/situations. Make sentences of your own using **any five** of the following words to bring out their two different meanings :
- (i) Chair
 - (ii) Company
 - (iii) Excuse

- (iv) Fabricate
- (v) Interest
- (vi) Lead. (2 marks each)

PART—B

4. (a) State, with reasons in brief, whether the following statements are correct or incorrect. Attempt **any five** :
- (i) Communication is a dance - something that happens between people. Every dance is different and every dancer is different.
 - (ii) It is better to keep your mouth shut and appear a fool than to open your mouth and prove it.
 - (iii) Communication is irreversible.
 - (iv) You have eyes but do not see. People have ears but do not hear.
 - (v) Studies have revealed that people retain 10% of what they read, 20% of what they see, 30% of what they hear, and 50% of what they hear and see.
 - (vi) General appearance has nothing to do with non-verbal communication.
 - (vii) Colours have their own language and meaning. (2 marks each)
- (b) A customer failed to pay his last two bills. You had written him two letters about non-payment. Being on vacation and tour, he could neither pay the bills nor reply the letters. After his return, he acknowledged to the company of the non-payment and asked for 15 days extension for making payment. The past record of the customer shows regularity of payment. Write a suitable reply granting him extension of time.

(10 marks)

OR

- (b) (i) "Most of us hear but don't listen and instead we spend time thinking about what we are going to say next. Poor listening skill can create misunderstanding, make us miss deadlines and focus our attention on the wrong issues in the workplace."
- In the light of above statement, suggest any five simple steps to improve the listening skills. (5 marks)
- (b) (ii) What is SWOT analysis ? (5 marks)
5. Attempt **any three** of the following :
- (i) Prepare a letter of confirmation from retrospective effect to be issued to Rajesh, working as a Lecturer in your institution on probation (body of the letter only). (5 marks)
 - (ii) Give tips for effective on-line (e-mail) manners. (5 marks)
 - (iii) You are General Manager and Vice-Principal of State Bank Academy. The academy wants the services of a reputed licensed contractor for undertaking the catering services at their premises. Draft a tender notice to this effect. The details are also available at website www.sbi.co.in.

(5 marks)

- (iv) Draft an express telegram to your Pakistani customer that in the light of 26/11 Mumbai terrorists attack, Government of India has banned all kinds of trade with Pakistan. Hence, no shipment can be made. (5 marks)
6. Attempt **any three** of the following :
- (i) Draft only the body of letter requesting the Sub-Divisional Officer of BSNL for reconnection of telephone line. (5 marks)
- (ii) Gaurav, IT Manager, Andhra Bank, Hyderabad, is being transferred from the corporate office to Delhi regional office. Draft an office order. (5 marks)
- (iii) Define 'memorandum'. How an office memorandum and an office circular are similar to and different from each other ? (5 marks)
- (iv) Draft a press release (not exceeding one paragraph) on behalf of Strong Cements Ltd., which took the following initiatives in the financial year 2008-09 towards community development :
- Some farmers in Khurkhura village shifted to micro irrigation.
 - Seventeen farmers in Banjakudi village persuaded to try alternate crops.
 - Set-up The Skill and Entrepreneurship Development Institute at Jaipur for training people to take-up alternate vocations.
 - Launched Operation Agro-Waste. (5 marks)
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DECEMBER 2009

Time allowed : 3 hours

Maximum marks : 100

Total number of questions : 6

NOTE: Answer all questions.

PART—A

1. (a) Write an essay of about 300 words on **any one** of the following :
- (i) Tourism and employment
 - (ii) Computers in modern business
 - (iii) Infrastructure and economy
 - (iv) Business process outsourcing. (10 marks)
- (b) Make a précis of the following passage in about **one-third** of its length and suggest a suitable title (Use précis-sheet given at the end of answer book) :

Development banks in India – at both national and state levels – have been operating under a considerable financial strain particularly in recent years, in view of their burgeoning financial needs, also the new responsibilities entrusted to them. In their bid to surmount this problem they have been making frantic efforts to mobilise more resources from external sources, giving no adequate attention to the planning of resources as related to their needs.

As a matter of fact, resource planning must precede the mobilisation of resources. In resource planning, the management has to take decisions on the quantum of funds and the pattern of fund requirements. The former is reflected in capitalisation and the latter in the capital structure. The success of a development bank hinges in a great measure on how carefully and prudently resource planning has been done. By making precise estimates of current and future fund requirements and choosing an appropriate capital structure, the management can utilise the resources to the optimal level and avoid wastage and thus reduce the cost of operation and improve its profitability. Considerable care must be exercised while making the estimates. Faulty resource planning may entail the problem of inadequacy or redundancy of capital. Both these situations should be avoided, for they adversely affect the operational efficiency of the financial institutions. Likewise, a prudent plan is a guide in deciding about the optimal capital structure of the institution. While determining the proportionate share of different forms of financing in the total capitalisation, the management has to ensure that it pays the minimum cost and incurs the least risk. A slight carelessness on the part of the management in this respect is likely to impair the financial health of the institution for a long time to come. (291 words)

(8+2 marks)

2. (a) Attempt the following as directed against each :

