

Master of Computer Application

(Open and Distance Learning Mode)

Semester – I



Communication Skills and Report Writing

Centre for Distance and Online Education (CDOE)

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Module I:
Communication: Meaning

Unit 1: Basics of Communication

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1.0 Introduction

Professional communication includes written, oral, visual, and digital communication taking place at a workplace or in context to business or profession. It intends to message (written or oral way) information. Communication skills are critical to a business as all businesses to different degrees require sharing information (business or technology or research-oriented etc) through writing, reading, editing, speaking, listening.

1.1 Unit Objective

This unit intends to cover topics:

- Introduction to Communication
- Process of Communication
- Components of Communication
- Factors of Communication

1.2 Introduction To Communication

The word 'communicate' has been derived from the Latin word 'Communis', meaning 'share'. **Communication is a process** through which **information is exchanged**

between individuals through a common system of symbols, signs, or behavior. It is regarded as an expression of facts, opinions, ideas, or feelings.

A number of definitions have been given to the term "Communication". A few important ones are:

- *"Communication in its simplest form of conveying of information from one person to another"* - Hudson
- *"Communication is the transfer of information from one person to another whether or not it elicits confidence"* - Koontz and O'Donnell
- *"Communication is an exchange of facts, ideas, opinions or emotions by two or more persons."* -George Terry
- *"Communication is the sum of all things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening, and understanding."* - Allen Louis

Communication is an essential condition of our existence and the most important activity of human beings. It is a two-way process, there must be at least two persons involved in completing the process; one as a sender and the other as a receiver.

Webster's dictionary states that *"communication is the act of exchanging information and understanding from one person to another"*.

Communication has a purpose; it could be successful in its purpose, the exchange of ideas and information must be concerning that intent. It must result in letting the receiver know the intended meaning. Communication, a transfer of information from one person to another must be serving the purpose. Whether the communication is taking place through verbal, written, or sign it must play its role of serving the purpose.

Communication is such an integral part of our life that the inability to communicate effectively can jeopardize our interest at the workplace, especially regulating, controlling, monitoring, and organizing our activities.

It is a process of exchange of ideas, opinions, and as a means that individuals and organizations share meaning with another. In other words, it refers to the transmission and reception of facts, ideas, feelings, or attitudes, thoughts, and

opinions. It is an interaction with people for the exchange of facts, ideas, feelings or attitudes, thoughts, and opinions.

In a professional domain, communication takes place between two persons, or professionals, or parties i.e educationists and teachers, or teacher and student, or boss and employee, or among employees or one business organization and other organization/s.

Effective communication depends upon:

- Cooperation between a sender and a receiver.
- The knowledge that communication is a two-way process.
- Ability to express views clearly.
- Understanding the traits of each other (a sender and receiver).
- Understanding the organizational communication network.
- Ability to use the language
- Ability to understand situational constraints.

1.2.1 Features of Communication

- Communication is a two-way process. The success or the failure of communication depends on the feedback we get. Feedback is essential to communication.
- It is an ongoing process essential in all kinds of organizations and at all levels. No professional role can be played without it.
- It conveys facts, ideas, and emotions too. The tone and facial expressions give greater meaning to the intended message than words. Communication takes place using signs, symbols, and gestures too. For example, a victory sign made by two fingers communicates better than words.
- It is a dynamic process that constantly changes and progresses with the participants and the environment.
- It aims to convey a message. It is a goal-oriented process. It can be successful in its aim only when both the sender and the receiver are aware of the goal.
- It is an interdisciplinary science. Knowledge derived from several sciences is used in communication. Anthropology (study of body language), Psychology (study of persuasion, perception, and attitudes), Sociology, and Political science

(study of voting behavior) have provided insights to make communication effective.

1.2.2 Principles for Effective Communication

Effective communication depends on three things: “understandable messages, the credibility of the sender, and how the message is affecting the receiver.” Communication can take place effectively when one has a thorough knowledge of the communication process in an organization and is aware of the various barriers that exist. Taking relevant steps to overcome the barriers and keeping the focus on the objective of the communication one can succeed in placing effective communication.

The Seven C’s of Effective Communication are:

- Clarity of expression,
- Completeness of information,
- Conciseness of message,
- Concreteness in presentation,
- Courtesy towards the recipient,
- Correctness of facts, and
- Consideration for receivers.

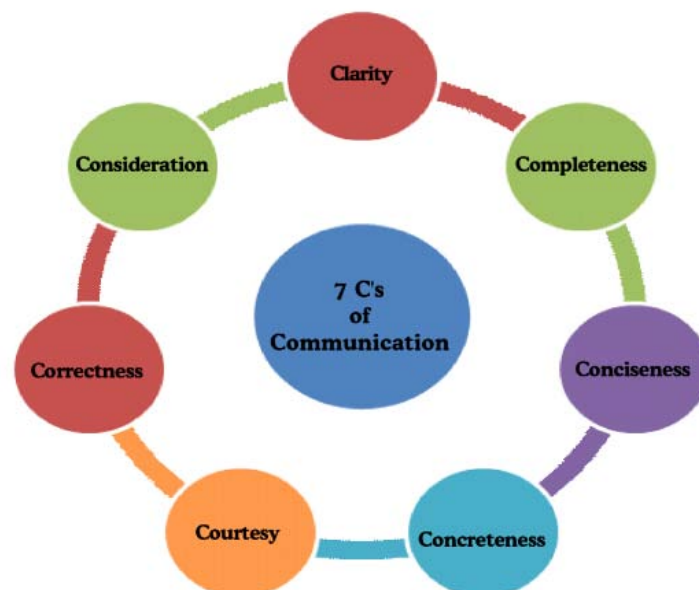


Figure 1.1: 7 C’s of Communication

1. Principle of Clarity: A recipient could understand the intended message of the sender

communication must be clear. For this, the sender must see that no ambiguity or vagueness is being added to the meaning or interpretation of the message. For it, the sender can refer to the following given tips:

- Choose the words and phrases that are brief and acquainted so the readers could effortlessly understand the message.
- Choose the words or phrases that are conversational rather than poetic types.
- Make paragraphs and grammatical constructions carefully.
- Providing illustrations, cases along with visual support makes the content appealing.
- Avoid using techie words and phrases and also jargon.

2. Principle of Completeness: The communication must be complete. It should convey all information and facts required by the audience. Conveying the message taking into account the mindset of intended receivers makes the message effective. A complete communication may have the following features.

- It shall be developing and enhancing the reputation of an organization.
- It shall be cost-saving as no crucial information is missing and no additional cost is incurred in conveying extra messages if the communication is complete.
- It shall be given additional information leaving no questions in the mind of the receiver.
- It shall be helping in better decision-making by the audience/readers/receivers of the message as they get all desired and crucial information.
- It shall be persuading the audience.

3. Principle of Conciseness: Conciseness means communicating the message using the least possible words without forgoing the other C's of communication. Conciseness is a necessity for effective communication. Concise communication has the following features:

- It is both time-saving as well as cost-saving.
- It underlines and highlights the main message as it avoids using excessive and needless words.

- Concise communication provides short and essential messages in limited words to the audience.
- A concise message is more appealing and comprehensible to the audience.
- A concise message is non-repetitive in nature.

4. Principle of Concreteness: It implies being particular and clear rather than fuzzy and general. Concreteness strengthens confidence. The concrete message has the following features:

- It is supported with specific facts and figures.
- It makes use of words that are clear and that build the reputation.
- Concrete messages are not misinterpreted.

5. Principle of Courtesy: The message must show the sender's expression as well as in tone showing respect to the receiver. The sender must sound sincere, polite, judicious, reflective, and enthusiastic. A courteous message has the following features:

- A courteous message considers both viewpoints as well as feelings of the receiver of the message.
- It is positive and focused on the audience.
- It uses terms that show respect to the receiver of the message.
- It does not sound biased.

6. Principle of Correctness: Communication must be grammatically correct. A grammatically correct communication shall have the following features:

- It shall be exact, correct, and well-timed.
- A grammatically correct message boosts the confidence level.
- Such messages cast a greater impact on the audience/readers.
- It shall check for the precision and accurateness of facts and figures used in the message.
- It makes use of appropriate and correct language in the message.

7. Consideration for Receiver: *It means "stepping into the shoes of others".* Effective communication considering the audience takes into cognizance the audience's view points, background, mind-set, and education level, etc. This principle expects the senders to envisage their audience and their requirements, emotions as well as problems. Ensure that the self-respect of the audience is

maintained and their emotions are not at harm. Features of ‘considerate communication’ are as follows:

- It emphasizes the “you” approach.
- It empathizes with the audience and exhibits interest in the audience to stimulate a positive reaction from the audience.
- It shows optimism towards the audience and emphasizes “what is possible” rather than “what is impossible”.
- It lays stress on positive words such as jovial, committed, thanks, warm, healthy, help, etc.

1.3 Process of Communication

Generally, the process of communication is described as what the sender intends to convey and what the receiver receives. The situation is rather complex as the process of communication involves several factors that enter the circuit as shown in figure 1.1.

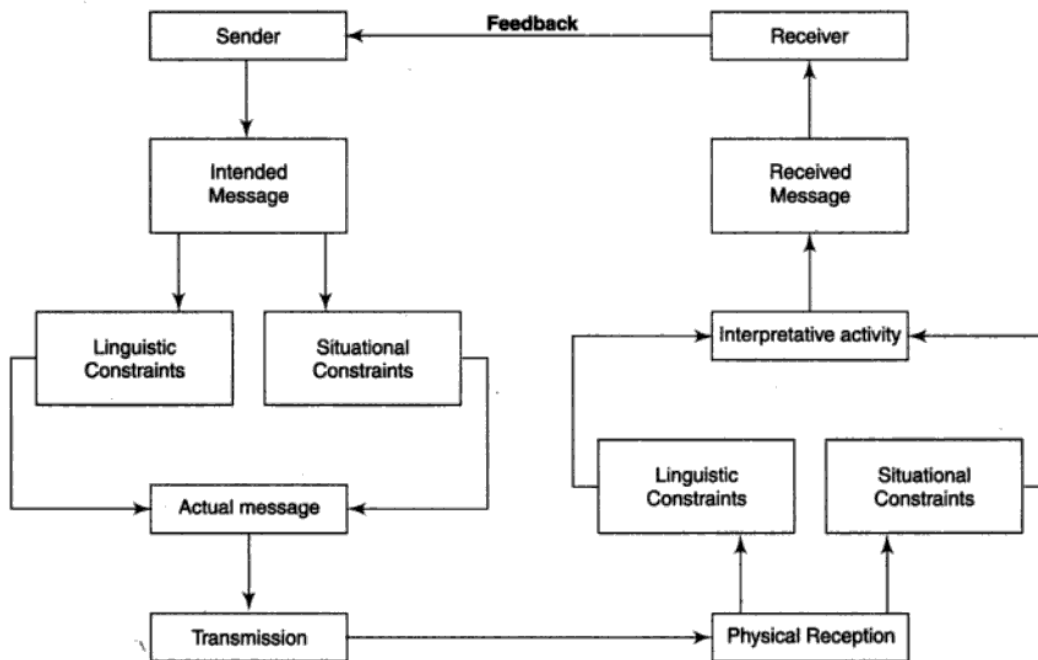


Figure 1.2: Process of Communication

Source: Aruna Koneru; *Professional Communication*

'Intended message' is what the sender intends to pass on. **'Linguistic constraint'** refers to the sender's command over the language and his/her ability to exploit the linguistic potential. The **'situational constraint'** refers to the restrictions imposed by the situation. The **actual message** is constructed and transmitted with both constraints. On receiving the message the receiver uses his/her **interpretative ability** and comprehends it. At this point of the channel again the linguistic and situational constraints play a role in shaping the message. Effective communication depends on the successful manipulation of the process.

1.4 Components of Communication

To understand the process of communication we need to know the various components involved in it.

Message → Sender → Encoding → Channel → Receiver → Decoding

When a sender intends to communicate something to a receiver he determines how to convey it. When the receiver takes the message he interprets it and gives back a response. It also shows the success or failure of the purpose of the communication. The following given table shall give an elicited description of all the components involved in communication.

Components	Meaning
Sender	A person or an event that provides verbal and non-verbal cues to which someone can respond.
Receiver	A person who receives the message and interprets it.
Message	A piece of information spoken or written, to be passed from one person to another. It consists of a set of verbal and non-verbal cues sent by the speaker. Cues include - words, figures, gestures, movements, vocal techniques, etc. The message may consist of facts, ideas, opinions, attitudes, feelings, or a course of action.
Symbol	A symbol is something that stands for something else. It can be verbal or non-verbal. Words are also symbols.

Channel	A channel is the means used to convey the message.
Encoding	Encoding is the process of translating ideas, facts, feelings, opinions into symbols, signs of words, actions, pictures, visual aids, etc.
Decoding	It is the process of deciphering an encoded message into an ordinary comprehensible language. The receiver converts the symbols, words, signs, or visuals received from the sender to get the meaning of the message.
Feedback	It is an important activity in the communication process. It is the response a receiver sends back to the sender after receiving the message.
Noise	Noise is defined as unnoticed and unidentified interference in the communication process, which causes hindrance in the transmission or reception of the message. It distorts interpretation or the decoding part of the communication process.

Table 1.1: Components of Communication

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

1.5 Factors of Communication

Communication is an act of communing, transmitting, imparting, exchanging thoughts, ideas, opinions, attitudes, and information. There are various factors that help in deciphering a piece of communicating clearly and effectively¹.

- **Symbolising patterns** which consist of linguistic factors such as phonetics, grammar, syntactic and lexical, and non-linguistic factors which include non-verbal and vocal communication techniques.
- **Framing patterns** that consist of quality of message, directness, topic treatment and organization of information and source of information. Framing patterns refer to the principles and conventions, which connect, compose, and regulate communicative activity.

¹ Aruna Koneru; Professional Communication

- **Contextual patterns** which consist of purpose of communicative activity, topic of discourse, interpersonal relationships, mode of communicative activity, appropriate timing and setting.

All these factors contribute to the interpretation of the message. Contextual patterns govern the communication process by considering symbolising patterns, linguistic and non-linguistic factors and framing patterns.

Symbolising and framing patterns function in accordance with the contextual patterns. They function in unison, helping to clarify the meaning, modifying each other and accommodating to the context. Their meaning comes into being only when they occur with and adapt to the contextual determinants as shown in the figure 1.3. These factors help in determining the meaning of the message.

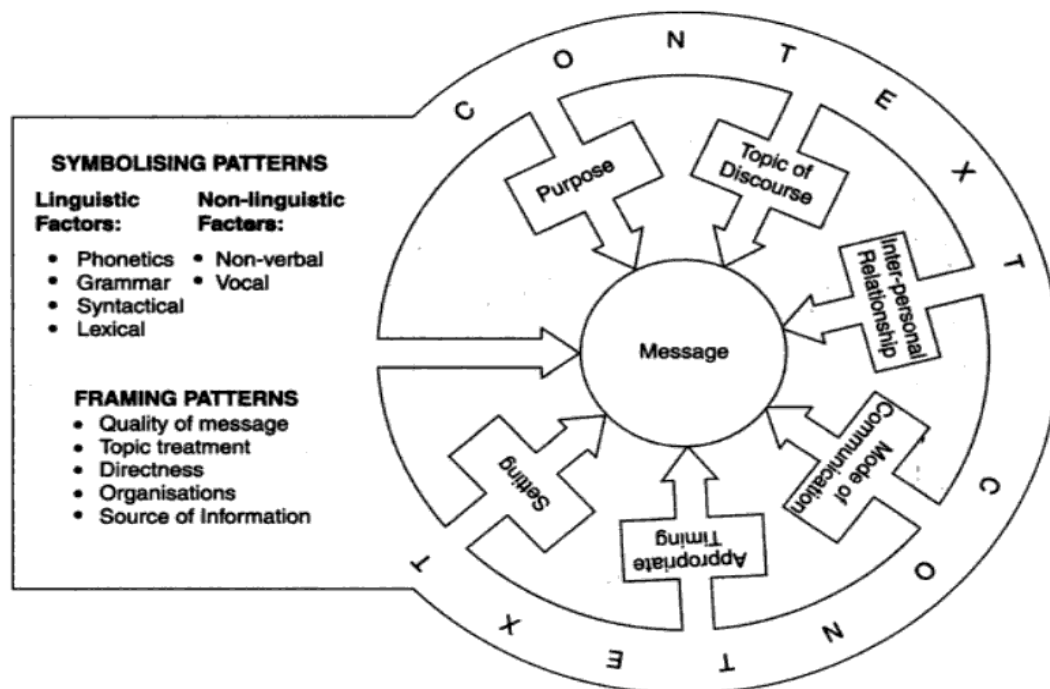


Figure 1.3: Factors of Communication

Source: Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

In the process of communication, we signal the grammar, the vocabulary, the topic, the setting, the occasion, the non-verbal and vocal signs, and the variation in language. The reasons for variation in language depend on many factors as shown in figure 1.3. In the communication process, the meaning of contributory elements is

placed in a box, the arrows directing towards the meaning of the message. These constituents are dynamic in nature, so they alter and adapt according to the situation.

1.6 Unit Summary

- The word ‘communicate’ has been derived from the Latin word ‘Communis’, meaning ‘share’. **Communication is a process** through which **information is exchanged between individuals through a common system of symbols, signs, or behavior**. It is regarded as an expression of facts, opinions, ideas, or feelings.
- Communication is a two-way process. The success or the failure of communication depends on the feedback we get. Feedback is essential to communication. It is an ongoing process essential in all kinds of organizations and at all levels. No professional role can be played without it.
- Effective communication depends on three things: “understandable messages, the credibility of the sender, and how the message is affecting the receiver.” Communication can take place effectively when one has a thorough knowledge of the communication process in an organization and is aware of the various barriers that exist. The Seven C’s of Effective Communication are Clarity of expression, Completeness of information, Conciseness of message, Concreteness in presentation, Courtesy towards the recipient, Correctness of facts, and Consideration for receivers.
- Generally, the process of communication is described as what the sender intends to convey and what the receiver receives.
- Communication is an act of communing, transmitting, imparting, exchanging thoughts, ideas, opinions, attitudes, and information. There are various factors that help in deciphering a piece of communicating clearly and effectively.

1.7 Key Terms

- **Symbolizing patterns** consist of linguistic factors such as phonetics, grammar, syntactic and lexical, and non-linguistic factors that include non-verbal and vocal communication techniques.
- **Framing patterns** consist of quality of message, directness, topic treatment, and organization of information and source of information. Framing patterns

refer to the principles and conventions, which connect, compose, and regulate communicative activity.

- **Contextual patterns** consist of the purpose of communicative activity, the topic of discourse, interpersonal relationships, mode of communicative activity, appropriate timing, and setting.
- **Sender:** A person or an event that provides verbal and non-verbal cues to which someone can respond.
- **Receiver:** A person who receives the message and interprets it.
- **Message:** A piece of information spoken or written, to be passed from one person to another. It consists of a set of verbal and non-verbal cues sent by the speaker. Cues include - words, figures, gestures, movements, vocal techniques, etc. The message may consist of facts, ideas, opinions, attitudes, feelings, or course of action
- **Symbol:** A symbol is something that stands for something else. It can be verbal or non-verbal. Words are also symbols.
- **Channel:** A channel is the means used to convey the message.
- **Encoding:** Encoding is the process of translating ideas, facts, feelings, opinions into symbols, signs of words, actions, pictures, visual aids, etc
- **Decoding:** It is the process of deciphering an encoded message into an ordinary comprehensible language. The receiver converts the symbols, words, signs, or visuals received from the sender to get the meaning of the message.
- **Feedback:** It is an important activity in the communication process. It is the response a receiver sends back to the sender after receiving the message.
- **Noise:** Noise is defined as unnoticed and unidentified interference in the communication process, which causes hindrance in the transmission or reception of the message. It distorts interpretation or the decoding part of the communication process

1.8 Check Your Progress

Subjective:

- 1) Define the word 'communication'. What does effective communication depend upon?
- 2) What are the different features of communication?
- 3) What are distinct principles of effective communication?

- 4) Describe the process of communication?
- 5) What are the different components of communication?
- 6) What are different factors that help in deciphering a piece of communicating clearly and effectively?

Objective:

- 1) True/False: Webster's dictionary states that "*communication is the act of exchanging information and understanding from one person to another*".
- 2) Complete the line: Symbolising and framing patterns function in accordance with _____.
- 3) Fill in the gap: A _____ is the means used to convey the message.
- 4) Short Q/A: Define 'noise'. What is its effect on the communication process?
- 5) Short Q/A: What are five important elements in the process of communication?

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Unit 2: Nov-verbal Communication

2.0 Introduction

2.1 Unit Objective

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2.3 Types of Communication: External and Internal

2.4 Means of Communication: Verbal & Non-Verbal

2.5 Nonverbal communication

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2.8 Check Your Progress

2.0 Introduction

Communication may be divided into two types: Internal and External. Communicating taking place among the people within the organization is said to be internal communication. Employees of an organization can do so to work as a team and realize their common goals. Communication taking place through people in an organization with anyone outside the organization is called external communication.

Means of communication are of two types: verbal and non-verbal communication. When words are used for the exchange of ideas/information we call it a verbal way of communication. It could be written or spoken. Non-verbal communication means conveying a message through eye contact, facial expressions, gestures, posture, and body language. It plays an important role in oral communication.

Nonverbal communication might be unplanned or spontaneous but is more impactful than verbal communication. It shows the traits of his/her personality or state of mind. It reveals a speaker's attitude and intention. Personal appearance, facial expressions, postures, gestures, eye contact are different forms of nonverbal communication and if used appropriately can help in delivering a message effectively. These different forms of nonverbal communication can be grouped into general categories and the category of vocal communication techniques. The general category includes personal appearance, facial expression, movement, posture, gestures, eye contact, and vocal techniques. The category of vocal communication techniques includes voice, quality, volume, pitch, rate of delivery, pronunciation, and pauses. (Aruna Koneru)

2.1 Unit Objective

This Unit covers:

- Right Means and Mode of Communication
- Types of Communication: External and Internal
- Means of Communication: Verbal & Non-Verbal
- Nonverbal communication

2.2 Right Means and Mode of Communication

Choosing the right means and mode of communication depends on - the organization, its size, its policy, the cost involved, urgency, distance, resources available, confidentiality, safety, security, the necessity for the official record of the communication, the recipient, and the resources available.

It is important to own your messages:

In communicating a message, using personal pronouns, a speaker or writer can own responsibility for his/her message. It leads to gaining credibility from the receiver/s. Official or professional communication can be taken seriously if the sender owns responsibility for it. Long business reports, commercial terms, and conditions, or legal provisions are some examples of exceptions as they may be drafted using passive verbs and applying a formal tone.

It is important to offer complete and relevant information:

Messages rendering complete and relevant information are considered to be effective. Professional communication taking place whether orally or written must justify the objective and essence of the information.