- (i) He returned back all the books he borrowed from the library. (Omit unnecessary word(s).)
 - (ii) Dr. Sinha is an authority _____ Network Security. (Fill in the blank space using the correct preposition.)
 - (iii) Let us pray for the soul of the _____. (Fill in the blank space choosing the correct word – diseased/deceased – to convey the correct meaning.)
 - (iv) See that you will come for the meeting in time. (Correct the sentence.)
 - (v) Did I ever ask you to do it ? (Change into assertive sentence.)
 - (vi) Light travels faster than anything else. (Use positive degree.)
 - (vii) When they were challenged they ran away. (Change into simple sentence.)
 - (viii) He requested them to let him go. (Change into direct speech.)
 - (ix) His action is quite justified. (Change into negative sentence.)
 - (x) You failed to sign your cheque. (Change into negative sentence.)
- (1 mark each)*
- (b) Choose the most appropriate answer from the given options in respect of the following :
- (i) Member of a race or tribe that has no fixed location but wanders from place to place is called —
 - (a) Ransack
 - (b) Malinger
 - (c) Nomad
 - (d) Connoisseur.
 - (ii) A fair-weather friend is a friend —
 - (a) Who comes to your rescue in difficulties
 - (b) Who deserts you in difficulties
 - (c) Who is always eager to help you
 - (d) Who is a friend of your friend.
 - (iii) Which one of the following is a function of the colon (:) —
 - (a) To separate two or more independent clauses
 - (b) To introduce quotations or direct speech
 - (c) To form a word when a noun and verb are combined
 - (d) To emphasize contrasts.
 - (iv) The word 'abandon' means —
 - (a) Leave
 - (b) Detest
 - (c) Bundle
 - (d) Silly.
 - (v) The antonym of the word 'accord' is —

- (a) Reject
 - (b) Discord
 - (c) Disagree
 - (d) Decrease. (1 mark each)
3. (a) Make sentences of your own using the following words/phrases/idioms to bring out their meanings :
- (i) To come off with flying colours
 - (ii) To get into hot water
 - (iii) To cry over spilt milk
 - (iv) *In toto*
 - (v) A bone of contention. (1 mark each)
- (b) Words have different meanings in different contexts/situations. Make sentences of your own using **any five** of the following words to bring out their two different meanings :
- (i) Even
 - (ii) Soil
 - (iii) Quarter
 - (iv) Cover
 - (v) Run
 - (vi) List. (2 marks each)

PART—B

4. (a) State, with reasons in brief, whether the following statements are correct or incorrect. Attempt **any five** :
- (i) Culture is communication and communication is culture.
 - (ii) The words in themselves carry the meaning.
 - (iii) The words 'okay', 'you know' and 'hai', the non-word vocalisers, are fillers.
 - (iv) Your voice is like a musical instrument.
 - (v) Raising an eyebrow does not signify anything.
 - (vi) Communication takes many forms.
 - (vii) Silence is not always golden. (2 marks each)
- (b) As the Branch Manager of Canara Bank, Hubli, write a letter to your Head Office recommending the loan applied for by one of your customers, Modern Potteries (P) Ltd. (10 marks)

OR

On behalf of Laxmi Textiles, Lucknow, write a letter to your supplier pointing out the poor quality of cloth sent by them which has caused loss to your organisation. Ask for reimbursement of the loss. (10 marks)

5. Attempt **any three** of the following :
- (i) Draft a show-cause notice to Ajay, working as an accountant in your

company, as to why disciplinary action should not be taken against him for divulging sensitive information to the correspondent of a newspaper.

(5 marks)

- (ii) Re-structure the following resume appropriately and provide necessary information, wherever required :

RESUME

CHHUGAN TOSHNIWAL

25, KHB Colony

BAGALKOT, Karnataka

Personal

Age : 37

Status: Married

One child age 5

Height : "5ft. 11 in. tall

Interests : tennis, fishing, reading, Active in sports

Weight : 66 kg

Membership : Rotary club, South Karnataka Dev. Club

Experience

2005-2008, Research Analyst, Dharwad University,

2001-2005, Sales Associate, Cadila, Ahmedabad, Gujarat

1999-2001, Food server, McDonalds, Kota, Rajasthan

Education

2005-2008 Dharwad University, BBA degree, major in marketing, 24 semester hours in marketing and psychology courses, 4.0 grade-point average.

2001-2002 Class X, Gujarat Board.

References

Ms. Geetha Reddy

David Bros.

Hubli, Karnataka

Prof. Bhagwati Prasad

Dharwad University

Dharwad

(5 marks)

- (iii) The Executive Engineer (Electricals) of Kandla Port Trust wants to invite maintenance offers for three 25T and two 16T cranes along with 16 and 9 cubic meter grab. The estimated cost is Rs.7.00 crore. All details and tender documents can be downloaded from their website www.kandlaport.gov.in. Draft a tender notice (No.84/09) inviting tenders.

(5 marks)

- (iv) Recently, you had applied for 500 shares in the Initial Public Offerings (IPO) of Paton Ltd. However, the shares have neither been credited to your demat account nor any money has been refunded. Draft a letter to the company for an urgent action (body of the letter only). (5 marks)

6. Attempt **any three** of the following :
- (i) Draft an office order promoting Kushal from the position of Senior Accountant to Assistant Accounts Officer. (5 marks)
 - (ii) As the Area Manager of Synergy Financial Services Ltd., draft a public notice announcing that Vivek is no longer in the employment of your company. (5 marks)
 - (iii) The Railway Minister has complimented the Research and Analysis Department of Northern Railways which has developed an eco-friendly electronic governor that would help improve fuel efficiency of diesel-electric locomotives. This would lower the maintenance costs and reduce cost of production. Draft a press release for the same. (5 marks)
 - (iv) Write a letter to one of your business associates congratulating them on their winning the best exporter's award (body of the letter only). (5 marks)
-