It is important to obtain the feedback:

A sender can obtain feedback on his/her message from the receivers through an appropriate closing. It confirms the receiver/s has/have understood the intended message.

It is important to think of the recipient:

A sender must be in knowledge of the recipient and his/her designation while conveying a message. It helps the sender to use the words and tone appropriately.

Verbal and Non-verbal congruence

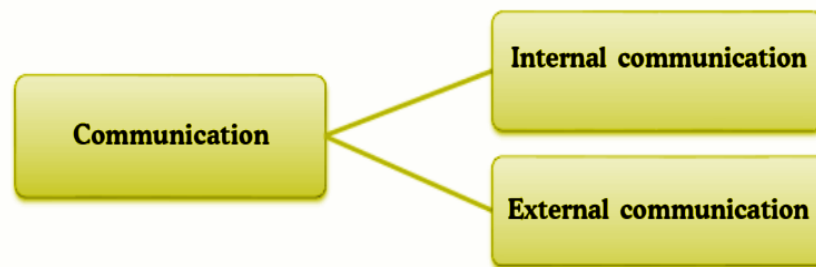
As we know professional communication can be verbal and non-verbal. When it is being taken place verbally the sender or conveyer should not forget to congruent the words with gestures or facial expressions.

Repeat if necessary:

In exceptional circumstances, where repetition can help in ensuring that the crucial part is not ignored or overlooked it can be used.

2.3 Types of Communication: External and Internal

Communication can be divided into two types: Internal and External.



Internal Communication

Communicating taking place among the people within the organization is said to be internal communication. Employees of an organization can do so to work as a team and realize their common goals.

- It could be official or unofficial.
- It could be individual to individual, individual to the group, group to individuals, department to department, etc.
- It is done most of the time in the oral form and the general or informal tone.
- It can be in verbal or non-verbal mode.

However, people communicating within the organization at a personal level is known as informal communication.

Some of the modes of written communication are Memo, Report, Office order, Circulars, Staff Newsletter, Email, Fax, Notice, Agenda, Notes on Agenda, Minutes of Meetings, Manuals, etc.

Internet with multimedia, video conferencing, and presentations either electronic or with visual aids are the likely modes of audio-visual communication that can be used in internal communication.

External Communication

Communication taking place through people in an organization with anyone outside the organization is called external communication. These people may be clients or customers, dealers or distributors, media, government agencies, the general public, regulatory bodies, authorities, etc.

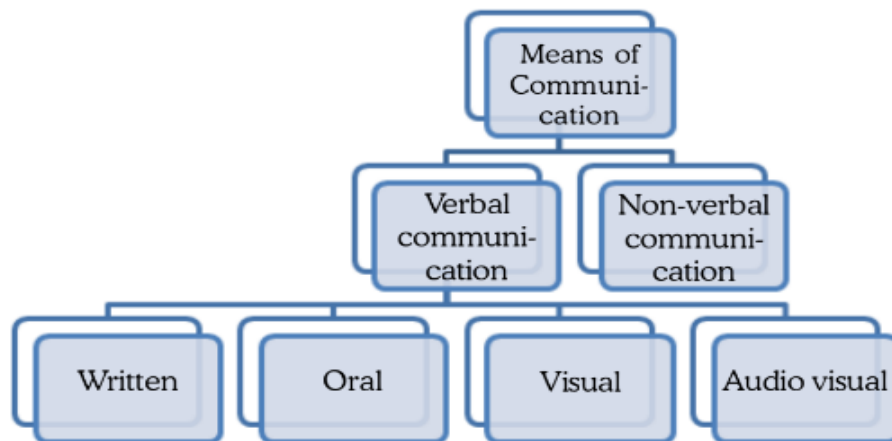
- It could take place through - letters and circulars, Price-lists, Manuals, Purchase Orders, Customised reports, Brochures and service calls, Tender documents, Advertisements, Customer' feedback, etc.
- External communication is mainly formal and meant to be documented.

Some of the modes of written communication are - Circulars, Graphs/Charts, E-mail, Fax, Form/Questionnaire, Letter, Advertisement, Customer Newsletter, Press Release, Invitation, Leaflet/Brochure/Handbills, Manuals, Telegram, etc.

All modes of visual and audio-visual communication 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.

2.4 Means of Communication: Verbal & Non-Verbal

Means of communication are of two types: verbal and non-verbal communication.



Verbal Communication

When words are used for the exchange of ideas/information we call it a verbal way of communication. It could be written or spoken. At any professional situation or level verbal communication must be carried out using carefully selected words, phrases, and sentences. The means of verbal communication are:

- *Written communication*
- *Oral communication*
- *Visual communication*
- *Audio-visual communication.*

Written Communication Examples	Oral Communication Examples	Visual Communication Examples	Audio-Visual Communication Examples
<i>Report</i>	<i>Telephone/ Cellular phone</i>	<i>Graphs</i>	<i>Television/ Video/ Cable</i>
<i>Memo</i>	<i>Messages</i>	<i>Tables/ charts</i>	<i>Cinema</i>
<i>Office order</i>	<i>Intercom</i>	<i>Maps</i>	<i>Internet with multimedia</i>
<i>Circulars</i>	<i>Face-to-face discussion</i>	<i>Models</i>	<i>Presentation using visual aids or electronic presentation</i>
<i>Graphs/ Charts</i>	<i>Meetings/ Conference s</i>	<i>Demonstrations</i>	<i>Video Conferencing</i>
<i>Staff Newsletter</i>	<i>Presentation</i>	<i>Slides</i>	
<i>E-mail</i>	<i>Dictaphone/ Dictation</i>	<i>Flipcharts</i>	
<i>Form/ Questionnaire</i>	<i>Conversation</i>	<i>Neon Hoardings</i>	
<i>Letter</i>	<i>Radio</i>	<i>Printed/ Painted Pictures (Posters etc.)</i>	
<i>Notice, Agenda, Notes on Agenda</i>	<i>Teleconferencing</i>	<i>Internet without the use of multimedia</i>	
<i>Minutes of Meetings</i>	<i>Speeches</i>		

<i>Advertisement</i>	<i>Brainstorming sessions</i>		
<i>Customer Newsletter</i>	<i>Grapevine</i>		
<i>Press Release</i>	<i>Interview</i>		
<i>Invitation</i>			
<i>Leaflet/Brochure/Han dbill</i>			
<i>Manuals</i>			

Non-verbal Communication

Non-verbal communication means conveying a message through eye contact, facial expressions, gestures, posture, and body language. It plays an important role in oral communication. One's body language shows traits of his/her personality or state of mind. Personal appearance, facial expressions, postures, gestures, eye contact during non-verbal communication, if used appropriately, can help in delivering the message effectively. Correct pronunciation, variation in pitch, and fluency in delivery make the message sounding weak or strong. non-verbal communication signs are essential for effective communication.

2.5 Nonverbal communication

Nonverbal communication is the process of communication without words. Facial expressions, movement, eye contact, vocal qualities all help to communicate nonverbal messages. Anthropologists say the ancestral humans communicated with one another using their body movements. In the beginning, it was only visual signals that were used to communicate emotions and matters. Vocal signs started being used much later. Gestures, facial expressions have been used since before the advent of vocal signs or words. Verbal communication can not be carried out without using expressions. Greek Historian Herodotus around 2400 years ago opined "men trust their ears less than their eyes". When the body language of a speaker is inconsistent with his/her words, listeners tend to believe the body language more than the words (Aruna Koneru).

Nonverbal communication differs from verbal communication in four ways.

- It is less structured than verbal communication.
- It is unplanned.
- It is instantaneous and spontaneous.
- It blends with speech.

Nonverbal communication might be unplanned or spontaneous but is more impactful than verbal communication. It shows the traits of his/her personality or state of mind. It reveals a speaker's attitude and intention. Personal appearance, facial expressions, postures, gestures, eye contact are different forms of nonverbal communication and if used appropriately can help in delivering a message effectively. These different forms of nonverbal communication can be grouped into general categories and the category of vocal communication techniques. The general category includes personal appearance, facial expression, movement, posture, gestures, eye contact, and vocal techniques. The category of vocal communication techniques includes voice, quality, volume, pitch, rate of delivery, pronunciation, and pauses. (Aruna Koneru)

Personal Appearance

Personal appearance is a significant nonverbal signal to one's personality. The audience forms an impression about one's personality as they see and hear that person.

A speaker standing straight, waking energetically, looking alert, smiling occasionally, and dressing well earns the respect of its audience. According to researchers, the audience expects that the speaker must have - high integrity, a pleasant personality, an optimistic attitude, self-confidence, a sincere attitude, interest in the group, and a zeal to solve or answer problems. A speaker able to evoke favorable first impressions in its listeners can gain their interest and make them receptive.

A speaker's dress should also be suitable for the occasion. Dressed pleasantly and comfortably, a speaker can feel and look confident to others. He/she should not be dressed so that it distracts the attention of its audience. It is one's overall appearance that creates an impression on the audience.

A person's physical appearance is influenced by some natural qualities like self-confidence and self-knowledge. A person making conscious efforts towards inculcating such qualities can enhance or cultivate them successfully and increase its speaking skills. A person with having confident personality and good speaking qualities is acknowledged as a 'poised speaker'. A poised speaker looks confident and uses a problem-solving approach in any situation.

Facial Expressions

One's facial expressions convey its state of mind, attitude, and emotional disturbances going on in his/her mind. It conveys emotions with remarkable accuracy and intensity of one's feeling. One's facial expressions also convey its lack of confidence in a subject. When one is giving an oral presentation or addressing an audience or speaking at a professional meeting or discussion its facial expressions suggest its interest and enthusiasm for the topic. In any such condition, a speaker's expressions must show his/her interest in the listeners and zeal to communicate with them. A feeling of interest and enthusiasm reflected on a speaker's face receives a similar response from the audience.

An excellent way to control facial non-verbal communication is to be thoroughly prepared for, to be confident of the subject. It gives confidence in the presentation. (Aruna Koneru)

The way a person approaches the speaking area or the way he/she responds to the audience with its body movement, signals about a speaker's non-verbal behavior. Movement, the process of getting up from one place to another in front of the audience or on the platform, is one of the non-verbal communication techniques. (Aruna Koneru).

The movement can be effective if the speaker prepares for an extemporaneous (unscripted) delivery. Making the movements that are purposeful and propose emphasis and directness make the presentation effective. Movements must be made when the speaker intends to emphasize an idea or to bring transition for the presentation; they should not be made for movement's sake. Movements made in front of the audience must be in forwarding and backward motion rather than side to side. A backward movement indicates a transition or a change to the next idea and a forward movement signals the introduction of a new and important idea.

Speaker must move when there is a need to move. Deliberate movements can relieve the tension of the speaker, they can draw the attention of the audience, and change the mood or the pace of the presentation.

Posture

Posture is the way a person sits, stands, and walks, etc. A speaker's posture clues about his/her confidence, determination, and interest in the matter of communication.

According to Aruna Koneru, a speaker must: pay attention to -- what he just does before he begins, how he acts during the speech, and what he shall do just after the finish.

- *Before he is called upon to speak:* He/she must sit in a relaxed manner and be cool. *When called upon to speak:*
 - Rise off the seat appearing calm, poised, and confident.
 - Go straight to the speaking area (lectern),
 - Do not lean on it and do not rush into the speech.
 - Arrange the notes or script in the desired order.
 - Stand straight at about 8 inches away from the mike.
 - Stand straight on the podium, hands on the sides, stand quietly, look at the whole audience, and pause for a while allowing the audience to settle.
 - Make sure the audience is paying attention.
 - Make eye contact with the audience and then start speaking with shoulders up and chin parallel with the floor.
- *When giving a speech:* try to create a positive image. During this time a speaker must make sure what to do with his/her body.
 - He/she must not play with buttons, fidget with notes, and put hands in pockets.
 - He/she must not stand like a statue - expressionless and standing rigid.
 - He/she must not hang his/her head on shoulders; it makes the speaker look sloppy.

- He/she must not keep his/her eyes glued to one particular section of the audience or to its notes (script) or look in one direction only; it makes the audience lose interest in the speech.
- *When the speaker reaches the end of his/her speech:* he/she must signal it to the audience with eyes and body movements.
 - Maintain eye contact for a few seconds after stopping to talk.
 - Collect the notes and go back to the seat with confidence.

A good posture signals the speaker is confident and has worthy ideas to share. The posture of a speaker communicates the degree of alertness, sense of purpose, confidence, self-image, and assertiveness. (Aruna Koneru).

Gestures

A gesture is an expression of any part of one's body. For example, the head, hands, face, and shoulders of a speaker show his/her idea he/she speaks. Skillful gestures can help add impact to a speech.

A person's behavior is innately influenced by his mental state or thinking process. He cannot look happy if he is not feeling so. His facial expressions and movements of his body, hands, shoulders, and head express his feelings.

A speaker's gestures reveal his/her confidence and ideas. He can use his gestures (face, hands, eyes, etc.) to convey his/her message. He can add meaning to his gestures using them naturally and spontaneously.

There are some considerations that a speaker should bear in mind when speaking in public (Aruna Koneru).

- Gestures should appear natural and spontaneous;
- They should help to clarify or emphasize ideas;
- They should be suiting the occasion and the audience;
- They should be used appropriately, no single gesture must be overused as it may lose its effect.
- They should be used to draw attention to the idea.
- They should be integrated effectively with verbal communication.

A speaker can practice using gestures to attribute his speech; it makes the idea impressive and clear to the audience. However, if a speaker concentrates on communicating with his listeners he uses the right gestures naturally.

Eye contact

A speaker conveys confidence, sincerity, and conviction to his listeners through his eyes. Eye contact is a simple non-verbal communicative device a speaker uses to secure the attention of his audience and to communicate the message effectively. Eye contact is also a technique and the quickest way a speaker can use to establish a communicative bond with the audience.

A speaker must know how to look at the audience. Looking directly at the listeners can keep them alert and concentrating on what is being conveyed to them. Eye contact makes the audience respond to the message, they show the interest they feel through their own eyes and faces.

If the speaker does not look at his listeners they feel that he is not interested in the topic or group or he does not have enough information. Avoiding eye contact shall also not let the speaker have feedback from the audience about their understanding.

A Speaker while establishing eye contact must avoid gazing at one part of the audience or listeners or look over the heads of the listeners or ceiling. Eye contact must be established with the whole audience. If there is a small group it becomes feasible for a speaker to look from one person to another. For a larger group, the speaker can scan the audience rather than maintaining eye contact with each person.

Vocal Communication Techniques

Voice, quality, volume, pitch, rate of delivery, and pronunciation are different vocal cues, and if used effectively, they can make the speech effective. A speaker has interesting information, enough material, and uses non-verbal communication cues, but if the vocal cues are weak the delivery of the message shall not be effective.

Voice

We often classify the voice as rich and resonant, aspirate, harsh, muffled, metallic, husky, nasal, squeaky and irritating, deep and powerful. Everyone is born with a voice unique as no two people have the same voice. One may have a sharp and penetrating

voice, maybe an awkward stammer, or speak with a nasal twang but diligently modulating the tone and using diction effectively, he/she can become a successful speaker.

Giving careful attention to some basic elements of speaking and practice, one can increase the effectiveness of his/her voice. For becoming a successful speaker one must avoid to:

- speak too softly to be heard,
- stumbling over words,
- speaking too fast to be heard,
- speaking too slow to be dull

Quality, volume, pitch, rate, pauses, pronunciation, and articulation are the various vocal techniques that can modulate the voice effectively.

Quality

It is dependent on the resonating mechanism of the voice and distinguishes one voice from another. Quality depends on the action of vocal cords and the size of resonators (mouth, nose, and throat cavities), and the size of the chest cavity.

- Voice quality problems such as nasal, thin, harsh, hoarse, or breathy can be difficult to overcome. But one can minimize it using vocal techniques - volume, pitch, rate, etc.
- A speaker speaking without strain shall sound pleasant as good voice quality depends on the relaxation of the vocal mechanism.
- A speaker may use different voice qualities suiting different occasions as fear, tension, etc. force the voice quality to be strained.
- Natural and normal voice qualities are good for all occasions.

With regular practice in voice control and speech delivery, one can overcome the natural low quality of voice. If one is concerned about its vocal quality he/she can try working with an audio-tape recorder.

However, we should remember that the goal of the speaker is to present ideas and if he is relaxed and his message is clear, meaningful, and easily comprehensible a few audiences shall be concerned about his vocal quality.

Volume

It is the degree of loudness or softness of the voice. Using the volume properly, one can sound expressive. There are different suggestions following which a speaker can use this technique to sound pleasant and effective.

- Using a steady stream of air while talking, a speaker can project his voice adequately to every corner of the room.
- Adjusting the voice to the acoustics of the room, the number of audiences, and the level of background noise, a speaker can speak at the right pitch.
- While talking, a speaker must use voice without changing its pitch and quality. If the volume becomes too loud, it can make him sound aggressive, and if the sound is too low, it can make him not audible. Voice must be loud enough to be audible to all present in the group or room. When a speaker starts delivering his speech, glancing at the last row of listeners, he can know whether he is audible to them or not and can raise the volume suiting the need.
- Variations in intensity add dynamics. A soft voice, at times, can command more attention than a loud one. Lowering and raising the volume, a speaker can create interest among the listeners. It should not be done artificially but should come naturally, suiting the idea being conveyed.

Hence, the volume should be pleasant and carefully modulated to avoid monotony and achieve emphasis.

Pitch

Pitch is the degree of highness or lowness in the voice. The faster the sound waves vibrate, the higher is their pitch, the slower they vibrate, the lower is their pitch. **Change in pitch is known as inflection** and gives warmth and vitality to the voice. It is a tool used in communicating meaning. It shows whether the speaker is asking a question or making a statement, whether he is sincere or sarcastic. It makes one sound happy or sad, angry or pleased, dynamic or dull, tense or relaxed, and interested or bored. (Aruna Koneru)

In delivering a speech, a pitch can affect the meaning of words. If the speaker says 'aha' with a high pitch it indicates excitement, with a low pitch it shows frustration.

The pitch can be modulated with practice and experience. Inflection or modulation helps in communicating ideas and feelings effectively.

If the speaker does not use variation in pitch inflections his tone can be monotone. This problem also can be overcome with the use of a tape recorder. If the sentences are on the same inflection either upward or downward the speaker can work on varying pitch patterns to fit the meaning of words.

Rate of Delivery

It refers to the speed at which one speaks. It is how quick or slow a speaker delivers a message. A rate of delivery either too slow or too fast helps in maintaining the interest and attention of the audience.

General guidance in this regard says speak fast enough to maintain audience interest but slow enough to be clear and distinct.

The rate of delivery depends on different factors: the subject matter, the audience, the speaker, and the nature of the occasion. It also depends on some techniques like - the duration for the production of stressed and unstressed syllables and the production of individual sounds; the number of words spoken per minute, the duration and frequency of pauses. (Aruna Koneru)

A subject matter of critical importance or complicated nature may require more time in delivery. However, a plain subject matter, the audience is generally familiar with, can be delivered fast.

To maintain the interest of the audience a speaker must speak with vitality and freshness and may use variety in tone. To create a mood of excitement in the audience he may be fast but to have serenity in their mood he shall choose to be slower in delivery. A fast rate of delivery can help him to create feelings of happiness, fear, anger, surprise while a slow rate of speech can be used to express sadness or seriousness.

Hence, the rate of delivery depends on the occasion and content. If the content requires to be delivered rapidly or slowly the speaker shall deliver in the required time. On average, the rate of delivery between 120 and 150 words per minute is advisable in a normal situation. (Aruna Koneru)

Speaker can be fast if groups words semantically (phrasing). He shall slow down his rate of delivery if he intends to shift his audience's attention to or away from visuals.

Speaker can use the 'pause' technique for creating emphasis in his oral presentation. Words grouped and technique of pauses both if placed strategically provide variation in time.

Pronunciation

It is the way in which a language is spoken accompanying correct stress and accent of the syllable. A word may have more than one pronunciation in such a case the speaker can use the one more familiar to the audience. Correct pronunciation plays an important role in influencing the audience. Incorrect pronunciation may cause listeners to make negative judgments about the personality, intelligence, and competence of the speaker.

Articulation, a way of pronouncing words, must be clear and understandable to listeners. The production of sounds in speaking words results from the different positions formed by the tongue, teeth, lips, palate, and shape of the mouth.

Knowing the correct pronunciation and practicing it one can improve its speaking ability through consistent practice.

Pauses

It is a kind of oral punctuation and helps the audience reflect on what the speaker has just said. It also makes the audience attentive in a way. It can signal the beginning of the end of a thought unit and add dramatic impact to a statement. (Aruna Koneru)

A speaker must know when and how to pause:

- A pause before an important word in a sentence or before a significant idea in a speech is a trick used too often.

Examples:

'Ladies and gentlemen, if we do not now take the steps I have suggested, I foresee only one result. (Pause, look around, wait). That is an absolute disaster to the company.'

- The pause must not be too long. Practicing and developing a sense about its usage a speaker can learn using it effectively.

There are certain common occasions when pauses are used.

- *At the opening of the speech.*
- *Make sure that the audience has settled down and is ready to hear.*

- *At the beginning and the end of a thought.*
- *To emphasize an important point or concept.*
- *To emphasize an important word or keyword which carries the message in the sentence.*
- *To moderate the rate of delivery and rhythm of your message.*
- *After an interruption of any sort. Once again the audience must be settled to hear what is to say.*
- *Before the transitional words.*
- *Before the last few words.*
- *Before the expectation of applause from the audience.*

2.6 Unit Summary

- Choosing the right means and mode of communication depends on - the organization, its size, its policy, the cost involved, urgency, distance, resources available, confidentiality, safety, security, the necessity for the official record of the communication, the recipient, and the resources available.
- Communication can be divided into two types: Internal and External. Communicating taking place among the people within the organization is said to be internal communication. Employees of an organization can do so to work as a team and realize their common goals. Communication taking place through people in an organization with anyone outside the organization is called external communication. These people may be clients or customers, dealers or distributors, media, government agencies, the general public, regulatory bodies, authorities, etc.
- Means of communication are of two types: verbal and non-verbal communication. When words are used for the exchange of ideas/information we call it a verbal way of communication. It could be written or spoken. At any professional situation or level verbal communication must be carried out using carefully selected words, phrases, and sentences. The means of verbal communication are *Written communication, Oral communication, Visual communication, Audio-visual communication*. Non-verbal communication means conveying a message through eye contact, facial expressions, gestures, posture, and body language. It plays an important role in oral communication. One's

body language shows traits of his/her personality or state of mind. Personal appearance, facial expressions, postures, gestures, eye contact during non-verbal communication, if used appropriately, can help in delivering the message effectively.

- Nonverbal communication might be unplanned or spontaneous but is more impactful than verbal communication. It shows the traits of his/her personality or state of mind. It reveals a speaker's attitude and intention. Personal appearance, facial expressions, postures, gestures, eye contact are different forms of nonverbal communication and if used appropriately can help in delivering a message effectively. These different forms of nonverbal communication can be grouped into general categories and the category of vocal communication techniques. The general category includes personal appearance, facial expression, movement, posture, gestures, eye contact, and vocal techniques. The category of vocal communication techniques includes voice, quality, volume, pitch, rate of delivery, pronunciation, and pauses. (Aruna Koneru)

2.7 Key Terms

- **Voice:** The human voice consists of sound made by a human being using the vocal tract, including talking, singing, laughing, crying, screaming, shouting, or yelling. ... The vocal folds (vocal cords) then vibrate to use airflow from the lungs to create audible pulses that form the laryngeal sound source.
- **Pronunciation:** Pronunciation is the way in which a word or a language is spoken. This may refer to generally agreed-upon sequences of sounds used in speaking a given word or language in a specific dialect ("correct pronunciation") or simply the way a particular individual speaks a word or language.
- **Internal Communication:** Internal communications (IC) is the function responsible for effective communications among participants within an organization. Internal communication is meant by a group of processes that are responsible for effective information circulation and collaboration between the participants in an organization.
- **External Communication:** The communication that occurs among organizations is called external communication. So, external communication is

an informal exchange of information and message between an organization and other organizations, groups, or individuals outside its formal structure.

- **Verbal Communication:** Verbal communication refers to a form of communication that uses spoken and written words for expressing and transferring views and ideas.
- **Non-verbal Communication:** Nonverbal communication (NVC) is the transmission of messages or signals through a nonverbal platform such as eye contact, facial expressions, gestures, posture, and body language.

2.8 Check Your Progress

Subjective:

- 1) Choosing the right means and mode of communication depends on various factors, explain.
- 2) What are the two types of communication, explain?
- 3) What are the two means of communication, explain?
- 4) Explain the meaning of non-verbal communication classifying it.

Objective:

- 1) True/False: Nonverbal communication is less structured than verbal communication.
- 2) Fill in the gap: With regular practice in voice control and speech delivery, one can overcome the ____ quality of voice.
- 3) Complete the line: **Pronunciation** is the way in which a language is spoken accompanying _____.
- 4) Short Q/A: What is the importance of 'non-verbal communication'?

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Unit 3: Barriers to Communication

3.0 Introduction

3.1 Unit Objective

3.2 Mediums of Digital Communication

3.3 Communication Networks

3.4 Barriers to Communication

3.4.1 Physical Barriers

3.4.2 Psychological Barriers

3.4.3 Semantic Barriers

3.4.4 Organisational Barriers

3.4.5 Interpersonal Barriers

3.5 Unit Summary

3.6 Key Terms

3.7 Check Your Progress

3.0 Introduction

Problems or complications that affect the transferral of information between a sender and a receiver are called communication barriers. Communication is a dynamic and complex process that involves sharing information, opinions, ideas, and assumptions. There could be hurdles and problems that arise due to wrong assumptions, comprehensions, and technical faults, etc. Such issues affect the process of communication and need to be discussed to ensure a smooth flow of information. These problems that could be created consciously or unconsciously by the sender or the receiver tend to distort the semantic meaning of the message and create confusion.

3.1 Unit Objective

In addition to focusing on the barriers of communication this Unit intends to cover different other topics as well like 'mediums of digital communication' and 'communication networks'.

3.2 Mediums of Digital Communication

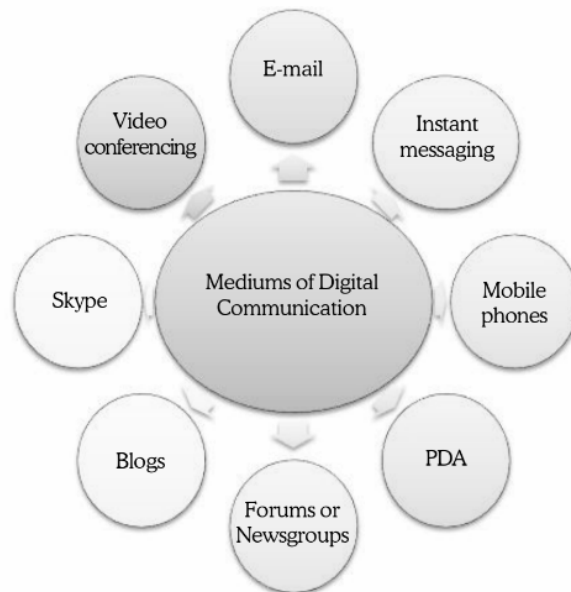


Figure 3.1: Mediums of Digital Communication

In this era of technological revolutions, digital advancements have transformed means and ways of communication. Communication mediums have taken advanced digital features and that makes us categorizing communication as digital communication too. Some of the most common mediums of digital communication are:

Electronic mail (or e-mail)

One can send a message or letter (e-mail) to one or many (a person or an organization) email users using a platform (e-mail address) through the internet across the distance in an instant. E-mail users can communicate with each other by sending and receiving messages. It helps the users to create, send, and receive messages and data files. It is a popular medium of internal and external communication in an organization.

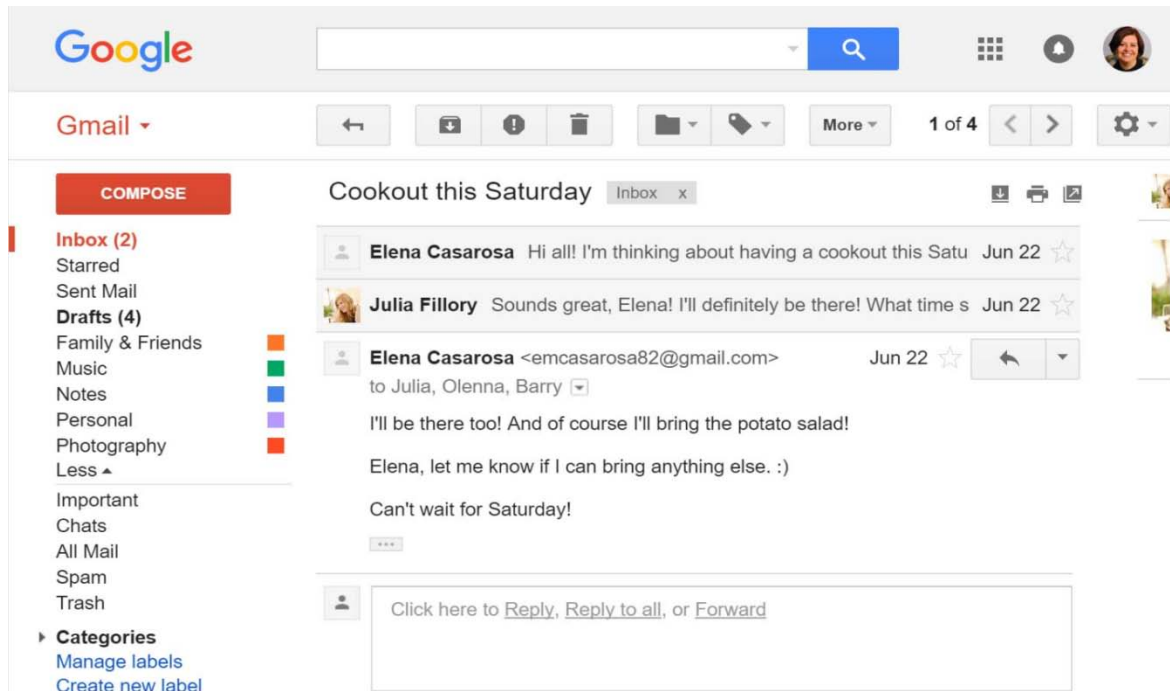


Figure 3.2: Example of Email

Instant messaging

Instant messaging (IM) is similar to e-mail, except that it is done in real-time (getting a response very quickly). The instant messaging software is installed on the computer, and a contact list of persons with whom one wishes to communicate is created in the software. Most instant messaging software will show you who is online and accessible to chat with. You can use IM to transmit text, photographs, and even video to anybody you're speaking with.

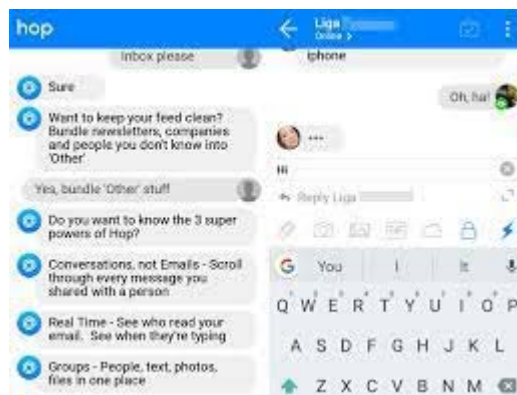


Figure 3.3: Example of Instant Messaging

Mobile phones

Many individuals nowadays use mobile phones to communicate, send text messages, take and send photos, listen to music, and surf the internet. In fact, a mobile phone can do so much that it can serve as a complete communication tool. Text messages can be sent and received via your subscriber service using the Short Message Service (SMS). If the phone to which you're sending the text message is out of range or doesn't receive text messages, the service provider will store the text message until it can be delivered.

PDA

PDAs (Personal Digital Assistants) are hand-held computers that can do a variety of tasks, such as receiving emails, sending text messages, and so on (in a word processor). PDAs that are newer can also be used as telephones, receiving both voice and video. A PDA links to the internet, a local telephone network, a local intranet, or a local intranet.

Forums or Newsgroups

A forum or newsgroup is an online discussion group where people can subscribe (join) a group and post messages to that group. They can take part in discussions with other people in the group and reply to messages posted by other members of the group. The group can be closed (private) which is often used for communication between project groups working on a project together, like a survey or sharing project documents. An open (public) group is often used by people sharing a common interest. When you join a group you will need to register your details. This creates an account for you so you can post e-mail messages to the group.

A thread is just a group of related messages on a particular topic, for example pruning roses, or the latest film, everyone in the group has seen. Emoticons are little graphical pictures that represent how people are feeling, like a smiley face for happiness, or a face to say you agree with something.

Blogs

A blog ('web log') is a type of online journal that allows readers to write comments as well as show text, photographs, and video clips (as well as connections to other

websites) as a web page. Some blogs need you to first register with the site before you can post anything. As with forums, post moderation is possible, but it is up to the owner/administrator to decide. Blogs frequently provide information about a certain topic, such as food, politics, or local news. A blog is a collection of text, photographs, and connections to other blogs, forums, and web pages that are all linked to the blog's topic.



Figure 3.4: Example of Blogging

Skype

Skype is not new to communication. It has been around since 2005 but has become very popular. Skype users receive calls on their computers dialed by regular phone subscribers to regular phone numbers. Skype permits users to subscribe to numbers in many countries including the UK and USA. Callers pay only local rates to call a number. Skype supports voicemail, chat, video calling, SMS messaging to mobile phones, and skype casting. Multiple users can access Skype. A user will need a headset and a microphone or a Skype handset, which looks very like a mobile phone to talk to other Skype users.

Video conferencing

Video conferencing allows for two-way video transmission between locations. It could be a distance between two buildings or even between countries. Call setup, call coordination, and participant display are all available in every video conferencing

system. It's usually used in conjunction with a video conferencing screen so you can see who's in each video conferencing room. Video conferencing is a convenient way to communicate with others. To connect the two places, video conferencing uses specialized equipment such as a computer, video camera, and a network such as an intranet or internet connection. Video conferencing can help people save time and money by eliminating the need to travel between locations for meetings.

3.3 Communication Networks

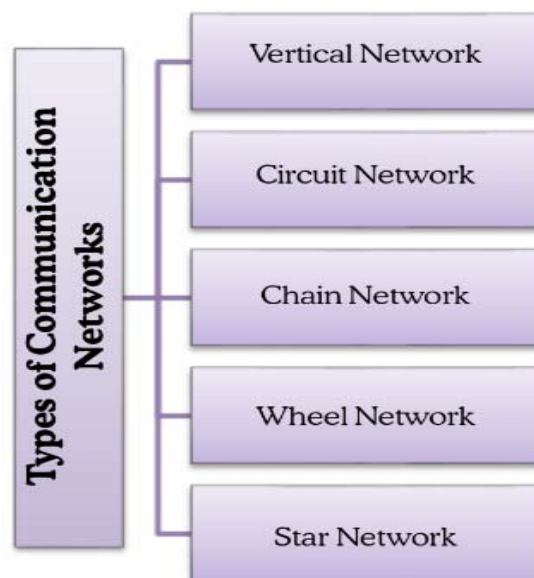


Figure 3.5: Types of Communication Networks

A communication network implies the pattern of contacts among the members of the organization and the flow of information among them. The network helps managers to establish contacts in different patterns through communication flows. The network depends upon the size of the organization, the nature of communication channels in the organization, and the number of persons involved in the process. There can be many patterns of communication networks.

The most frequently followed networks are the following:

- **Vertical Network:** It is a formal two-way network and usually takes place between the superior and subordinate and vice versa. Immediate feedback is possible in this type of communication network.

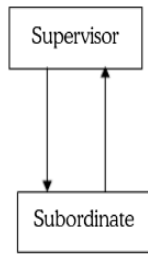


Figure 3.6: Vertical network

- **Circuit Network:** Similar to a vertical network, a circuit network also takes place between two units. It takes the shape of a circuit as it happens between any two (say Mr. 'A' and Mr. 'B') who necessarily are not superior and subordinate. Under it when 'A' sends a message to 'B' then 'A' shall receive feedback from the 'B'.

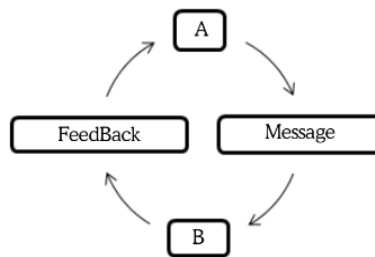


Figure 3.7: Circuit Network

- **Chain Network:** This type of communication network forms a shape of a chain. It follows a hierarchy and chain of command where all subordinates receive commands or instructions from their superiors. As shown in the diagram where 'A' (topmost in the hierarchy) sends a message to 'B' and 'E' and from 'B' and 'E' respectively the message is passed further to 'F' and 'C' in the down hierarchy and so on. Under this kind of communication, no feedback is received.

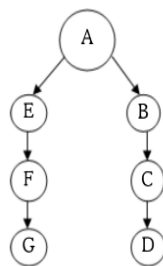


Figure 3.8: Chain Network

- **Wheel Network:** This kind of network of communication, a centralized kind, happens when all the subordinates receive a message or command or instructions from a single superior and the superior receives feedback from each of them.

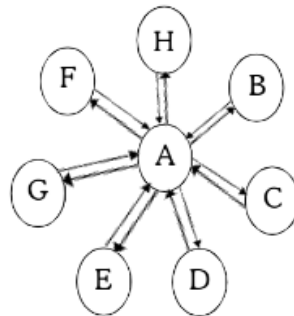


Figure 3.9: Wheel of Network

- **Star Network:** This kind of communication network happens when all members of a group are exchanging information with each other. It usually happens in a group, involved in teamwork, allowing open communication to all members.

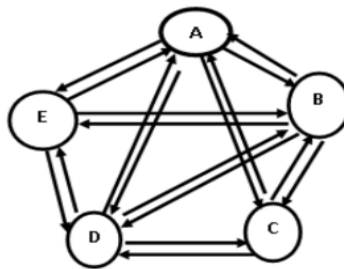


Figure 3.10: Star Network

3.4 Barriers to Communication

Problems or Complications that affect the transferral of information between a sender and a receiver are called communication barriers. Communication is a dynamic and complex process that involves sharing information, opinions, ideas, and assumptions. There could be hurdles and problems that arise due to wrong assumptions, comprehensions, and technical faults, etc. Such issues affect the process of communication and need to be discussed to ensure a smooth flow of information.

These problems that could be created consciously or unconsciously by the sender or the receiver tend to distort the semantic meaning of the message and create confusion. Barriers that prevent us from communicating an idea or message or information meaningfully may arise due to organizational problems and many times due to unnoticed interferences too. Understanding these problems leads to solving them and placing effective communication. The barriers to communication first need to be identified and it is very difficult for: the receiver may not be sure that the message he has received is correct, complete, or distorted; and the sender can get a partial clue from the feedback whether the communication has succeeded or not.

According to the general criterion, communication is effective if its ultimate goal is achieved. We can evaluate the effectiveness of communication on the general criterion but it is also not a simple task. For example, If a sender sends a proposal for approval the receiver may or may not accept it. Here the general criterion cannot help the sender to know whether it was due to ineffective communication or some other factors that his proposal could not be accepted. Hence there are several such problems associated with communication.

However, to improve the effectiveness of communication we can classify the barriers into five groups: physical barriers, psychological barriers, semantic barriers, organizational barriers, and interpersonal barriers (Aruna Koneru).

3.4.1 Physical Barriers

Physical barriers include noises, invisibility, environmental and physical discomfort, distraction and ill health, insufficiently insulated rooms, poor lighting. Physical barriers might appear due to unwanted noises, uncomfortable environments, or disturbing physical movements like playing with a pen or keys or moving a leg restlessly. Such disturbing and distracting physical barriers can lead to miscommunication or ineffective communication. Understanding and trying to minimize them is important for any kind of communication.

<i>Barriers</i>	<i>Causes</i>
Physical	<ul style="list-style-type: none"> • Noise, invisibility, environmental and physical discomfort, distraction and ill health, insufficiently insulated rooms, poor lighting.
Psychological	<ul style="list-style-type: none"> • Prejudice, know-it-all, pre-occupation, ego hang-ups, fatigue, anxiety, preconceived ideas, notions, background, hierarchical differences of sender and receiver, the rigidity of thought process, fixed ideas, disinterest, inattention, imperception and unfulfilled curiosity, previous learning, knowledge, cultural disparities.
Semantic	<ul style="list-style-type: none"> • Use of unsuitable words. • Improper sentence formation. • Imprecise and ambiguous sentences. • Lack of comprehension. • Lack of clarity. • Not aware of different meanings of words. • Not aware of polysemic feature of language.
Organisational	<ul style="list-style-type: none"> • Processing of information from several people. • Delay in getting information because of many transfers of stations. • Distortion of message because of different sources.
Interpersonal	<ul style="list-style-type: none"> • Emotional feelings. • Unshared perceptions, ideas, views, values and opinions. • Attitude of the sender and receiver. <ul style="list-style-type: none"> — Positive attitude. — Negative attitude. • Wrongly timed message. • Listening skill. • Noise, distraction and disturbance. • Partial and inattentive listening. • Lack of attention while listening.

Figure 3.11: Barriers to Effective Communication

There are certain suitable measures adapting to them that can help in overcoming the physical barriers to communication.

Methods to overcome physical barriers:

- Make suitable seating arrangements.
- Ensure audibility and visibility.
- Minimize visual and aural distractions.
- Provide environment comfort
- Proper posture and proper body.

3.4.2 Psychological Barriers

A person's mental turbulence can distract his capability of interaction and make him/her communicating inefficiently. The way a person's mind works he handles things accordingly. Mind working owing to preoccupation, ego hangups, fatigue,

anxiety, preconceived ideas, and notions one shall face psychological barriers in communicating anyways.

Psychological barriers involve lots of considerations.

- **Background and hierarchical differences:** The background or position of a sender and receiver plays an important role in the interpretation of the message. It is often easier to communicate among peer groups. Both the sender and the receiver having matched mental faculty or level of experience leads to effective communication. If there is a sizable difference between their knowledge, position, or experience it may lead them to misunderstand the communication taking place between them. In any communication comprehending the idea being shared is very important and for it, both the sender and the receiver must be in a good frame of mind.
- **Prejudices:** A receiver having any prejudice against the speaker or his idea, may lead to creating a communication barrier. Sometimes a receiver may not be willing to learn new information or to accept any views contradictory to his views. The receiver thinking himself expert or superior shall not show interest in receiving new ideas. Such rigidities affect the communication process.
- **Attitude:** There are people who believe “I know it all” such an attitude may lead to distorting their willingness to receive an idea or their ability to comprehend it. The ‘know-it-all’ attitude can make a person resistant to listening and understanding.

There are some suggestive measures adapting to them can lead to overcoming physical barriers to communication.

Methods to overcome psychological barriers:

- Plan and clarify ideas and opinions.
- Collate ideas or suggestions of others.
- Support decision-making.
- Call attention and motivate the listener.
- Use feedback process.
- Develop trust and confidence.
- Explain the importance of the message.
- Provide assistance to comprehend the message clearly.
- Make it a purposeful communication.

- Direct it to a purpose.
- Time your message carefully.
- Catch up with the individual background.

3.4.3 Semantic Barriers

Conveying a message or idea using unsuitable words or improperly structured sentences can only create ambiguity for a receiver or audience in comprehending it. If a receiver does not understand the message the sender intended to convey, due to semantic errors, it creates a language barrier in the process of communication. Semantic errors come due to words used inappropriately or sentences structured improperly. Such errors cause a lack of clarity in the message. Vague words, ambiguous words, and abstract words used in conveying a message may bring ambiguity or contradictory meanings to the message and create obstacles to effective communication.

When we use the same word in different contexts or use different words in the same way it creates semantic confusion. A word may have different meanings. For example, the word 'charge' in the English language has 14 different meanings. Words that have different meanings must be used carefully and contextually. For example, for a shopkeeper and a buyer 'charge' is the rate of a thing or a service; for a criminal, it is the accusation on him, for a policeman it is 'duty' and so on. A word may have a number of meanings; using it, one needs to be careful to place it contextually and appropriately so it may not lose its meaning.

The word 'eye' for example, can be used in a wide range of contexts like:

Eye: *An object resembling the eye in appearance, shape, or position.*

The center of a flower.

The leaf bud of a potato.

A spot on a peacock's tail, feather, etc.

The opening through which the water of a fountain wells up.

A central mass: the brightest mass of light.

The center of the revolution.

A hole or an aperture in a needle or tool, etc.

A loop of metal, thread, cord, or rope.

In architecture the center of any part, as in the eye of a dome.

In typography: the enclosed space in letters like ‘d’, ‘e’, and ‘o’

Besides having different meanings a word grammatically belongs to several parts of speech. There are eight parts of speech, a word may function grammatically in a sentence, and they are adjective, adverb, verb, noun, preposition, and interjection. This polysemic feature of language is the basic source of ambiguity and causes a language barrier.

word	Adjective	Adverb	Verb	Noun	Preposition	Interjection
Double	√	√	√	√		
Down	√	√	√	√	√	
Well	√	√	√	√		√

Table 3.1: Words Classification

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd

There are some suggestive measures adapting to them that can lead to overcoming semantic barriers to communication.

Methods to overcome semantic barriers:

- Use simple and precise language.
- Use less verbalism.
- Use suitable language.
- Employ different methods of communication
- Avoid ambiguous and abstract words.
- Avoid polysemic words which create confusion.

3.4.4 Organisational Barriers

Any organization has two basic channels of communication - formal and informal. Both facilitate carrying and sharing messages or information in an organization.

➤ **Formal Channel of Communication System:**

For formal communication, an organization usually follows two types of communication networks - **vertical and horizontal**. In a **horizontal network or channel**, communication flows among members working at the same level or between different departments or divisions. Communication barriers due to the

chain-of-command technique will not occur in this channel of communication.
(Aruna Koneru)

In a **vertical network or channel of communication**, communication flows in an upward and downward direction. A message from the management to employees or superior to subordinate and vice versa is vertical communication. The downward communication generally consists of information necessary to be passed to employees for carrying out work for example policies, procedures, instructions, and orders, etc. It can be in any form - letter, circular, memo, notice. The upward communication consists of: reports, requests, opinions, survey results, statistical analysis.

Barriers to communication in a formal channel **may arise due to:**

- A message going from several people may get delayed and distorted before it reaches the destination. It may also impair the original message.
- A one-way process of communication may lack proper coordination.

To get success in a formal communication:

- It should be a two-way process.
- Communication networks can be modified to permit direct access from top to bottom and vice versa to solve communication barriers.
- Establishing a feedback system can also minimize communication barriers to some extent.

➤ ***Informal Channel of Communication System:***

Informal communication happens on the common interests (may be caused by work) between people in organizations. The informal communication network is a grapevine communication that develops within an organization. According to Keith Davis, “grapevine is a channel of horizontal communication, for it is only people at the same level of the hierarchy who can informally communicate with each other with perfect ease”.

In an organization when vast information is sent virtually to every employee reaching a saturation point, the information could confuse the receiver. The information may not become overwhelming for an employee, it should be provided to those who require it

and it should contain only the essence of the message devoid of all useless details. This can be an efficient way of giving information to an organization.

There are some suggestive measures adapting to them can lead to overcoming organizational barriers to communication.

Methods to overcome organizational barriers:

- Make it a two-way communication.
- Provide a network to permit direct access from top to bottom and vice versa.
- Dissemination of information through several channels.
- Establish feedback mechanisms.
- Use an informal channel of communication: grapevine.
- Provide information to the concerned person.
- Avoid unnecessary information.
- Purposeful communication.

3.4.5 Interpersonal Barriers

Emotional reactions, positive and negative attitudes of the sender and receiver, wrong timing of the message, and inattentive listening create internal barriers to communication.

The language used to communicate something is an element that adds emotive value to a message or an idea. It shows feelings or attitudes and expresses emotions like love, hate, anger, fear, jealousy, and joy through words. Language usage to a greater extent is influenced by what are the perceptions, understanding, value systems of a communicator. Different people have varied perceptions and values. A person having positive ideas, views, values, and opinions reflects them through his choice of words or language and behavior. It is observed that in comparison to negative, the positive ideas, understanding, perceptions, and opinions help in establishing effective communication and interfere less with the flow of communication. A communicator with a positive attitude, sense of respect, understanding, and confidence is less likely to misinterpret or overreact to messages and rather show interest in the subject. A person who is calm and allows the other person to express their feelings facilitates communication. Ensuring proper communication is the basic responsibility of both the sender and the receiver. However, In the process of communication if one takes the initiative and advances a step in the right direction it also establishes proper communication.

A communicator may have positive or negative attitudes towards self and others, as shown below:

<i>Attitude to self</i>	<i>Attitude to others</i>	<i>Personality Traits</i>	<i>Comments on Communication</i>
Positive	Positive	Develops self-confidence, understanding, empathy, and optimism.	Effective in Communication
Positive	Negative	A person may be self-centered, conceited	Aggressive in communication
Negative	Positive	Persons lack self-confidence and authenticity and derive support from others.	Weak in communication
Negative	Negative	Lacks self-confidence. Does not have clarity. Message misinterpreted.	Confusion reflects in communication. Communicates without optimism.

Table 3.2: Attitude of Speaker in Communication Process

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd

Wrongly timed messages also create communication barriers. A message wrongly timed does not only impact negatively but also puts the objective and efforts in vain. Each message is situation-specific and one must plan its timing carefully as delayed messages may prove useless later. Delivering the message in a suitable time and situation reaps a positive impact on the receiver.

To avoid interpersonal barriers one must work on maintaining relationships with peer groups, subordinates, and superiors. Identifying the nature of the communicative activity, the strategy to report, and the style of participation in communication help in establishing effective communication. The details of interpersonal relationships at the workplace are given below in table 3.3.

<i>Relationship</i>	<i>Strategy</i>	<i>Style</i>
----------------------------	------------------------	---------------------

Colleagues	<ul style="list-style-type: none"> - Making requests for information. - Providing information, cooperation, confirmation, reassurance, assistance, and explanation. - Making adequate contributions. - Making proposals, suggestions. 	More in the nature of cooperation and participation
Subordinates	<ul style="list-style-type: none"> - Summoning or requesting to carry on the work. - Providing instructions to accomplish the work in accordance with requirements. - Persuading to accomplish tasks. - Motivation to improve work efficiency. - Involving in the work to achieve greater results. - Directing action. - Explaining the task and project's specifications and goals. - Explaining changes in policies and procedures. - facilitating. 	Positive, polite, and guiding tone.
Superiors	<ul style="list-style-type: none"> - Making suggestions when required. - Undertaking tasks. - Supporting and assisting whenever and wherever necessary. - Providing required information. - Being accountable. - Suggesting. - Proposing action. - Requesting action. - Recommending and reporting to him. 	Positive, polite, and congenial.

Table 3.3: Interpersonal Relationship at Workplace

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd

Misunderstandings in the process of communication may come due to not listening well. Listening not well may happen due to: noise distractions or inattentive listening or no willingness to listen. Listening is also a skill and belongs to language skills, it demands full attention to the spoken material. Full concentration and attentiveness

along with a positive attitude towards listening are essential to avoid communication barriers.

There are some suggestive measures adapting to them can help to overcome interpersonal barriers to communication.

Methods to overcome interpersonal barriers:

- Explain the importance of messages.
- The clarity in emotional expressions.
- The attitude of the sender and receiver.
- Prefer a positive attitude.
- Create a climate of trust and confidence.
- Time your message carefully: what, where, when, how, why to say.
- Attentive listening with full concentration.

3.5 Unit Summary

In this era of technological revolutions, digital advancements have transformed means and ways of communication. Communication mediums have taken digital features also and that leads to categorizing communication as digital communication too.

A communication network implies the pattern of contacts among the members of the organization and the flow of information among them. The network helps managers to establish contacts in different patterns through communication flows. The network depends upon the size of the organization, the nature of communication channels in the organization, and the number of persons involved in the process. There can be many patterns of communication networks.

Communication can be successful if the intended message is conveyed from the sender to the receiver and the sender receives the desired response from the receiver of the message. The main components of the communicative process are sender, message, channel, receiver, and response. Various factors responsible for the failure of communication are: physical, psychological, semantic, organizational, and interpersonal.

3.6 Key Terms

- ***E-mail:*** It is a way of sending electronic messages or data from one computer to another.

- **Blogs:** a website where a person writes regularly about topics that interest them, usually with photographs and links to other websites they find interesting
- **Skype:** have a spoken conversation with (someone) over the internet using the software application Skype, typically also viewing by webcam.
- **Semantic:** connected with the meaning of words and sentences

3.7 Check Your Progress

Subjective:

- 1) Discuss some of the most common mediums of digital communication.
- 2) Discuss different types of communication networks that take place in a company or organization.
- 3) What are different types of barriers to communication and discuss how they affect communication?

Objective:

- 1) **True/False:** Similar to a vertical network, a circuit network also takes place between two units.
- 2) **Fill in the gap:** When we use the same word in different contexts or use different words in the same way it creates _____ confusions.
- 3) **Complete the line:** Star Network, this kind of communication network happens when _____.
- 4) **Short Q/A:** What are different methods to overcome semantic barriers?
- 5) **Short Q/A:** What are different methods to overcome organizational barriers?

References:

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- Michael Bennie; A Guide to Good Business Communication; 5th edition; Published by How To Content, A division of How To Books Ltd, Spring Hill House, Spring Hill Road, Begbroke, Oxford OX5 1RX, United Kingdom Tel: (01865) 375794. Fax: (01865) 379162 info@howtobooks.co.uk www.howtobooks.co.uk
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Module II:
Communication at Workplace:
Letter Writing

Unit 4: Letter Components and Layout

4.0 Introduction

4.1 Unit Objective

4.2. Letterhead

4.3 Components of Letter

4.3.1 Date

4.3.2 Inside Address

4.3.3 Attention Line

4.3.4 Salutation

4.3.5 Heading

4.3.6 Subject Line

4.3.7 Letter Body

4.3.7.1 Business Letter: General Framework

4.3.8 Complimentary Close

4.3.9 Name of Signatory/Designation

4.3.10 Enclosures

4.3.11 Copies To Be Circulated (CC)

4.3.12 Address on the Envelopes

4.4 Business Letter Layouts

4.4.1 Block Form

4.4.2 Semi-Block Form

4.4.3 Full-Block Form

4.4.4 Indented Form

4.5 Unit Summary

4.6 Key Terms

4.7 Check Your Progress

4.0 Introduction

Business letters at the workplace or an organization involve writing to employers, suppliers, customers, other organizations, etc. Business letters are written every day as a part of a job daily for numerous purposes. Business letters are written for sustaining business relationships; they are considered to be a backbone of a good organization or company.

An effective business letter can be constructed by giving careful consideration to its various components like structure, layout, forms, content, punctuation, and purpose. An effective business letter can help an organization cast an impression on the reader and achieve success in its objectives.

4.1 Unit Objective

This Unit intends to cover:

- Components of a business letter
- Business Letter Layouts

4.2. Letterhead

The paper a company uses to write a business letter is called 'letterhead'. It gives the address of the writer (organization) in printed form and records the date of the letter. It contains the logo and name of the company, and the contact details like address, phone number, email address, etc. Printing the letterhead involves designing it with all the precision of expertise. It should have an eye-catching logo with no printing mistakes regarding the name and contact details of the company. It should be single-spaced and about two inches from the top of the page.

Company's Name

It generally takes one line for the printing of the name of a company, though if the name is too long to be fit in a line it can take two lines also for the sake of balanced appearance. Where the name of the company is being accommodated in two lines the second line must be indented three or four spaces below the first line so that it does not create any confusion for the separate details in the address.

Kiran's Management Associates Pvt. Ltd.,

Example 4.1: Company's name in two lines

Postal Address:

Letterhead must have the postal address of the company correctly printed and formatted. As the recipient shall reply to the letter on the address given on the

letterhead. The postal address is printed at the top central place down under the name of the company.

Contact Numbers:

A Letterhead must give other contact details like phone number, telex, fax number, e-mail address. It provides an ease to the recipient to contact the sender in different ways.

Registered Office and Registered Number:

A company may have other addresses also. If the registered office of a company is different from the address given on the letterhead, in that case, the company's letterhead shall print that spacing at the bottom of the paper.

Reference:

Some letterheads have 'our ref' and 'your ref' printed on them, especially in the case of those companies which indicate the reference in the correspondence. A reference usually includes the initials of the writer and may also include a file or department reference.

Date:

Some letterheads are printed with the word 'Date' against which the date shall be typed.

4.3 Components of Letter

The components of a business letter implies different elements, generally include: date-line, inside address, attention line, salutation, heading, subject line, letter body, complimentary close, name of signatory, enclosures, copies to be circulated.


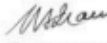
 Residents' Welfare Association Nehru Colony, Jawahar Nagar, Coimbatore	
Date	January 12, 2015
Mailing Notation	By Speed Post
Address Notation	Personal
Inside address	Water Works Department Moorthy Complex Bapu Nagar Coimbatore
Attention line	ATTENTION: Mr Rohan Kumar, In Charge, Water Supply
Salutation	Dear Mr Rohan Kumar,
Subject line	SUBJECT: NO WATER SUPPLY ON 5 JANUARY 2015 I am extremely sorry to inform you that our colony did not have any water supply on the 5th of this month and we had to face acute water shortage because of this I contacted your office on 5th January at 10 a.m. and the person at the receiving end informed us that the water supply has been stopped for certain areas because of some problems in pumping. But he ensured that the supply would resume by 5 p.m. To our dismay, we could not receive water on that day. The complaint letter signed by all the residents of this colony is enclosed. Please look into the matter and see to it that such lacuna does not occur at least in future.
Complimentary close	Regards Sincerely,
Signature block	 Manokaran, President
Reference Initials	gk
Enclosure line	Enclosure (1)
Copy line	Copy: Chairman, Water Board
Post script	PS: Please instruct your office to give prior intimation in case of not supplying water on a particular day.
345, Nehru Colony, Jawahar Nagar, Coimbatore -000011 Phone: 9817580324	

Figure 4.1 Standard Elements of a Professional Letter

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

4.3.1 Date-line

The date must be written in full without abbreviating the name of the month. For example, 1.7.2020 may preferably be written as 1 July 2020. This removes the possibility of any misunderstanding. The date can be written either below the reference number or its extreme right or against the printed word 'date'.

4.3.2 Inside Address

Concerning a business letter, the inside address is the address of the person the message is written to. Writing inside address needs to know:

- The name and full address of the recipient must be written on separate lines.
- It should be along the left margin two spaces below the 'date' and two spaces above the 'attention line', if there is no attention line, two spaces above the 'salutation'.
- The name and address of the recipient of the company should be written carefully as mentioned in the source.
- The details should not be abbreviated.
- The designation of the recipient (if known) should be written in the next line after his name.

Mr.V Kalyan Director EXCELLENT INSTITUTE OF TECHNOLOGY & SCIENCE
--

Example 4.2 : Inside address

Special Markings

If a letter is confidential it should be mentioned here in this part the 'inside address' as one clear line space above it. It can be given in either upper or lower case.

CONFIDENTIAL Mr. V Kalyan

Example 4.3 : Writing Confidential

4.3.3 Attention Line

This line can be given if a sender intends to address the letter to a particular person of a company. It can be placed preferably either above or below the 'inside address' in a clear line using capital or underscore fonts.

FOR THE ATTENTION OF MR. V KALYAN MANAGING DIRECTOR Kranthi Chemicals Ltd., Himayatnagar Hyderabad
--

Example 4.4: Writing Attention Line

4.3.4 Salutation

It is a formal greeting mentioned to the recipient. Placed along the left margin, it is given below the 'inside address' section.

Salutation style depends on the:

- personal relationship between the sender and the receiver;
 - the purpose and nature of the letter; and
 - the form of the 'inside address'.
- If the name of the recipient is used in the 'inside address' the sender may choose to use a personal salutation.
- If a letter is written to an officer by designation or head of an organization, the sender shall give the salutation - 'Dear Sir', or 'Dear Madam'.
- If a letter is written to someone senior in an organization whose name is not known to the sender he may give the salutation - 'Dear Sir' or 'Dear Madam'.
- If a letter is written to a fellow employee, the sender may give the salutation - 'Dear Chitra' or 'Dear Garima'.

4.3.5 Heading

Spaced after the 'salutation', in one clear line, in capital letters or underscore, a sender can choose to use this element for giving a brief indication of the matter of the letter.

Dear Mr. V Kalyan
Order Number 999

Dear Mr. V Kiran
INTERNATIONAL CONFERENCE – 26 AUGUST 2007

Example 4.5: Heading

4.3.6 Subject Line

'Subject line' helps a reader in filing the letter according to the subject matter. Like 'attention' and 'reference line' it also saves time. Generally it is given leaving two spaces of the first line of the 'body' of the letter. Though some organisations give the 'subject line' between the 'inside address' and the 'salutation'. If the sender is using

'attention line' then the subject line is given between the 'attention line' and the 'salutation'.

Subject line is written using capital letters where the word 'SUBJECT' is followed by a semicolon. If open punctuation is used in the heading and the address, no period follows the subject line unless it ends with an abbreviation.

<p>Attention: The Production Manager</p> <p>Dear Sir</p> <p>SUBJECT: SUPPLY OF RAW MATERIAL</p>
--

Example 4.6: Subject line

4.3.7 Letter Body

Business letters are usually written keeping the matter precise and in short body length. A routine business letter can be written without any special preparation. Other kinds of business letters must be written with careful planning and required length.

The body of the letter is a very significant element; it carries the message the sender wishes to convey. It demands a suitable response from the reader. If it is not drafted carefully and thoughtfully it cannot meet its purpose. **It should be clear, direct, logical, and courteous.**

If it is a reply to a letter, it must highlight each part of the letter that is giving information on the asked or required matters. Such information can be arranged in an appropriate order where each point or paragraph is coming in an order of importance.

4.3.7.1 Business Letter: General Framework

Generally, a business letter follows the following format or framework.

- **Opening or Introduction:** First paragraph gives an introduction to the matter. It may use reference to previous correspondence in opening and introducing the letter. It also states the purpose of the letter in a clear, concise, and polite manner.

Few examples:

- Thank you for your letter of
- We have received your order number
- We wish to hold a meeting at our office on Tuesday 23rd July.....

- **Main Body:** This section provides the sender with further details of the information which he wants to convey and which the receiver needs or seeks to know. It provides all the facts arranged in separate paragraphs. Paragraphs convey different information but they are not given headings unless there is any such information which is lengthy and deals with several important points.
- **Future Action/Response:** If the sender seeks a response or feedback from the receiver he can request the recipient for the same by expressing his such desire in words. If the sender seeks any action from the recipient in return to his letter he can also mention it by writing that to him.

Few examples:

- Please let us know the service charge involved.
 - Please send us some specimens.
 - Please complete the form enclosed with the letter and send it back.
- **Closing Section:** Usually, a sender uses a simple single line in finishing off its letter.

Few examples:

- I look forward to hearing from you soon.
- We apologize for the inconvenience.
- If you need any further information, please feel free to contact me.

ABC Business University
Hyderabad

26 July 2021

Mr. C.V.Rao

Dear Rao,

2021 National Secretaries' Conference on _____

I have the pleasure of inviting you to attend our special conference to be held at _____ hotel, Pilani, on _____ July.

This is an intensive, practical conference for professional secretaries, with the aim of increasing their managerial and office productivity and bringing them up-to-date with the latest technology and techniques.

We invited distinguished professional experts. There will be paper presentation sessions on useful topics. A detailed programme is enclosed giving full information of this conference. If you decide to join us, please complete the enclosed registration form and send it to our office before _____ July.

I am sure you will not like to miss this opportunity of attending our conference, and I look forward to meeting you.

Mr. XXXXXXXXXX

Conference Secretary

Encl:2

Example 4.7: Business letter format

4.3.8 Complimentary Close

It is a customary element of a business letter. It is a polite way of closing a letter. Typed two line spaces below the last line of the body of the letter it starts with a capital letter and must match or agree to the salutation.

For example:

<i>Salutation</i>	<i>Complimentary Close</i>
Dear Sir Dear Sirs Dear Madam Dear Sir/Madam	Yours faithfully Or Yours truly
Dear Ms. Chopra Dear Mr. Saurav Dear Neel	Yours sincerely
Dear Customer Dear Reader Dear Subscriber Dear Shareholder Dear Member	Yours sincerely

4.3.9 Name of Signatory/Designation

In a business letter, the Signatory element or component comes below the complimentary close. Leaving about 4 or 5 lines spaces for a signature, type the name of the sender, either in capitals or in uppercase letters. In the next immediate line, type the designation or department of the sender. If the sender is writing the letter on behalf of his employer he shall write 'for'.

4.3.10 Enclosures

The Enclosure is the element that plays an important role in informing the recipient that additional information or items are being sent along with the letter. Even if it is an email letter the sender should include the enclosure notation.

Leaving double space after the designation of the sender type the word 'Enclosure' or 'Enc' or 'Encs' and write the number of enclosures.

For example:

Enclosure: 3

4.3.11 Copies To Be Circulated (CC)

When a sender sends a copy of a letter to a third party (maybe someone in the same organization) he/she indicates it in the letter by using this element called 'CC'. To give 'CC' the sender shall type CC: after the 'designation' or 'enclosure' and then leaving two spaces he shall give the name of the recipient of the copy.

For example:

CC:

<p>Mrs. K Sujatha, Accountant Mr. V Kiran, Company Secretary</p>
--

Example 4.8: Copies to be circulated

If the sender does not wish the recipient of the letter to know that a third party is going to receive a copy of the letter, then instead of typing 'CC' he shall type 'bcc'. This shall be shown only on the copy of the letter not on the original copy.

'bcc': Mr. V Aneel, Managing Director

Example 4.9: Blind-copies to be circulated

4.3.12 Address on the Envelopes

Envelope must be of the same quality and colour as the letterhead. If the address mentioned on the letter includes any 'attention' or 'confidential' then it shall also be indicated in the same way on the address typed on the envelope. If it is a window envelope then the sender shall fold the letter in such a way that the inside address is appearing through the window.

There are certain points to keep in mind while writing the address for the envelope (Aruna Koneru).

- *On a small envelope, start the address about 2 inches from the left margin, on a large envelope start the address about 4 inches from the left margin.*
- *Use block style and single space in the writing address.*
- *Always write the city, state, and pin code on the last line.*
- *Leave one space between the state and the pin code.*
- *Type the attention line on any personal notation below the return address. Capitalize each word and underscore the entire notation.*

- *If special mailing services are required, type the service in all-capital letters on the upper right cover of the envelope.*
- *If the envelope does not contain a printed return address, type a return address on the upper left part of the cover. It should not be typed on the back of the envelope.*

4.4 Business Letter Layouts

Letters can be written in different layouts. There is no single specific layout of letters. With time layouts of letters have been changing to quite some extent, suiting different needs. However, all kinds of layouts give scope to all the elements of a letter.

Sometimes an organization adopts a certain format as its policy or it may follow different layouts for different purposes. However, the selection of layout largely depends on the choice of a writer, his intelligence, and his knowledge of various styles. A suitable and correct layout enhances the effectiveness of any letter. It helps in arranging the elements of a letter in an organized form.

Before we learn different forms of layouts let's know about the two topics - margins and punctuation.

Margins are the formatting elements that give neat appearance to a letter. Generally, one and a half inches to two inches margin is left on the left hand and at the top (if there is no letterhead), one to one and a half inches margin is given on the right and at the bottom.

Punctuation is the editing and writing element that helps in writing effective business letters. Proper punctuation makes the meaning clear and the matter easy to read. In relation to writing letters there are three styles of punctuation - open punctuation, closed punctuation, and mixed punctuation.

- **Closed punctuation:** In closed punctuation:
 - A period follows the dateline, the last line of the 'inside address', and the signature;
 - A comma is given at the end of the lines of the 'inside address', salutation, complimentary.

Date: 26 August 2005.
Inside Address: Prof. C V A Prasad Rao,
Director,
ICFAI Business School,
Plot # 62, Nagarjuna Hills,
Hyderabad – 500 082.
Salutation: Dear Prof. Rao,
Complimentary close: Yours sincerely,

Example 4.10: Closed Punctuation

- **Open Punctuation:** In open punctuation, in no part of the letter except the body punctuation marks are used.
- **Mixed Punctuation:** In mixed punctuation:
 - Use a comma after the date line, street name, the salutation, and a complimentary close.
 - The last line of the inside address ends with a period.

Among all these styles, mixed punctuation is used very commonly.

4.4.1 Block Form

This is the most popular form of layout and widely used. It is called block for it arranges the elements of letters (inside address, the salutation, and the paragraphs etc) in block without indentation. The division between these elements is given by leaving two-line-space between them. While within 'inside address' and individual paragraphs single line space is given. It uses the open form of punctuation meaning no punctuation marks are required except in the body of the letter.

<p>ABC Business School Plot # 63, Nagarjuna Hills Hyderabad – 500 082</p>	<p>28 August 2007.</p>
<p>V. Kalyan 103, Srinivasam Apartments Madhapur Hyderabad – 500 081.</p>	
<p>Dear Kalyan,</p>	
<p>This is an example of Block-Form of letter using mixed punctuation. Every line begins with the left-hand margin except those for the date, the complimentary close, and the signature and designation. The signature and designation are blocked under the complimentary close. In order to show separation of paragraphs and division between different parts of letter, leave double space.</p>	
<p>The block form goes well with a block panel design of letterhead. It may also be used with personal letterhead as used in this example.</p>	
<p>Many professionals use this form of letter because of clear-cut appearance. The blocked paragraphs save time in typing and the placement of the signature balances the position of the inside address.</p>	
<p>It is commonly used because it saves time in typing combined with balance making it an attractive form.</p>	
	<p>Yours sincerely,</p>

Example 4.11: Block Form

4.4.2 Semi-Block Form

In this form a mixed form of two formats i.e block form and indented form is used. This combination helps in bringing about an attractive appearance. It uses the block form with open punctuation and uses indentation form with paragraphs only. The block form helps in fast typing while paragraph indentation makes reading easy. Such a mixed or combination form can easily be used with any basic letterhead design.

<p>ABC Business School Plot # 63, Nagarjuna Hills Hyderabad – 500 082</p>	<p>28 August 2007</p>
<p>V. KALYAN 103, Srinivasam Apartments Madhapur Hyderabad – 500 081.</p>	
<p>Dear Kalyan,</p> <p>Semi-Block Form is a combination of the block and indented form. The semi-block form of a business letter with mixed punctuation is widely used. It differs from the block form only in five to ten spaces indentation of paragraphs.</p> <p>It combines the advantages of the block form and indented paragraphs. Place the inside address in block form against the left-hand margin of the letter. The complimentary close and signature are in block form and placed at the right-hand side.</p> <p>The semi-block form makes for rapid typing and paragraph indentation makes for ease in reading. This combination produces an attractive appearance that pleases many professionals.</p> <p>The combination form goes well with any basic design of letterhead.</p>	
	<p>Yours sincerely, x x x x</p>

Example 4.12: Semi-block Form

4.4.3 Full-Block Form

It is another variation of the block form. It can go well with a letterhead of a block panel design. It employs open punctuation when except the paragraph at no other place punctuation is used. In it, all the elements (the date-line, the inside address, the salutation, the body, the complimentary close and the signature) are kept on the left margin.

ABC Business School
Plot # 63, Nagarjuna Hills
Hyderabad – 500 082

28 August 2007

Mr. V. Kalyan
103, Srinivasam Apartments
Madhapur
Hyderabad – 500 081.

Dear Mr. Kalyan

This is an example of Full-Block Form of a business letter, using open punctuation. It means no punctuation marks are necessary except in the body of letter. Notice how the date line, the inside name and address, the salutation, each paragraph in the body of the letter, the complimentary close and the signature element and designation are all blocked, beginning with left-hand margin.

This Full-Block Form goes very well with a letterhead of a block panel design. The form itself is preferred by some firms because it saves typist's time.

All elements begin at the left-hand margin, thus making the rapid typing. However, the letter is lopsided and imbalanced. The letter appears heavy on the left side.

This Full-Block Form is used in many organisations. Its popularity may be growing despite its lack of balance.

Sincerely yours

(KRANTHI)

Instructor

Example 4.13: Full Block Form

4.4.4 Indented Form

The indent form is considered the oldest form of a business letter. In it, all the elements are indented by giving two to four spaces. It takes more time to draft an indented letter. It uses closed punctuation as shown in the example.

ABC Business School
Plot # 63, Nagarjuna Hills
Hyderabad – 500 082

28 August 2007

Mr. V. Kalyan,
103, Srinivasam Apartments,
Madhapur,
Hyderabad – 500 081.

Dear Mr. Kalyan,

Subject: Indented Letter Form

The indented form of letter writing is the most conventional and perhaps one of the oldest forms of letter writing. In this form each new element is indented from three to five spaces.

The date line is on the top right-hand corner, below the letterhead. Notice how the inside name and address, complimentary close, signature and designation elements and all the first lines of each paragraph in the body of a letter are indented.

Generally closed punctuation is used in this form. Conservative business firms like this style. It harmonises well with the indented design of a letterhead.

Naturally the indented form with closed punctuation requires a bit more time for typing because the layout requires it. However, some correspondents feel that the extra time is justified. The form is consistent and pleasing to the eye.

Sincerely yours,

XXXX

Example 4.14: Indented Layout

4.5 Unit Summary

- The paper a company uses to write a business letter is called 'letterhead'. It gives the address of the writer (organization) in printed form and records the date of the letter. It contains the logo and name of the company, and the contact details like address, phone number, email address, etc.
- The components of a business letter implies different elements, generally include: date-line, inside address, attention line, salutation, heading, subject line, letter body, complimentary close, name of signatory, enclosures, copies to be circulated.

- Letters can be written in different layouts. There is no single specific layout of letters. With time layouts of letters have been changing to quite some extent, suiting different needs. However, all kinds of layouts give scope to all the elements of a letter.

4.6 Key Terms

- **Inside address:** The inside address is the address of the person the message is written to.
- **Enclosure:** something that is placed inside an envelope together with the letter.
- **Full-Block format:** It is a format typically used for business letters. In block format, the entire text is left aligned and single spaced.

4.7 Check Your Progress

Subjective:

- 1) What is 'letterhead'? What does it contain?
- 2) Briefly discuss all the elements of a business letter?
- 3) What are the points to remember when writing the address for the envelope?
- 4) Letters can be written in different layouts. There is no single specific layout of letters. Discuss.

Objective:

- 1) Fill the gap: In writing the 'inside address' the name and full address of the recipient must be written on _____ lines.
- 2) Complete the line: The Enclosure is the element that plays an important role in _____.
- 3) True/False: Block-form is the most popular form of layout and widely used.
- 4) Short Q/A: What is indented form in the letter layouts?
- 5) Short Q/A: What is the block form in the letter layouts?
- 6) Short Q/A: What is the difference between a block layout and full block layout?

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Unit 5: Planning a Letter

5.0 Introduction

5.1 Unit Objective

5.2 Planning a letter

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5.2.2 State the Purpose

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5.3.7.1 Academic and Business Cover Letters

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5.4 Unit Summary

5.5 Key Terms

5.6 Check Your Progress

5.0 Introduction

Professionals educated with effective letter writing skills create the image of the writer or the organization through it. A business letter written with precision and clarity of meaning gives the matter an effortless reading and quick response. Letters written with clear and concise language using short sentences and simple words present the information in the most factual, objective and easy to understand way.

After knowing the elements and formats of business letters through the previous unit, this section of the module shall help you to learn the planning process and types of business letters.

5.1 Unit Objective

This unit intends to cover:

- Planning a letter
- Types of Business Letters

5.2 Planning a letter

Any business letter that needs to be written for any purpose must be written through careful planning. A writer must make a plan for writing an effective letter and it involves several steps.

5.2.1 Select a Suitable Tone

Writing a letter needs to have a tone as it expresses the personality not only of the writer but also of the company the sender belongs to. Through a business letter a correspondent may be intending to establish some contact with organisations and it requires to use a suitable tone. ***A tone could be persuasive, pleasant, requesting, apologetic, conciliatory, friendly, firm, and so on.*** The selection of the tone depends on the purpose and occasion. A letter written using inappropriate tone may fail to achieve its intended purpose.

'You attitude' or recipient-oriented style:

Writing in the recipient-oriented style is called the 'you attitude'. It means focusing on the recipient more and using the word 'you' more often. This attitude helps a sender to write a message focusing on the recipient's needs, purposes, expectations, or interests. Business letters must be written from 'you viewpoint' instead of 'I or we viewpoint'. 'You' viewpoint emphasizes the reader's interest and helps to win the reader's mind and attention.

For example:

I or We attitude : We are sure that our new discount policy will be attractive to you.

'You attitude': You will surely appreciate the new discount policy.

I or We attitude : I am happy to hear that you have selected our Company.

'You attitude': Thank you for giving us the opportunity to serve you.

I or we Attitude : I will give you 10% discount on credit card purchase

'You attitude': You can get 10% discount on credit card purchase

We know a sender writes out for some personal purposes or objectives. Even if he needs to talk about himself in a formal letter a great deal, he should do so in such a way that the receiver could relate to the purpose as its own. Using the 'you attitude' a sender can also change an unpleasant situation positively. Following is given a table expliciting the appropriate use of 'you' attitude.

We/matter-of-fact attitude	'You' attitude
We are glad we can now send our tape recorders.	You would be glad to know that your tape recorders are ready for sale.
We are happy to receive your request for the automatic locks.	Thank you for your request for the automatic locks.
We regret that the goods did not reach the buyers in time.	We regret that you could not receive your goods in time.
We are pleased to announce our new insurance scheme.	Now you can avail our new insurance scheme.
We offer the printer cartridges in three colours: Black, red, and blue.	You may choose your printer cartridges from three colours: black, red, and blue.

Example 5.1: Sentences with 'you' attitude

However, on some occasions, it may be better to avoid using you. For instance, when someone makes a mistake, we may wish to lessen ill-feeling by referring to the error impersonally rather than pointing it out directly. 'We have a problem' would work better than 'you caused a problem'. The more impersonal, matter-of-fact tone shows greater sensitivity and avoids creating unnecessary hard feelings in the recipient.(Meenakshi Raman and Sangeeta Sharma)

'You' attitude	Impersonal attitude
You should never use this type of paper for photocopiers.	This type of paper does not work well in photocopiers.
You have not connected the wires properly.	The wires have not been connected properly.
You have not yet sent copies of the 2014–15 Bulletin.	Copies of the 2014–15 Bulletin are yet to reach us.
You are not supposed to keep the lights switched on when you leave your hostel room.	Lights should be switched off when students leave their hostel rooms.
Your indifferent attitude has caused this problem.	A little more care could have avoided this problem.
You failed to respond to the letter on time.	The letter was not responded to on time.

Example 5.2: When not to use the 'you attitude'

5.2.2 State the Purpose

Letters are written with a purpose, and writing for that specific purpose a sender can be successful in communicating his thoughts, ideas, and facts to a reader successfully. A sender must make a clear and complete statement of the objective of writing the letter. He should make some analysis by thinking: what he wants to accomplish through this letter; what this letter shall do, what action I want the recipient to take; what impression I want to leave on the recipient. Such an analysis helps in evolving the purpose of the letter or message. It shall also lead the sender to start writing quickly getting to the point.

Mentioning the purpose of writing the letter at the beginning of the letter also helps the recipient to know the objective of the correspondence clearly. If a letter is intended to reply to an inquiry, state that in the very beginning so that the recipient could understand it quickly. For example, *“I was glad to learn from your letter of 12th August of your interest in our products. As requested, our catalog and price list are enclosed, together with details of our conditions of sale and terms of payment.”* (Aruna Koneru)

5.2.3 Assemble Relevant Information

After considering the suitable tone and knowing and stating the purpose the sender should assemble the relevant information. Assembling information depends upon the situation. In a complex situation, the sender may have to gather information from several sources and by different methods. However, in any situation, the writer must first know the facts and then write to suit the situation.

In writing a business letter, a sender may need to collect the following information (Aruna Koneru):

- Previous correspondence;
- Circumstances that give rise to write the letter;
- Why correspondence is necessary;
- How you can fulfill the need;
- Exact nature of the letter required;
- Action to be taken;
- Factual information (if any);
- Significant date;
- Examination and analysis of the situation or the factors; and

- Referring to the related files.

5.2.4 Arrange the Material

Arrangement of ideas and facts is determined by the demands of the situation, the nature of the basic message, the purpose and need of the recipient. A business letter would have a beginning, a middle, and an end just like any piece of writing. It organizes a business letter into three divisions: an introduction, discussion, and conclusion.

Letter writing guidelines are determined on the awareness of letter-reading habits. Generally, it is found that readers notice and read the first and last paragraphs first. The first and last paragraphs are also psychologically the most important elements of a letter. The opening paragraph helps in introducing the matter, gaining the attention, and interest of the reader. It also introduces the sender and his subject to the reader. The closing paragraph helps in moving the reader towards the favorable action. It reinforces the purpose of the message and motivates the reader to take the desired action.

5.2.4.1 Opening Sentence

To give a good start and impress the reader the opening paragraph must be fresh, direct, and interesting to read in its entirety. A good opening paragraph indicates the success of the letter.

In the opening paragraph, the first sentence can be used to attract or repel the interest of the reader. It leads to the remaining part of the letter and if written effectively it can lead the reader to read on. Give special attention to the very first sentence of the opening paragraph, some hints are given ahead for the practical learning:

<p>Avoid Obvious Opening Statements:</p>	<p>Say something of interest to the reader in the opening sentence.</p> <p>For example:</p> <p><i>I have before me your letter of the 11th in which you asked me for a letter of reference concerning Mr. Ayub, who is applying for the position of Digital Marketing Manager for your company.</i></p> <p>A better beginning would be:</p> <p><i>It is a pleasure to recommend Mr. Ayub for the position of Digital Marketing Manager for your company.</i></p>
<p>Avoid Participial Opening:</p>	<p>Participial beginnings are of no importance, they do not contribute to the meaning of the sentence. Using participles can give a very weak beginning.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>Referring to your letter of August 25th concerning the above subject, we wish to advise that we have not discussed the subject with our client.</i> - <i>Replying to your letter of August 25th which we duly received we wish to state.....</i> - <i>Replying to your letter of a recent date.....</i> - <i>Referring to our telephone conversation of....</i>
<p>Avoid Trite (expressed too often) Expressions:</p>	<p>Trite expressions sound too formal and artificial in tone.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>We wish to take this opportunity to thank you.....</i> - <i>We have received your recent correspondence and have given it due consideration.....</i> - <i>This letter is a response to your inquiry of....</i> - <i>Enclosed herewith is the information....</i> - <i>Attached hereto is....</i> - <i>This will acknowledge receipt of.....</i>

<p>Avoid Personal Pronoun:</p>	<p>Using personal pronouns 'I' and 'we' does not create interest to the reader.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>We have your letter of August 25th and the enclosed cheque.</i> <p>It could be better:</p> <ul style="list-style-type: none"> - <i>Thank you for the cheque for Rs. 12,000/- enclosed with your letter of August 25th.</i> <p>(when you acknowledge a letter, subordinate the date of the letter to "thank you" or some other point of reader interest.</p> <p>Examples of acknowledgements:</p> <ul style="list-style-type: none"> - <i>Many thanks for your letter of the 10th.</i> - <i>Your letter of August 25th came as a surprise to me.</i> - <i>A copy of the new catalogue is being sent to you as requested in your letter of August 25th.</i>
<p>Referring to the reader's problem:</p>	<p>If a sender knows the problem, he can start its letter with a statement concerning it.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>When you examine the enclosed manual, you will see how it can help you in using the machine.</i>
<p>Tell the reader what he wants to know:</p>	<p>If the information is a favourable one, start the letter with it. If the news is unfavourable do not begin the letter with if.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>Your new fax machine is being sent to you today....</i> - <i>These brochures will give you all the information you need...</i> - <i>It is a pleasure to inform you that we....</i> - <i>The information you sent me was just what I wanted..</i>
<p>Using 'If Beginning':</p>	<p>Using 'If Beginning' puts the reader into the opening sentence.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>If you were to take a vacation, where would you prefer to g</i>
<p>Creating 'hypothetical situation':</p>	<p>Suppose you were auditing a firm and found some evidence is missing, what would you do?</p> <p>An interrogative sentence seems to stir the reader's interest. It appeals to the reader's curiosity and is a good way to begin a letter.</p>

Open with a 'thank you':	For example: <ul style="list-style-type: none"> - <i>Thank you for sending the information so quickly.</i> - <i>Thank you for your interest in our new programme.</i>
Begin with a courteous request or command	For example: <ul style="list-style-type: none"> - <i>Please sign this cheque so.....</i>
Open with a Pertinent Name:	For example: <ul style="list-style-type: none"> - <i>Garima asked me to tell you....</i> - <i>Mr. Kiran would like a copy of your...</i>

Table 5.1: Suggestions: Opening Sentence

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

However, the best technique to begin a business letter is to have a point of contact with the reader. If there is any common point of interest between the reader and the sender, use it to give a good beginning to the correspondence.

5.2.4.2 Central Part of the Letter

The central part of the letter contains the subject matter of the letter. It provides the reader with the details intended to be sent. It should be polite and direct. It should be precise, written in clear words, and grammatically correct.

It provides the reader with the information in detail and paragraph-wise. Each paragraph must be arranged in the order of importance and necessity. The first paragraph must be short and introduce the purpose of writing the letter. This paragraph should be one or two sentences.

5.2.4.3 Closing the Letter

Closing the letter is used to either induce a favourable action or to make a favourable impression on the reader. As discussed above, readers usually read the first and last paragraph first hence this closing paragraph also holds great significance and needs to be drafted carefully. A reader looking at the final paragraph seeks to know the main point of the letter or the action or decision he is being expected for.

The closing paragraph reinforces the purpose of the message, it motivates the reader to take the desired action promptly.

A writer can refer to some techniques while writing a closing paragraph.

<p>Use a Provocative tone:</p>	<p>For example:</p> <ul style="list-style-type: none"> - <i>How many do you want?</i> - <i>Are you interested in my proposition?</i>
<p>Use a suggestion:</p>	<p>For example:</p> <ul style="list-style-type: none"> - <i>Will you please send me a copy?</i>
<p>Use a command:</p>	<p>Using 'a command' is a way to end a letter. Such a commanding line is written in imperative sentences.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>Don't delay. Order today.</i> - <i>Get your order by May 10th as I am planning to leave the town on May 15th.</i>
<p>Offer an incentive:</p>	<p>Offering an incentive is a kind of technique that can be used to induce the reader to take an action.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>Order your new ___TV today and get your initials printed in gold...</i> - <i>The special discount now offered can be allowed only on orders placed by March 30th. After that date catalogue prices will be charged.</i>
<p>Repeat the main point:</p>	<p>A sender can use this technique when he intends to re-emphasise on what the reader should act.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>As soon as you send the additional reports, a decision can be made.</i> - <i>Order today and make your summer cool and enjoyable.</i>

<p>Use the reader's name</p>	<p>Using the name of the reader in the closing sentence is another technique incorporated to emphasise the reader.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>I certainly would like to have a talk with you, Mrs. Reddy, to show you how my qualifications will fit in with your plan.</i>
<p>Avoid Participial Closing and Indefinite Closing</p>	<p>It is not recommended to use participial in giving closing lines for they bring trite expressions and incompleteness in the meaning.</p> <p>For example:</p> <ul style="list-style-type: none"> - <i>Hoping to hear from you soon, I remain sincerely yours.</i> - <i>Thanking you in anticipation</i> - <i>Trusting to hear from you</i> - <i>Hoping you will place an order</i> - <i>Hoping for an early reply</i> - <i>Looking forward to hearing from you soon.</i> - <i>Thanking you for your interest</i> - <i>Hoping to hear from you soon.</i> <p>Indefinite Closing examples:</p> <ul style="list-style-type: none"> - <i>Will you please send the information as soon as convenient?</i> - <i>I will appreciate your reply soon.</i>

Table 5.2: Techniques for closing

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd

5.3 Types of Business Letters

Business communications, to a large extent, depend on well-written letters. Depending on their purpose, business letters can be classified into various types as shown in the Table. Each type of business letter serves a purpose.

- Order, inquiry and claim, and adjustment letters are essentially informative. They either ask for information or provide information for further action.
- Credit, collection, sales, fund-raising, and job application types of letters are persuasive. They attempt to persuade or motivate readers toward the desired action. (Meenakshi Raman and Sangeeta Sharma; Technical Communication Principles and Practice)

Types	Objectives
Credit	To enquire or request for loan
Collection	To collect past due accounts
Enquiry	To enquire the status of something; price lists; catalogues
Order placement	To place an order for products or services
Claim	To lodge a complaint and ask for a remedy
Adjustment	To inform how the complaint would be taken care of
Sales	To sell a product or service
Fund-raising	To request the readers to donate money or time
Job Application	To apply for an employment
Covering letter for job application	To introduce the applicant
Thank you/follow-up	To express courtesy/get updated information
Acceptance/rejection	To take up/refuse an offer or assignment
Resignation	To give up a job without creating an unpleasant situation
Persuasive	To convince someone

Table 5.3: Types of business letters

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

5.3.1 Credit Letters

A company sells goods on credit to encourage people to buy more. Whether a company is selling goods or stocking them on credit, it would have to record this activity and undertake correspondences in this regard.

The different types of credit letters include:

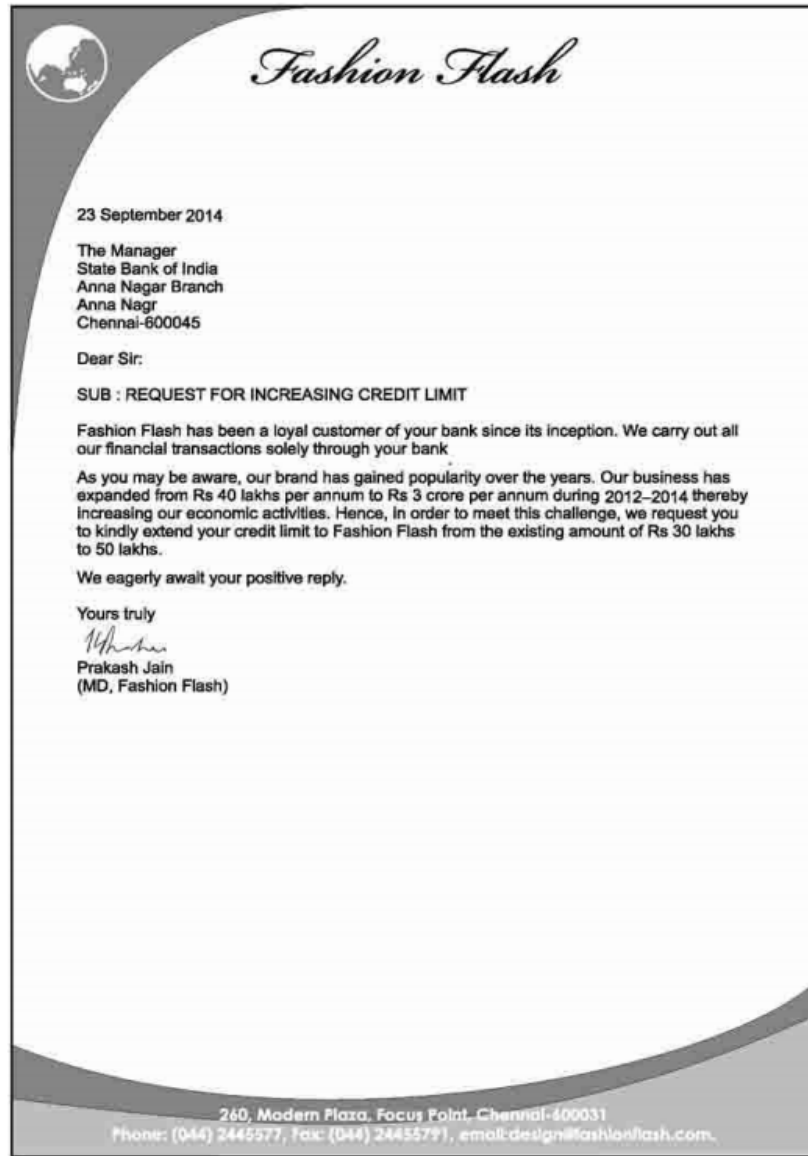
- **Requests for credit:** such letters are also of two types:
 - request for enhancing credit limit
 - application for increasing the credit period
- **Status inquiries:** When a client applies for credit, the finance company analyzes and investigates its creditworthiness. It ensures that it does not incur losses owing to bad debts (credit not paid back). In writing such inquiry letters, a polite but formal tone must be used, keeping in mind some other points also as:
 - *seek general information about the applicant.*
 - *assure that the information provided will be kept confidential*
 - *get the employer's opinion on the application for the grant of credit within the requested limit.*

To encourage a timely reply the sender can enclose a self-addressed and a postage-paid envelope. Such letters should be marked confidential.

- **Replies to status inquiries:** When the reply to the 'status inquiry' is positive the reply letter is simple and not difficult to write. If the reply is not favorable to the interest of the applicant in such a case the reply letter should not be rude

and kept polite. Such a reply needs to be drafted keeping in mind some points like:

- *provide an honest opinion about the facts*
- *reflect that the information supplied by you may be found useful*
- *remind that the information provided by you must be kept confidential and you are not responsible for distortions*



Example 5.3: Request for enhancing credit limit (block layout)



20 October 2014

Manager HRD
Alfred Industries Ltd.
30/2nd Cross, Adyar Road
Chennai-60

Dear Sir,

SUB: CREDIT-WORTHINESS STATUS ENQUIRY

We are a vehicle and white goods global finance company having worldwide headquarters in Washington, DC and India headquarters in Delhi. We have business operations with a financing portfolio of \$2000 billion as on 31.3.2014 out of which \$100 billion is accounted for by our India operations. We have been established in India since 2010 and enjoy a market share of 10% and 7% in vehicle and white goods financing, respectively.

Mr Lokesh Jain, employed with your organization as Deputy Manager, has approached us for a vehicle finance of Rs 10 lakhs. It would be highly appreciated if the following information is made available to us to assess his credit-worthiness and take a decision on his application. In addition, kindly inform us whether the application can be considered.

Please be assured that the information shared with us shall be kept confidential and will be used only for the purpose of processing his loan application.

- (a) His present emoluments and take-home salary
- (b) Designation
- (c) Date of joining
- (d) Present age and remaining service period with you
- (e) His conduct as an employee
- (f) Outstanding loan to be paid to you, if any; Date of receiving the loan and the deadline to repay the same
- (g) Mode of loan recovery: Can it be from the salary if you receive a proper mandate from the applicant?

We assure you again that the information provided by you about your employee shall be kept confidential and used exclusively for the stated purpose. An early reply from your office in this regard will help us to act upon his application quickly.

Thank you and regards.
Yours faithfully,

Manager (Retail Credit)



345, Indraprastha Enclave, Pandu Nagar, New Delhi-110023
Ph: 011-25211405

Examples 5.4: Letter seeking status enquiry



Alfred Industries Ltd.

02 November 2014

Manager (Retail Credit) Oracle Global Finance Ltd.
345, Indraprastha Enclave, Pandu Nagar
New Delhi-110023

Dear Sir

SUB: LOAN APPLICATION OF LOKESH JAIN

We thank you for your letter Cs/Y389 dated 20.10.2014 with regard to the captioned subject. In this connection, please be advised that Mr Jain aged about 40 years has been working with us for the last eight years and is designated as Deputy Manager (Engineering).

He is one of our most sincere and reliable employees. His present take home salary is Rs. 30,000 per month and as on date he does not have any outstanding loans with us. The company superannuates its technical employees at the age of 60 years.

As per the policy of the company, no third-party installment payment is entertained even upon the appropriate mandate from the employees, except premiums to be paid towards LIC policies bought by employees.

We hope this information serves your purpose.

Regards
Yours faithfully

Alfred Industries Ltd
(Manager HRD)

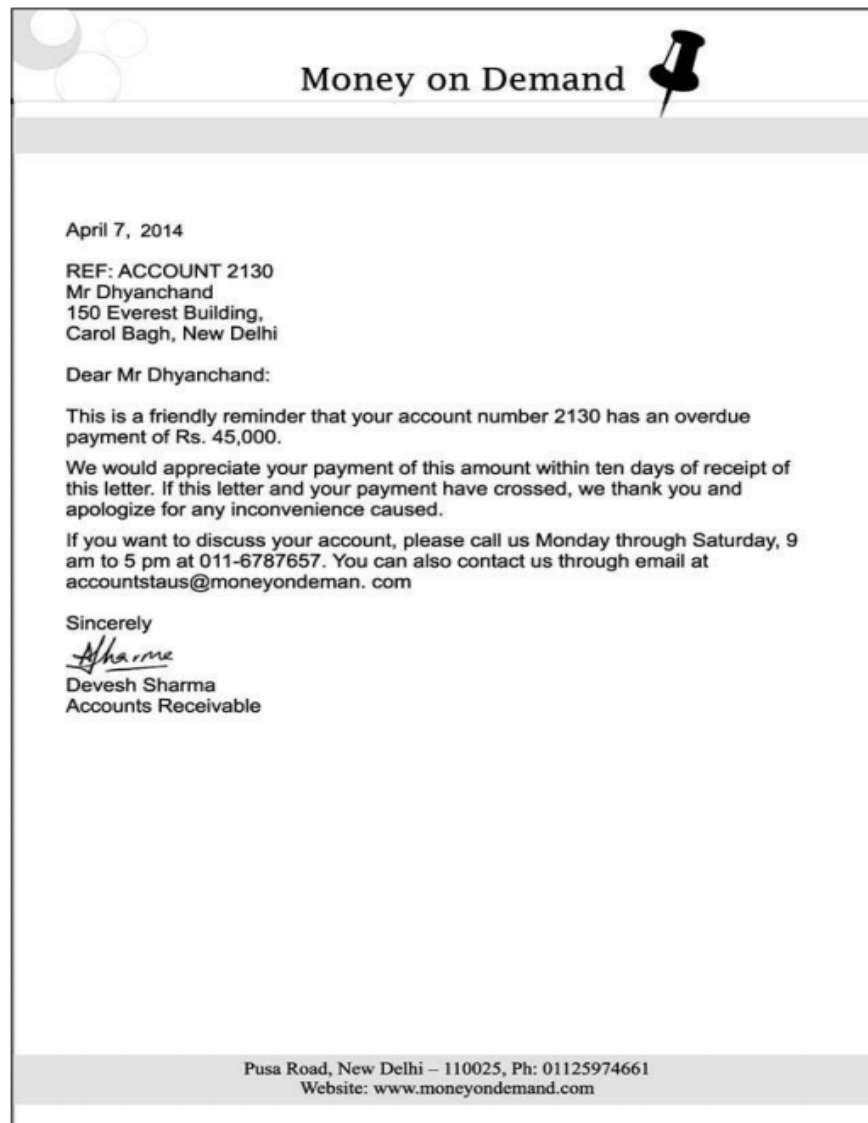
30/2nd Cross, Adyar road, Chennai-600050
Ph: 9437216200

Exhibition 5.5: Careful drafting of a reply to a credit status enquiry

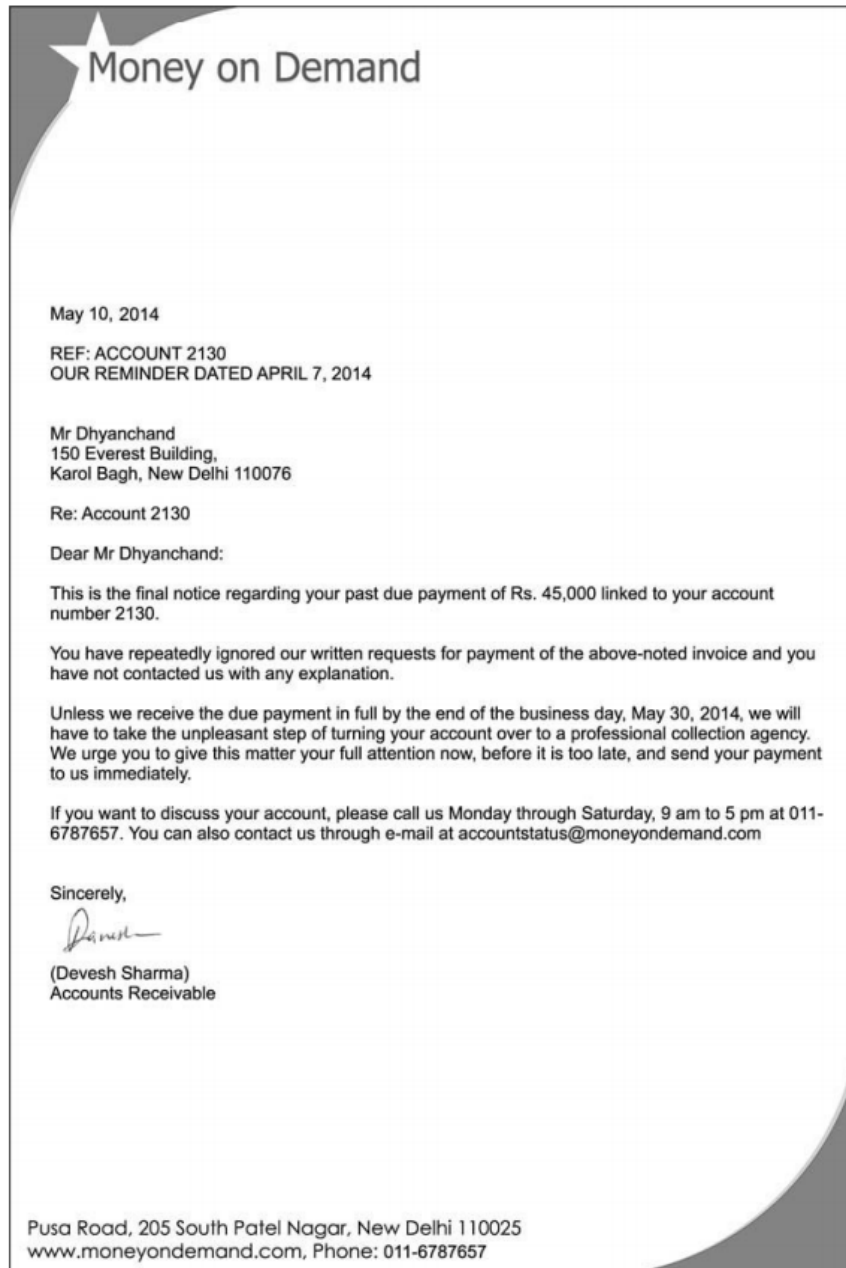
5.3.2 Collection Letters

Collection letters can be written by an individual or an organization to communicate credit or payment due matters. If a company has offered a product on some credit

basis it can write to its customers for collecting payment. Such letters could be a reminder for the return of the credit or the overdue. Since collection letters aim to derive a desirable response from the borrower and can lead to having an increase in the company revenue they should be drafted carefully. These letters begin as pleasant, friendly reminders, and become increasingly stern and demanding in case of unsatisfactory responses.



Example 5.6: Initial collection letter (block layout)



Example 5.7: Stern collection letter

5.3.3 Letters of Enquiry

An 'enquiry letter' needs to be written when we need information, advice, names, or directions. Though avoid such correspondence if the information can be obtained in some other way or can be searched on the web.

Solicited and unsolicited 'enquiry letters':

Solicited letters of enquiry are written when a business or agency advertises its products or services. When one manufacturer develops a new product a company can write a solicited letter to it asking specific questions. A letter of enquiry is ***unsolicited*** when the recipient has not prompted the enquiry. Unsolicited enquiry letters must be constructed more carefully, because recipients of unsolicited letters of enquiry are not ordinarily prepared to handle such enquiries.

Promptly replying to a letter of enquiry helps an organization to maintain healthy and pleasant business relationships.

- If it is an enquiry made from an established customer - appreciate it.
- If it is an enquiry made from a prospective customer - make a reply that shows you are glad to receive the enquiry and express the hope of having a long lasting relationship.

Writing a reply to an enquiry letter requires to: address all the points asked clearly and concisely. You can mention the rate and payment modes specifically, if mentioned in the enquiry, for it leaves no confusion for any further enquiry.

Letters of quotation: A quotation is similar to a letter of enquiry. A quotation letter sent for a product does not mean the product shall be bought. While writing a quotation letter, a buyer must also enquire about the additional charges of transportation and insurance.

Institute of Business Management & Research



15 September 2014

Mr Suresh Mennon
General Manager (Business Development)
LG Electronics Ltd.
Plot No. E- 456, Mohan Industrial Estate
Okhla, Mathura Road
New Delhi- 110038

Dear Mr Mennon

I am writing this letter to find out more about the newly launched LCD projector by your company. We happened to see your product in operation at a recently held international conference at Pune and subsequently read a couple of your advertisements in Times of India, New Delhi.

We have gone through your website and other sources to get detailed information on the product but have not been able to find the exact information we are looking for.

We are a large technical institute operating in Gurgaon with 800 students in various professional courses. To make our classroom lecture delivery effective, we are in the process of installing LCD projectors in each class.

For evaluation and assessment of this product, we would like to seek your help in finding answers to the following questions:

1. What are the limitations of your product?
2. How long it can be used on a continuous basis?
3. Can the colour combination be changed on the spot?
4. What is the life time of the product?

We would appreciate technical and objective answers to these questions, which will help us come to a decision with respect to this product.

I look forward to an early response.

Yours Faithfully

Dr Rameshwar Kumar
Dean – Academics

Sector – 56, Gurgaon
Ph: 0124 – 41424344, Fax: 0124 – 43464749
www.ibmr.edu.in Email: deanacad@ibmr.edu.in

Example 5.8: Solicited letter of enquiry

249 Ashok Bhawan
BITS, Pilani-333031
7 September 2014

The Placement Officer
Lokesh Technology Solutions

12, Barakhambha Road
New Delhi 110 005

Dear Sir

I, Anil Nath, am a 4th year student pursuing BE Mechanical at the Birla Institute of Technology and Science (BITS), Pilani, which is Asia's premier engineering institute.

My areas of interest are Power Plant Engineering, Prime Movers & Fluid Machines, Design of Machine Elements, Production Techniques.

I look forward to working in a research group environment, so that I can contribute actively to the field of my interest. Joining your research group would be immensely beneficial to me. I am confident that it will give a positive synergy to our mutual interests.

I request you to kindly enlighten me about the job openings in Generation Next Technology for a Mechanical Engineering Graduate.

I assure my full commitment and sincerity in handling any task that will be assigned to me. Please find my curriculum vitae enclosed with this letter for your kind reference.

I hope to receive a favourable reply soon.

Thank You

Yours faithfully
Anil Nath
Mobile: 9887706110
Email: anilnath.bits@gmail.com

Enclosure: CV

Example 5.9: Unsolicited letter of enquiry



LOKESH TECHNOLOGY SOLUTIONS

Where innovation meets vision

20 September 2014

Mr Anil Nath
249 Ashok Bhawan
BITS, Pilani 333031

Dear Anil:

Thank you for your interest in a career with Generation Next Technology.

To submit an online application and CV or resumé, please follow the simple steps given below. The LOKESH TECHNOLOGY SOLUTIONS online application process is our sole method of ensuring a prompt and professional review of your background and qualifications.

1. Log on to <http://www.lts.com/careers/>.
2. Select "How do I get a job at LTS?"
3. Select "Apply for a position."

You can apply for the following positions.

Field engineers

Field engineers work on land and sea, in arctic cold, and in desert heat to deliver services to our customers. While challenging, it is one of the most rewarding and respected jobs in the industry. Required: bachelor's or master's degree in engineering or applied science.

Research & Development Scientists and Engineers

Research & Development scientists and engineers create, design, and develop Schlumberger's industry-leading equipment, technology, and software worldwide. Required: master's or doctorate degree in engineering or applied science.

Manufacturing, Supply Chain and Logistics Professionals and Engineers

These professionals and engineers specialize in the manufacture and deployment of our industry-leading equipment and technology around the world. Required: bachelor's or master's degree in engineering, manufacturing, or supply chain and logistics. A local recruiter will review your application and contact you as soon as possible to inform you about any suitable positions currently available within LTS.

Best regards,

(Rajesh Gupta)

The LTS Recruiting Team

12 Barakhamba Road, New Delhi
Phone: 011-23327584, www.lts.com

Example 5.10: Reply to an enquiry letter

5 September 2014
The Chief Distributor
Housing Materials
Ajmer

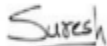
Dear Sir

This letter is in connection with the telephonic conversation held with Mr. Rushi. We are expanding our present facilities for block cutting and polishing. The present facilities are overburdened; so we are looking for adding more capacity to cater to the growing demand and rising customer expectations.

Please send us the most competitive prices and service terms for the following items.

S.No.	Item	Grade	Quantity	Total
1	Diamond Cutter	7, 8, 15	15	each grade 45
2	Polishing Stones	A, B16, C	30 each grade	90
3	Chain saw	94, 95	1 each	2


I look forward to a prompt reply from your end.




Suresh Jain
(Managing Director)
Surbhi Granites
Corporate office: Opp. Goods Station, Station Road, Jaipur
Ph: 0141-2431586

5.3.4 Order Placement letter

An order placement letter is written when a buyer wants to place an order for a product or service. It must be written very clearly and correctly including the complete description of the goods required, quantities, price, catalog number, delivery requirements, and the terms of payment as agreed by both parties.



Star Publishers 

25 January 2015


Mr Dinesh
UNICORN
36 Chandpole Bazaar
Jaipur 302 001


Dear Sir

This letter is in response to the conversation held with you over phone and subsequent mails. We are opening our office in a prime location of the city. We would like to place an order with you for stationery items for our office. Please ensure the following items are of the highest quality and latest trend:

ITEMS	QUANTITY	CATALOGUE NO.
Camel office	files 100 pieces	52
Steindler pens	25 pieces of each category mentioned	54, 55, 57, 58
Decorative accessories	2 pieces of each category mentioned	59, 62

Payment will be made by DD once we receive the goods at our office.

Yours Truly

Hitesh Jain
HR Manager
Star Publishers

1 Akbar Road, New Delhi 110 002, Ph: 011-43544357 

Example 5.12: Order Placement letter

5.3.5 Claim Letters

A claim letter, a formal complaint, is written when a product or service bought from a company is found unsatisfactory and the buyer seeks a claim or an adjustment (a claim settlement).

Such a complaint is made through a letter for it works as a record in the form of a document. The complaint letter could meet the desired response, it should be written carefully using a courteous, clear, concise form that could explain the matter explicitly and impress the reader in acquiring the favorable response.

objectives of a claim letter:

- Billing errors
- Goods not matching the sample
- Damaged goods
- Difference in agreed prices
- Wrong goods
- Late delivery
- Wrong quantity
- Non-delivery
- Unsatisfactory quality
- Poor service



STEELCO FURNITURES

Our Reference: TT/472

Your reference: MA/32

08 May 2014

APEX MATTRESSES LTD
Daryagunj
Vijay Nagar

Dear Sir:

Thank you for promptly delivering 200 mattresses in response to our order no. TT/472 on 3 May 2014. However, we are sorry to state that upon checking of the consignment, we found that 65 of the 200 mattresses sent are badly soiled and faded.

I had placed this order for your high-quality, affordable products, based on the recommendation by one of my friends. We propose to sell these mattresses at a winter sale in our area, five days from now. Advertisements for the same have already been made through the local media.

The mattresses received at our end must have been affected during transportation by water seepage owing to the recent rains. Therefore, I request you to replace these 65 damaged mattresses immediately. I have very little time left to arrange them from elsewhere. The damaged products will be sent back to you within two days at your cost by transport on receipt of the confirmations about replacement.

Kindly send us the replacement within two days of receipt of this letter and oblige. We thank you in advance for your cooperation.

Yours sincerely

Madhurima Gupta
Sales Manager

50, Lenin Sarani, Kolkata-700031
Ph: 044-48975612

Example 5.13: Claim Letter

5.3.6 Sales Letters

Sales letters are a form of advertising means. They are written for targeted customers and intend to convert them into potential customers. A sales letter is also an effective cost and time-saving medium of advertisement.

In drafting a sales letter, a sender must keep in mind some points like:

- If it is about a product, the writer must have the following details about it:

<i>Appearance</i>	<i>Manufacturing</i>	<i>Working</i>
<i>Packaging</i>	<i>Price</i>	<i>Discount offers</i>
<i>Mode of delivery</i>		

- If it is about a service, the writer must know about the:

<i>People Involved</i>	<i>Duration</i>	<i>Details of jobs undertaken</i>
<i>Changes</i>	<i>Terms and Conditions</i>	

The writer must know the readers' requirements and their needs. He may gather such information about the readers or target customers that can help him to make the approach more personalized.

As a sales letter must sound like an advertisement, a writer can apply the AIDA (attention, interest, desire, action) approach in writing it.

A - Catch the reader's attention
I - Arouse the reader's interest
D - Create a desire in the reader
A - Motivate the reader to action

Accordingly, sales letters can have three or four paragraphs as follows:

1. Attention (introductory paragraph)
2. Interest and desire (discussion paragraph)
3. Action (closing paragraph)

Hence, begin the letter with an attention-catching device in the introductory paragraph. In the discussion paragraph, try to generate interest by describing the features of the product and highlighting its benefits that can appeal to the reader. And in the closing paragraph motivate the reader to act upon the desired objective.

Catching attention:

Catching attention is necessary for gaining interest and reading further. Some devices that can help in grabbing the attention (depending upon the product or service):

- **Question** • **Quotation** • **Anecdote** • **Statistics** • **Central selling point** • **Appeal**

Question or a series of questions: *It makes the reader think perspectively.*

For example:

- *How can I develop my interpersonal skills?*
- *How am I going to perform in my interview?*
- *Will my performance satisfy my prospective employer?*
- *Do these questions bother you?*

Quotation: Its use can lead a reader to know about the product.

For example:

- *'Reading makes a full man; conference a ready man; and writing an exact man'*
—Francis Bacon
If you want to become exact in your writing approach, use 'Write Exact', our new office communication service.

Anecdote: You can begin the letter with a brief dramatic story.

For example:

I was so upset over what had happened that morning. As soon as I entered my boss's room, he yelled at me and I was puzzled. But alas! When I saw the photocopies of the survey report in his hand I had no words to say. They were so poorly produced that I could not make out anything. At that same moment I decided to replace the existing

office photocopier with a CLEARIMAGE photocopier, which I came across in a client's firm.

Statistics: *You can provide the statistics of a survey result to the target audience.*

For example:

A non-government organization persuading people to pledge eye donation:

Please do not ever think that you are alone. You will be one among those people who have agreed to donate their eyes after their death. A recent survey conducted by 'Drishti' says that among the 1000 people who have signed for this noble cause, 20% are above 60 years of age, 30% are in the age group of 50–60 and the remaining 50% belong to your age group.

Central selling point: *Emphasize the main benefit of the product to the reader.*

For example:

You are sure to like such a gift that gives you a cooler and more comfortable home, free from dust, and also a saving of over 20 per cent in electricity.

Appeal: *Begin the letter with an appeal to the reader's emotions and values.*

For example:

when offering the services of tax consultants.

There is nothing worse than paying taxes when you do not have to do so.

Building Interest:

For building an interest in the reader about the product or service. You can highlight the product's key selling point.

For example:

If a tourist package is to be offered:

- mention how relatively inexpensive it is,
- how many places it would cover, and
- what concession it gives for children.

However, more than attractive features, highlight the very important feature that can concern the interest of the reader and which distinguishes your product or service from others. Such significant points can be highlighted using different fonts or designs or incorporating some creativity in style.

For example:

An excerpt from a sales letter:

Introducing the Sanyo PLC-XU35.XU30.SU 30 series of ultra-portable projectors with revolutionary Media Card Imager (MCI) unit. You no longer have to carry along your laptop as well as your projector to make a presentation. You can convert your computer presentations or any screen data into images and save the images onto the MCI flash card with up to 1 GB data storage capacity.

Just set up the projector, slide in the flash card into the MCI unit attached to the projector and project the images just like you would do in a normal presentation.

Despite being compact and lightweight, these new Sanyo projectors have a full range of input/output capabilities to be compatible with all latest computer and video sources taking them to the top of their class. Along with proprietary Digital Realized Video Scaling technology and Digital Realized Interpolation technology, these projectors give video and data images of highest quality. They have such a stylish design that they impress your audience even before you begin your presentation.

Increasing Desire:

In the quest of increasing or creating desire you can:

- Mention the main benefit/s your product or service offers repeatedly by elaborating and expanding.
- Use persuasive words and pictures to convince the audience that the product is worth what we are claiming.
- Using 'you attitude', action terms (strong verbs: 'supports' instead of 'is designed to support'), colorful verbs and adjectives (e.g.: '*you will be delighted to see your floor sparkle like effulgent diamonds*')

- Talk about the price and the affordability you offer.
- Describing how your product is benefiting others, include testimonials. It supports your claim.
- Can mention guarantees of exchange or return privileges here, it builds faith in the product.
- Try to answer a hypothetical question you know might be in the mind of the reader.

For example:

With research having shown that students grasp and learn much more when aided by a projector, your classrooms definitely deserve the latest Sanyo projectors to create that extra edge that will translate into a big difference and revolutionize teaching practices in your institute.

Motivating Action:

You can persuade the reader to buy the product by motivating him/her to ask for a demonstration, a sample, or at least some more information about the product.

- ***The stronger the effort to sell, the stronger will be the drive for action.***

For example:

‘Order your washing machine today—while it is on your mind’ might be more effective than ‘Please send us your order today.’

Before including these words, tell the reader how to go about placing the order.

A few samples are given below:

Fill in your preferences on the enclosed stamped and addressed order form and drop it in the mailbox today!

Call the number 011-25525526 right now and we’ll deliver your washing machine in no time. Order it now, while you are thinking of Washwell 2010.

Just visit our website to place your order for...

- You can motivate them by informing them about a trial offer, free sample offer, limited time or limited quantity offer, and festival or seasonal offers.

For example:

Mail the enclosed card today and get ready for the festival of lights.

Order today be the first to own this prestigious coffee maker.

You can conclude the letter by re-emphasizing the basic appeal or the central selling point. This emphasis would enable the reader to recall the benefits of the product.

5.3.7 Cover Letters

Documents like a proposal, a questionnaire, a résumé, or a report are accompanied by a covering letter. A covering letter creates the necessary background for any submission. A reader may decide to read the accompanying document after reading the covering letter. It must be written with care for it can make the reader impressed and attain the desired response or action from him. It must be planned and executed carefully, ensuring the information is to the point and free of grammatical and structural errors.

While writing the cover letter for any document, the following points must be taken into account:

- The purpose of the document
- The highlights
- The benefits drawn
- The expected response
- A courtesy close

Tips for Writing Cover Letter



- A cover letter serves as a sales representative for the individual.
- The cover letter should complement the résumé
- Be specific; avoid a general objective. Know the pulse of the industry.
- If already working, then do not demand the expected salary, but a make reference of the current salary.
- The cover letter on email is often shorter than the traditional cover letter.
- Aim for flawless writing by checking the spelling and grammar.

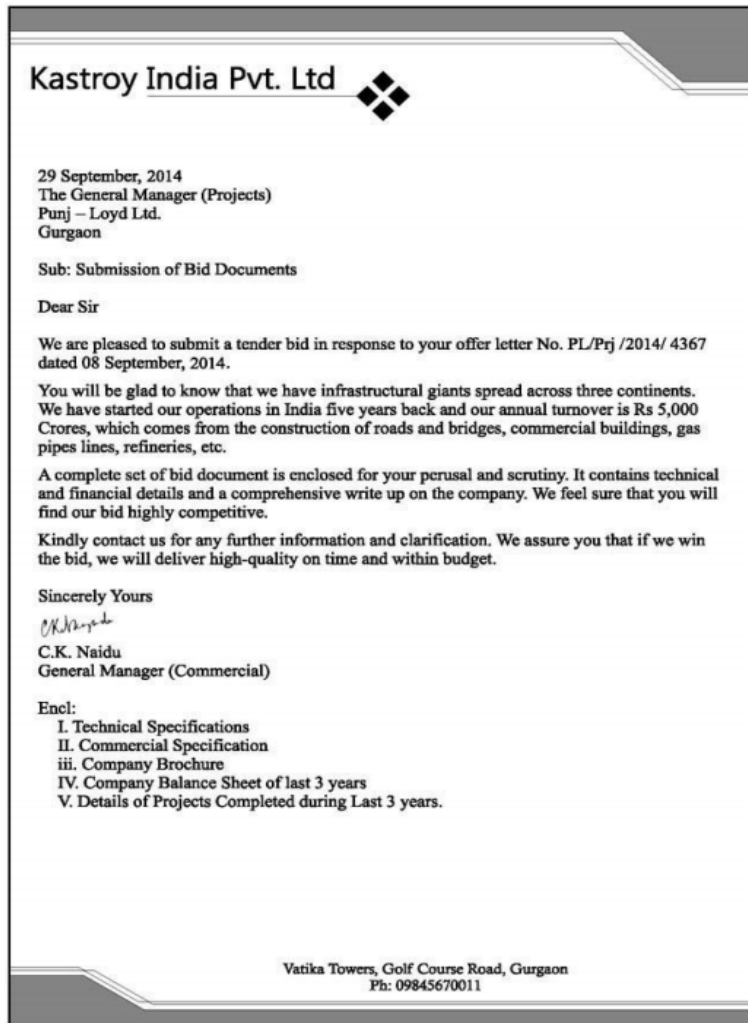
5.3.7.1 Academic and Business Cover Letters

An academic cover letter goes with the documents written for an academic job, a proposal, questionnaire, report, or job in a university. A business cover letter goes with the documents related to the industry, such as job description, salary statements, and reports, etc. Submission of such documents shall be considered incomplete in the absence of a cover letter.

In an **academic cover letter**, the focus might be required to give on - education, research, publication, and teaching. While in writing a business cover letter the care may be needed to give more on the format, structure, font, tone, etc.

However, in writing a business cover letter always remember:

- **Give complete information**
- **Be precise**
- **Be polite**



Example 5.14: Covering Letter

13 September, 2014

The Director
DST
New Delhi

Subject : Request for International travel grant

Dear Sir

Please find attached my application for travel grant for presenting my paper entitled 'Enhancing employability through the application of technology' in the *International Conference on Technology and Management* at IMT Dubai.

I look forward to a positive response.

Regards
Poonam Singh
Research Scholar

Example 5.15: Academic Cover Letter

28 October, 2014

Ramya Jayesh
Coordinator (Marketing)
Orell Techno Systems (India) Pvt. Ltd
Bangalore

The Head of the Department
Languages Group
BITS, Pilani 333031

Dear Madam

SUB: Oréll Digital Language Lab (ODLL)

Oréll Digital Language Lab or ODLL, in a nutshell, is a professionally engineered, comprehensive and end-user friendly language learning software brought to you by Oréll Technosystems (India) Pvt Ltd, a dynamic I.T solutions provider focused on delivering cutting-edge solutions primarily for educational institutions.

We are forwarding herewith our most competitive quote tailored to your specifics along with ODLL product details and optimal system requirements for your immediate perusal.

You may please refer to the rates in IIT Delhi quotation.

Some of our more recent clients:

- IIT, Guwahati
- IIT, Ghaziabad
- Indian Army, Dehradun
- Shrinathji Institute of Technology & Engineering, Udaipur
- Biyani Girl's College, Jaipur
- BITS-Pilani (Birla Institute of Science & Technology)
- UV College, Ganpat University, Gujarat.
- Amity International Schools, Delhi
- Institute of Computer and Communication Technology, Anand.
- Shankersinh Vaghela Bapu Institute of Technology, Gandhinagar.
- Truba College of Science & Technology – 2 LABS, Bhopal.
- Sanjay Ghodawat Institute of Technology, Kolhapur.
- Sanjeevan Engineering & Technology Institute, Kolhapur.
- Miraj College of Engineering, Miraj. · Learners Academy, Kota. (Rajasthan)
- Chinar Public School, Alwar. (Rajasthan)

Kindly visit us at www.orell.in for a detailed review of our range of products, services and clientele/ testimonials.

Should you require any further details/clarifications, it would only be our pleasure to oblige at once. Thank you once again and looking forward to a mutually rewarding and long-term association.

Yours truly

Ramya Jayesh
Co-ordinator, Marketing

Example 5.16: Business Covering Letter

5.3.7.2 Cover Letters Accompanying Résumés

The résumé is always accompanied by a cover letter. An attention catching and interest generating cover letter paves a way to the possibility of being selected or getting shortlisted for the interview. While writing a resume accompanying a covering letter remember a few points that can be helpful in drafting it, they are given in the box below.

- *Catch immediate attention of the reader*
- *Give the reasons for writing. If this is in response to an ad or a recommendation*
- *Underscore the key item of the résumé, by including the qualities that you possess, but which are not mentioned in the résumé*
- *Close the letter on a positive note, expressing enthusiasm*
- *Highlight your abilities by stressing on the accomplishments* General considerations
- *Be careful about the name and the address*
- *Know the head of department*
- *Let the letter be specific and brief.*
- *Keep the letter short*
- *Express enthusiasm and interest for the positive*
- *Highlight your strengths*
- *Organize the letter in three parts, indicating reference, special qualities and availability at convenient times.*
- *Start with the central selling point—education or experience—which is going to benefit the company*
- *Make your keenness for the specific job obvious*

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

249, Ashok Bhawan
BITS, Pilani
Rajasthan – 333031

25 November 2014

The Manager
Cisco Private Limited
5th cross, Sebastian Road
Hyderabad
India – 530016

Dear Sir

I was very interested to see your advertisement for a Software Engineer in *The Hindu* (20 November 2014). I have been seeking just such an opportunity as this, and I think my background and your requirements may be a good match. I am very much interested in working as a Software Engineer in your esteemed organization. I enclose my résumé as a first step in exploring the possibilities of employment with Cisco Private Limited.

I have worked as a project trainee in Satyam Computer Services Limited for the past 6 months. I was involved in developing a graphical user interface for Metadata Management System. So I have hands-on experience in Java Swing, Java Security, JDBC, and Oracle.

As a Software Engineer in your organization, I assure you that I will work hard for the improvement of your company. Furthermore, I work well with others.

I would appreciate your keeping this enquiry confidential. Thank you for your consideration.

Yours faithfully

(Gopinath M.C.)

Enclosure: Résumé

Example 5.17: Covering Letter

311 Nelson Street
West Lake Circle, Jaipur

June 6, 2014

Ms Vibha Acharya
Engineer
ACE Monitoring and Analysis, Inc.
P.O. Box 233, Mumbai

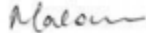
Dear Ms Acharya

Dr Samuel Johnson, a consultant to your firm and my Organizational Management professor, has informed me that 'ACE Monitoring and Analysis' is looking for someone with excellent communications skills, organizational experience, and leadership background to train for a management position. I believe that my enclosed resume will demonstrate that I have the characteristics and experience you seek. In addition, I would like to mention that my work experience last summer makes me a particularly strong candidate for the position.

As a promoter for Sansui Training at the 2013 Singapore Show, I discussed Sansui's products with marketers and sales personnel from around the world. I also researched and wrote reports on new product development and compiled information on industry trends. The knowledge of the mass communication industry I gained from this position helped me analyse how Sansui products can meet the needs of regular and prospective clients, and the valuable experience I gained in promotion, sales, and marketing would help me use that information effectively.

I would welcome the opportunity to discuss these and other qualifications with you. If you are interested, please contact me on my cell number 98292 27400. I look forward to meeting with you to discuss the ways my skills may best serve 'Aerosol Monitoring and Analysis'.

Sincerely,



(Mohan Gokhle)

Enclosure: Resume

Example 5.18: Covering Letter

5.4 Unit Summary

A business letter must be written with precision and clarity of meaning, it gives the letter an effortless reading. A letter written with clear and concise language using short sentences and simple words presents the information in the most factual, objective and easy to understand way. Any business letter that needs to be written for any purpose must be written through careful planning. A writer must make a plan for writing an effective letter and it involves several steps. Business communications, to a large extent, depend on well-written letters. Depending on their purpose, business letters can be classified into various types as shown in the Table. Each type of business letter serves a purpose. Order, inquiry and claim, and adjustment letters are essentially informative. They either ask for information or provide information for

further action. Credit, collection, sales, fund-raising, and job application types of letters are persuasive. They attempt to persuade or motivate readers toward the desired action.

5.5 Key Terms

- **Participial:** Adding -ing to the base form of a verb creates the present participle. For example, eat is the base form of the verb to eat. The present participle can function as an adjective and modify nouns in sentences.
- **Credit:** a way of buying goods or services and not paying for them until later

5.6 Check Your Progress

Subjective:

- 1) A writer must make a plan for writing an effective letter and it involves several steps., explain it.
- 2) Depending on their purpose, business letters can be classified into various types, explain.

Objective:

- 1) **True/False:** Order, inquiry and claim, and adjustment letters are essentially informative.
- 2) **Fill in the gap:** Using 'If Beginning' puts the ___ into the opening sentence.
- 3) **Complete the line:** A reader may decide to read the accompanying document after reading the _____.
- 4) **Short Q/A:** Give some points that need to be remembered while writing a covering letter for a resume.

References:

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Unit 6: Process of Letter Writing: Skills

6.0 Introduction

6.1 Unit Objective

6.2 The Essentials of a Good Business Letter

6.2.1 The Seven Cs of Letter Writing

6.2.2 Characteristics of Good Business Letter

6.3 Business Letter Writing Skills

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6.3.1.3 Avoid Adjectives

6.3.1.4 Avoid Cliches

6.3.2 Write Concisely and Directly

6.3.2.1 Avoid Redundancy

6.3.2.2 Avoid Gobbledygook

6.3.2.3 Avoid Verbosity

6.3.3 Write Precisely and Clearly

6.3.4 Write Positively and Courteously

6.3.4.1 Positive Tone

6.3.4.2 Positive Attitude

6.3.5 Courteous Writing

6.4 Unit Summary

6.5 Key Terms

6.6 Check Your Progress

6.0 Introduction

Business letter writing or drafting any letter at the professional level is a thoughtful work and must be done with great precision of skills. An effective writer is always aware that his message has a specific purpose to accomplish. In addition to planning the letter it also involves having the knowledge of writing naturally and skillfully. This unit shall help you to know the writing skill and their importance. A message can meet the desired result if it is understandable and appealing to the reader's interest.

After knowing the elements, formats, types, and planning of business letters through the previous units, this section of the module shall help you to learn the technicalities involved in writing effective business letters.

6.1 Unit Objective

This Unit intends to teach skills necessary for effective business letter writing.

6.2 The Essentials of a Good Business Letter

A business letter must be written with precision and clarity of meaning, it gives the letter an effortless reading. A letter written with clear and concise language using short sentences and simple words presents the information in the most factual, objective and easy to understand way.

Besides being a means of communication between two or more people, business letters also establish a relationship between two organizations and writing them is a kind of routine work in any professional environment. Business letters perform several functions such as: to establish a business relationship without personal contact, to create a friendly relationship with another organization, to achieve the specific purpose of your organization, to provide records for subsequent reference, to create a good impression about the writer's firm and also of the writer himself.(Aruna Koneru)² Hence, business letters are written to accomplish some purposes. And accomplishing purposes through writing can be achieved only if the message or letter is written effectively. Writing effectively might be a natural calibre of a person but writing an effective business letter involves competent skills. Business letters imply professional aspects and business prospects. Writing then is a matter of professional and skillful competence.

Let's look at the distinct purpose of a business letter:

- Giving or seeking information;
- Making or answering an enquiry;
- Placing an order;
- Demanding or refusing credit;

² Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

- Mollifying the injured feeling of a customer;
- Selling goods and services;
- Making, accepting, or refusing a request;
- Making or responding to complaints; and
- Creating goodwill etc.

Organizations correspond in writing with their customers, branches, suppliers, bankers, and other vendors with whom they would like to have a lasting professional relationship. In the past decade, there have been seen major changes in communication patterns however traditional formal letters are still important for:

- They help to maintain a professional relationship with other organizations, clients, and vendors.
- They serve an appropriate mode of communicating a complex matter.
- They help in recording information.

The purpose of writing a business letter or any formal letter lies in creating and establishing a new business relationship or sustaining an existing one. We write formal or professional letters for a varied number of purposes like to inform, to congratulate, to enquire, to order, to request, to collect dues, to complain, to make an adjustment, to sell a product or service, or scheme, to apply for a job.

The main reasons for writing letters are to seek or to provide information, to persuade for action, to furnish evidence of transactions entered into, to provide a record for future reference, and to build goodwill. (Aruna Koneru)

Any business letter that intends to convey a message may be attempting to influence or persuade its reader to take some desired action.

For effective writing or letter writing, a professional must know the 'purpose of writing' and the 'perspective of the reader'. Knowledge of these two aspects helps a writer to attain its objective. Business letters or formal letters must be clear, courteous, firm, and topic-wise.

6.2.1 The Seven Cs of Letter Writing

There are seven Cs of letter writing (Meenakshi Raman and Sangeeta Sharma; Technical Communication Principles and Practice):

**Clarity • Cordiality • Conciseness • Conviction • Correctness • Completeness •
Courtesy**

Writing a letter with the perspective of these 7Cs helps to derive a positive reaction from the recipient. A business letter presents an image of the organization, and a good picture can be created through it only if it is written flawlessly and with all the precision of writing. When a professional knows to write the letter giving -- the correct matter clearly and completely, in the tone of courtesy, in the concise form, convincing the reader cordially, it helps writing a business letter effectively.

6.2.2 Characteristics of Good Business Letter

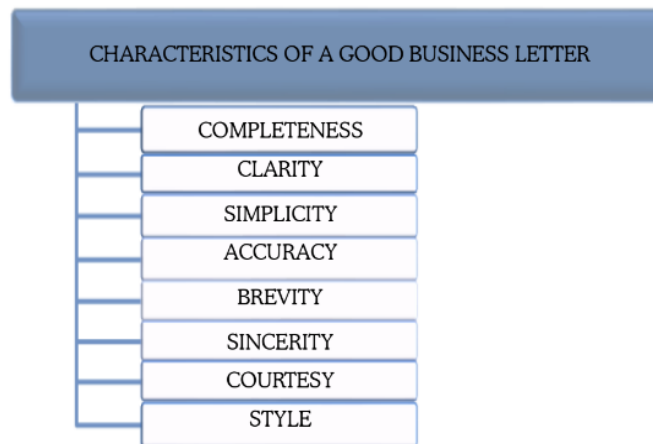


Figure 6.1 Characteristics of a Good Business Letter

- **Completeness:** A business letter should be containing all the information required to be conveyed to the addressee. If the letter is in response to the addressee, it should be providing all the information the addressee needs.
A business letter is written out of some purpose, it should contain all the information serving the objective of the writing. A sender can provide all the relevant facts and arrange them logically and systematically incorporating them into the body of the letter.
- **Clarity:** A writer must be clear about the purpose of writing and should also know to express the message simply and clearly. As it says 'clear writing' and 'clear thinking' go hand in hand, it implies a writer who is clear about the

message and who also thinks clearly and straight can be able to write an effective letter.

- **Simplicity:** A professional must use simple language in writing a business letter. It creates the letter appearing clear, comprehensible, and simple in style. Winding expressions and high-sounding phrases must be avoided.
- **Accuracy:** It means the facts or information intended to provide through the letter must be accurate and written explicitly. A writer must be careful about incorporating the details without any mistakes. For example, where the details of an invoice are to be given through a letter the writer must be cautious about giving them carefully. Any mistake in writing the account details can even lead an organization to bear loss and reputation.
- **Brevity:** It means the information meant to be provided through the letter must be in a concise manner. Avoiding unnecessary words and redundancy in writing can help in maintaining brevity in a business letter.
- **Sincerity:** A business letter must be written in a formal and sincere tone. It helps in building trust in the mind of the reader. Consider the words and phrases you use in your letter and how your reader will likely receive them.
- **Courtesy:** In a business letter, the tone of a message must be courteous. A polite tone can even work in managing an aggrieved client or recipient. A business letter cannot afford to be curt and rude. Be it a refusal letter or complaint letter it should not be written using any insensitive and harsh words.
- **Style:** Writing a business letter also requires a writer to adopt a style suiting the need.

6.3 Business Letter Writing Skills

Effective business letter writing skills include: write naturally, write concisely and directly, write precisely and clearly, and write positively and courteously.

6.3.1 Write Naturally

Writing business letters does not mean adding any artificial expression to the correspondence.

For example:

Many thanks for your letter dated...

Kindly respond to our request for...
 Please refer to our order dated...
 You will be pleased to know that...
 We appreciate your prompt response to our...
 We are sorry that we may not be able to grant you...

Adding any artificial expression makes a writer sounding immature, hypocritical, and unreal. The expression of writing must be natural. Writing naturally as if you are conversing makes a letter reflecting - the originality of the use of language. Natural writing gives the impression of the writer as genuine and sincere. It helps in arresting the interest of the reader.

Writing a business letter with the 'be natural' expression comes by avoiding trite expressions, long phrases, strong adjectives, cliches.

6.3.1.1 Avoid Trite Expressions

The use of trite expressions can make your message appear boring as they are roundabout and old-fashioned phrases that add nothing to the sense of your message. Stereotyped expressions do not impress readers, they sound artificial, and do not help in comprehending the message.

For example:

- 'We are sorry to tell you' is better than 'we regret to inform you'.
- 'We are sending separately' sounds better than 'we are sending under separate cover'.
- 'As soon as possible' is more real than 'at your earliest convenience'.
- 'We have received' is more effective than 'We are in receipt of...'

Trite expressions were used in old times but now not. An effective business letter does not use unnecessary words. The use of redundant words makes the real message complicated to understand.

Some trite expressions and their suggested substitutes are given below:

<i>Instead of</i>	<i>Write</i>
<i>I have pleasure in informing you</i>	<i>I am pleased to tell you</i>

<p><i>The writer wishes to acknowledge....</i></p> <p><i>We are in receipt of...</i></p> <p><i>We beg to acknowledge receipt of....</i></p> <p><i>We beg to thank you for your letter of...</i></p>	<p><i>Thank you for your letter</i></p>
<p><i>Assuring you of our prompt attention</i></p> <p><i>Awaiting the favour of your early reply</i></p> <p><i>Assuring you of our best attention of all times</i></p> <p><i>Assuring you of our interest in the matter</i></p>	<p><i>Omit all this</i></p>
<p><i>As in the above</i></p>	<p><i>This part/policy/ service</i></p>
<p><i>Complying with your request</i></p>	<p><i>I have done what you asked</i></p>
<p><i>Attached find</i></p> <p><i>Attached please find</i></p> <p><i>Attached hereto</i></p> <p><i>Attached herewith</i></p>	<p><i>Attached</i></p>
<p><i>Beg to acknowledge</i></p> <p><i>Beg to advise</i></p> <p><i>Beg to announce</i></p> <p><i>Beg to assure</i></p> <p><i>Beg to call to your attention</i></p>	<p><i>Omit the word 'beg'</i></p>
<p><i>Contents carefully noted</i></p> <p><i>Contents duly noted</i></p> <p><i>Contents noted</i></p>	<p><i>In giving a reply to a letter he has to say that he has read it</i></p>
<p><i>Enclosed please find</i></p> <p><i>Enclosed find</i></p> <p><i>Enclosed you will find</i></p>	<p><i>Enclosed</i></p>
<p><i>Favour us with an answer</i></p> <p><i>Favour us with an order</i></p> <p><i>Favour us with your reply</i></p>	<p><i>We shall appreciate a reply from you</i></p>
<p><i>Furnish us with</i></p>	<p><i>Send us</i></p>

<i>Herewith enclosed</i> <i>Herewith please find</i>	<i>I have enclosed or</i> <i>Enclosed</i>
<i>Herewith</i>	<i>omit</i>
<i>I remain (preceding the complimentary close)</i>	<i>omit</i>
<i>In regard to</i>	<i>avoid</i>
<i>In relation to</i>	<i>Rewrite the sentence so that the most important part of the sentence comes first.</i>
<i>Instant (this expression is used to indicate the present month)</i>	<i>Give the specific month when you are referring to it.</i>
<i>Aforesaid</i> <i>Furthersome</i> <i>Whereas</i> <i>undermentioned</i>	<i>omit</i>
<i>We are in receipt of</i>	<i>We received</i>
<i>Valued favours</i> <i>Esteemed enquiries</i>	<i>omit</i>
<i>This is to thank you...</i> <i>Wish to acknowledge</i>	<i>Thank you</i> <i>acknowledge</i>
<i>Wish to thank</i>	<i>Thank</i>
<i>Your favour of August'96</i>	<i>Your letter of August'96</i>
<i>Please be good enough to advise us</i>	<i>Please tell us</i>
<i>Your esteemed favour</i>	<i>Your letter</i>

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

6.3.1.2 Avoid Long Phrases

Avoid using such phrases that can be replaced with a single word. Phrases that end with prepositions are often lengthy. Consider the following examples:

1) We have increased the price in order to reduce our losses.

Appropriate: we have increased the price to reduce our losses.

2) The furniture is needed in connection with the new office.

Appropriate: The furniture is needed for the new office.

3) I have received your letter on the subject of the new machinery.

Appropriate: I have received your letter concerning the new machinery.

6.3.1.3 Avoid Adjectives

Adjectives and adverbs should be avoided unless they are necessary. Using strong adjectives like 'awfully sorry', 'terribly inconvenient', and 'tremendous effect', etc. can not help in attracting attention. They are useless expressions to be used in a business letter. In business letter language clarity is more important than strong adjectives.

For example:

The cold wave caused immeasurable damage to the crops this year.

Appropriate: The cold wave caused severe damage to the crops this year.

6.3.1.4 Avoid Cliches

In writing business letters avoid using cliches, it presents ideas in an unnatural way. Cliches have become stereotyped and considered worn-out expressions. Following is a table of cliches used in business correspondence often, practice to not use them more often but rarely in your writing.

<i>On the contrary</i>	<i>Conspicuous by absence</i>
<i>Inclined to think</i>	<i>By and large</i>
<i>On the above</i>	<i>In the near future</i>
<i>Face facts</i>	<i>For your kind information</i>
<i>Unparalleled success</i>	<i>In view of the fact</i>
<i>Acid test</i>	<i>Needless to say</i>
<i>Last but not least</i>	<i>Intents and purposes</i>

Example 6.1: Cliches

6.3.2 Write Concisely and Directly

Write concisely and directly means writing complete or ample information using a few words. It helps in providing information effectively and arresting the attention of the reader easily. Concise and direct writing can be adopted by avoiding redundancy, avoiding gobbledygook (jargon), and avoiding verbosity.

6.3.2.1 Avoid Redundancy

Avoiding redundancy means not using such words or phrases which already have another or more short and simple version. Business letters must be written to the point avoiding unnecessary words and repetitions, it conveys a clear and understandable message. Avoiding redundancy does not cause any discourtesy rather it helps in conveying the aim of writing directly and clearly.

Avoid using unnecessary phrases such as: 'It should be noted that..', 'It will be appreciated that...'; 'I want to point out that..'

You can use long phrases but use them only if it is the best way of conveying the message.

<i>Redundancy</i>	<i>Clear and short way</i>
'We should esteem it a favour if you would kindly send'	Will you please send.....
'Please do send the reply at your earliest convenience'	Please reply as soon as possible
It would be kind enough of you to advise us as to what to do under these circumstances	Please tell us what to do under these circumstances

6.3.2.2 Avoid Gobbledygook

Gobbledygook refers to the language characterized as jargoned, gibberish, grandiose writing that is hard to understand. To avoid gobbledygook in writing, think what you want to say and then write simply and directly, deleting all unnecessary words that may cause your reader any confusion in understanding the message.

For example:

- 1) *"In the event that you would like from us to return your cheque in the amount of Rs. 2000, please say so by returning the enclosed self-addressed and stamped envelope."*

In the given example, the underlined phrases and words are causing confusion, deleting them we can write a more direct and concise sentence like:

Suggested:

If you would like us to return your Rs. 2000 cheque, please send the stamped, addressed envelope.

- 2) *"The consensus (includes the concept of opinion) of opinion among most businessmen is that sales will increase during the year (unnecessary words) of 2020."*

In the given sentence, there are few words like consensus, during the year of are the examples of unnecessary words. This sentence can be written in a better way.

Suggested:

Most businessmen feel that sales will increase during 2020.

Or

The consensus among businessmen is that sales will increase during 2020.

- 3) *We would like to express our regret at being unable to fulfil your requirements.*

Suggested:

We are sorry we cannot meet your requirements.

- 4) *I am sorry to inform you that we do not have these goods in stock at the present moment in time.*

Suggested:

We are presently out of stock of this item.

- 5) *Your letter of August 25 received and contents duly noted. We wish to say that we are referring your question to our sales department.*

Suggested:

Our sales department is gathering material which should prove helpful in answering your inquiry of August 25.

6) *We must, therefore, keep each method of paying our salesman a matter of information to be known only to those affected.*

Suggested:

We must, therefore, keep each method of paying our salesmen confidential.

7) *In connection with the subject of stressing, our practice with regard to calculation is devised with a view to speed.*

Suggested:

Our method of stress calculation is devised for speed.

8) *I have your letter of August fourth at hand. I am sending the samples you requested.*

Suggested:

I am sending the samples you requested in your letter of August fourth.

6.3.2.3 Avoid Verbosity

Using too many words in saying a thing is a verbosity. By avoiding abstract words, you can avoid verbosity. Abstract words are often vague and cause ambiguity in meaning. Hence use concrete words instead of abstract. Concrete words are the terms that identify things and events and can be measured and observed.

For example:

1) **Abstract:** You will get a substantial discount if you pay promptly.

Concrete: You will get a discount of 30% if you pay by 25 July 2020.

2) **Abstract:** I hope our response to your communication has reached you.

Concrete: I hope you have received our reply to your letter.

3) **Abstract:** The condition of heat treatment has a bearing upon the degree of deformation possible.

Concrete: The deformation possible without fracture varies with heat treatment given.

Example 6.2: Use of Concrete words

The following table shall help you to identify 'verbose words' and learn to replace them with their 'direct and concise' versions.

<i>Verbose</i>	<i>Direct and Concise</i>	<i>Verbose</i>	<i>Direct and Concise</i>
As regards	About	In the light of the fact that	Because, since
As related to	For, about	In the majority of instances	Usually
As a later date	Later	In the matter that	About
At all times	Always	In the time of	During
Along the lines of	Like	In view of	Since
After this is accomplished	Then	In view of the above	Therefore
At the present time	At present/now	In view of the fact that	Since, because
As per your instructions	As you instructed	In view of the forgoing circumstances	Therefore
Answer in the affirmative	Say 'yes'	It is our opinion	We feel
According to our records	We find	Make necessary adjustments	Adjust
Be in a position to	Can	Make the acquaintance of	Meet
By reason of the fact that	Because	Notwithstanding the fact that	Although
Due to the fact that	Because	Of very minor importance	Unimportance
Duly noted	Noted	On a few occasions	Occasionally
On the ground that	Because	On account of the fact that	Because
On the occasion of	When, on	On behalf of	For
Come to a decision	Decide	On the basis of	On

For the month of July	For July	On the ground that	Because, since
For the purpose of	For	Pending receipt of	Until
For the reason that	Since/because	Pertaining to	About
Give consideration to	Consideration	Prior to	Before
In order that	So	Subsequent to	After
In order to	To	Take into consideration	Consider
In accordance with your request	As you requested	Taking this fact into consideration it is apparent that	therefore
In connection with	About	The question as to whether or not	whether
In addition	Also	The reason is due to	Because
In lieu of	In place of / instead of	The undersigned	I/we
In as much as	Since, because	To summarize the above	In summary
In favour of	For, to	Under date of	on
In rare cases	Rarely	Until such time	until
In reference to, with reference to	About	We are of the opinion that	We believe
In regard to	About	We regard to	concerning
In relation with	With	We are writing to tell you	This explains
In terms of	in	Will you be kind enough to	Please
In the amount of	For	With a view to	To

In the event that, in the event of	If	Without further delay	Now immediately
In the case of	If	With reference to With regard to With respect to	About
In the near future	Soon	With the exception of	Except
In the course of	for, by, in, if	With the result that	So that

Example 6.3: Verbose words and their better alternatives

Hence, you can concisely write your message by having clarity in thinking and using simple expressions. To write a business letter effectively - avoid giving unnecessary details, provide the matter concisely and directly.

6.3.3 Write Precisely and Clearly

To bring clarity and precision to writing, a writer requires to select the words suitably. Arrange or structure - the words into sentences, sentences into paragraphs, and paragraphs into the whole body logically. The words, ideas, and facts arranged logically bring clarity to the message or content.

Clarity and precision, the two individual virtues, are attainable when a writer is clear in - thinking and writing skills. To write clearly, the writer must use - simple and familiar words and simple language. Aim to express your idea clearly and effectively rather than to show your vocabulary knowledge. Clarity is essential for effective communication, and it comes from practice and experience.

For example, a company intended to express - it does not like its customers to be dissatisfied, and the writer puts it like "*we do not like dissatisfied clients*". Did the writer justify to conveying the idea? No, the sentence is rather rude and confusing. Prefer simple words and use shorter sentences to write what you wish to say. It will help you to convey a clear message.

<i>Instead of</i>	<i>Say</i>	<i>Instead of</i>	<i>Say</i>
<i>Conversed with</i>	<i>Spoke to</i>	<i>Forward</i>	<i>Send</i>
<i>Communication</i>	<i>Letter</i>	<i>Initiate</i>	<i>Begin</i>
<i>Purchase</i>	<i>Buy</i>	<i>Inquire</i>	<i>Ask</i>
<i>Terminate</i>	<i>End</i>	<i>Intermingle</i>	<i>Mingle</i>
<i>Utilize</i>	<i>Use</i>	<i>Modification</i>	<i>Change</i>
<i>Advert</i>	<i>Refer</i>	<i>Necessitate</i>	<i>Require, need</i>
<i>Regarding, respecting, concerning</i>	<i>About</i>	<i>Cogitate</i>	<i>Think</i>
<i>Obtain</i>	<i>Got</i>	<i>Compensate</i>	<i>Pay</i>
<i>Substantiation</i>	<i>Proof</i>	<i>Conjecture</i>	<i>Guess</i>
<i>Require</i>	<i>Need</i>	<i>Contemplate</i>	<i>Consider</i>
<i>Illustrates</i>	<i>Shows</i>	<i>Corroborate</i>	<i>Confirm</i>
<i>Appointed</i>	<i>Name</i>	<i>Demonstrate</i>	<i>Show/prove</i>
<i>Employ</i>	<i>Use</i>	<i>Discrepancy</i>	<i>Difference</i>
<i>Assist</i>	<i>Aid/help</i>	<i>Disclosure</i>	<i>Payout</i>
<i>Allege</i>	<i>Claim</i>	<i>Dwell</i>	<i>Live</i>
<i>Cognizant</i>	<i>Know/aware</i>	<i>Originate</i>	<i>Start, begin</i>
<i>Encounter</i>	<i>Meet</i>	<i>Ratify</i>	<i>Approve, confirm</i>
<i>Peruse</i>	<i>Read</i>	<i>Remunerate</i>	<i>Pay</i>
<i>Despatch</i>	<i>Send</i>	<i>Scrutinize</i>	<i>Examine</i>

<i>Inform</i>	<i>Tell</i>	<i>Transpire</i>	<i>Happen</i>
<i>Consider</i>	<i>Think</i>	<i>Ultimate</i>	<i>Final</i>
<i>Procure</i>	<i>Get</i>	<i>Utilise</i>	<i>Use</i>
<i>Advent</i>	<i>Coming / arrival</i>	<i>Reimburse</i>	<i>Repay</i>
<i>Aggregate</i>	<i>Total</i>	<i>Subsequent</i>	<i>Next</i>
<i>Approximately</i>	<i>About</i>	<i>Subsequent to</i>	<i>After</i>
<i>Endeavour</i>	<i>Try</i>	<i>Transmit</i>	<i>Send</i>
<i>Eventuate</i>	<i>Happen</i>		

Example 6.4: Use of Simple Words

Avoid using the words that a reader would need to look at their meanings in the dictionary. Use the words that are commonly used and understandable, as shown in the table above. For writing a clear and precise piece of writing, first, you must have a clear idea of what you want to say and then how to say it. Prefer short words to long, and organize your words and sentences in the best understandable way. Short sentences and common words express an idea clearly and effectively, but you should also know how to arrange them appropriately.

6.3.4 Write Positively and Courteously

Business letters must be written in a positive and courteous tone; it leads to achieving a favourable attitude of the recipient. Conveying a matter, of any nature, positively and courteously is a professional etiquette and attitude required to build relationships and earn respect.

6.3.4.1 Positive Tone

The tone in writing refers to the attitude of the writer towards the reader reflecting through his writing. How you say what you intend determines your 'tone'. The tone of writing in a business correspondence reflects the personality of the signee and the organization. In a business letter, the 'tone' must be friendly, conversational, objective,

and pleasant³. A business letter written in such a tone is considered a positive attitude and it helps the sender achieve his purpose of correspondence.

Having a friendly, conversational, objective, and pleasant tone helps to deliver your message in a positive way. For writing in a positive tone select the words that have a pleasant and optimistic view.

Even if it is about complaining or responding to a complaint, use a positive tone. Business etiquettes call for responding to a negative situation, angry client/customer, etc with a positive attitude. And writing a business letter you should not forget that.

<i>Instead of</i>	<i>Say</i>
We are sorry to hear of the unfortunate delay in the delivery of your Purchase Order 5609.	We are glad that you called our attention to the late arrival of your Purchase Order 5609.
Please accept our apologies for sending you unsatisfactory goods.	We will check all your future orders even more carefully than usual.
It is impossible to repair this vacuum cleaner today.	Your vacuum cleaner will be ready by tomorrow.
We cannot do anything about your problem.	Your problem is genuine. We tried our best to help you. But unfortunately, we are unable to help you on this occasion.
We regret to inform that your application for the post of Sales Manager has been rejected.	We carefully examined all the applications for the post of Sales Manager in our company. We require more experienced candidate for this post.
You have paid no attention to our complaints.	We appreciate if you look into our complaints.
We have not heard from you in spite of our repeated reminders.	We are anxiously awaiting to hear positively from you.
You failed to send us your monthly report, so we cannot ...	Please send us your monthly report, Mr. Ravi, so we can ...
If you do not complete the form, we will be unable to ...	When you complete the form, Mr. Ravi, we will be glad to ...
To prevent further inconvenience, we have wired our suppliers to deliver the replacement part directly to you.	To speed up delivery, we have wired our supplier ...

Example 6.5: Positive tone

6.3.4.2 Positive Attitude

Business letters must be written with a positive attitude. It rightly starts with the stage of planning to write the letter. You should analyze the semantic aspects of words then select the words or phrases suiting the situation. Words that give forth positive images should be selected to write the letter. For example, the word ‘hope’ that gives a positive image and the word ‘doubt’ that suggests a negative connotation using them shall reflect the conversant effect.

³ Aruna Koneru

Examples of some positive words: care, enthusiasm, simplicity, cheer, patience, fairness, appreciation. Etc.

Examples of words that give negative connotations: condemnation, disgust, carelessness, neglect, indifference, vindictiveness, irritation, disappointment, problem, inconvenience, etc.

You are very kind to inform us . . .
We are most grateful for . . .
We are glad to know your complaint . . .
We are very happy to know that . . .
We surely appreciate your statement but . . .
You are correct in saying . . .
Thank you very much for your information, but . . .
It would be a pleasure to . . .
Please look into our complaint . . .

Example 6.6: Positive attitude

We cannot do
We have not heard from you . . .
You failed to tell us . . .
You have not paid attention to our complaint.

Example 6.7: Negative attitude

Though, there are many occasions when a business letter is handling a negative situation. Such situations must be handled tactfully. In business correspondence, you can say 'no' positively and firmly using certain techniques.

- **Partially agree with the reader.** It is also called a 'yes-but' approach. You can agree with the reader on a minor point and then give the negative information.
- **Give reasons.** Before saying 'no' first give reasons for saying so. It helps the reader to sense out the negative response.
- **Subordinate the negative idea.** Place the negative point in the subordinate clause or phrase.
- **Say something positively.** After giving the negative statement give the positive statement. It leads the reader to think positively.

- **Suggest an alternative action.** You can offer an alternative action. For example, ‘Although we cannot....we can
- **Establish a common frame of reference.** Identify the common interest, discuss it, and then say ‘no’.

6.3.5 Courteous Writing

Courtesy is the virtue of writing that one acquires only through training and experience. Courteous writing helps in eliminating friction and establishing a good relationship. Courteous language makes the other person feel respected. There are several terms, using them you can make your language courteous.

Thank you for your letter . . .
We appreciate your writing to us so promptly.
Please let us know when the goods arrive.
We sincerely regret the inconvenience.
Kindly accept our apology.
Many thanks for your order of...

Example 6.8: Courteous words

Techniques of making the language courteous.

- **Avoid curtness:** *Curtness is rudeness. Writing something abruptly can make you sound discourteous. For example:*

Your claim	— Your letter stated
Surely, you must realise	— We are sure you realise
We must absolutely refuse	— We are sorry we cannot
We are forced to decline your offer	— We appreciate your offer given though we cannot accept it.

- **Do not use a demanding tone:** In writing a business letter avoid putting it across like ‘please do this’ instead keep it like ‘will you please do...’ or ‘I would appreciate it if you would...’
For example: “*Since we have received no reply from you, we must instill that you pay your bill at once.*”
Better: “*We would appreciate it if you pay your bill at once.*”
- **Do not use a bragging tone:** Bragging means talking proudly about something. Using a boasting tone in writing a business letter is discourteous.

- **Do not use an angry tone:** Even if you have received a letter in a rude and angry tone, you avoid using it.

For example: “you should never use that kind of paper in the copy machine.”

Better: “That type of paper does not work very well in the copy machine.”

Angry Tone:

The service at your shop is very disgraceful. This morning I wasted 20 minutes on shopping. Nobody attended to me. The sales boys were busy with other things rather than attending to the customers. I have intended to never visit your shop again.

Reply:

Thank you for sharing your experience when you visited our store yesterday. Since efficiency is our objective, we especially appreciate your information. We fully agree with you.

After we received your letter, we constantly observed their behaviour and finally gave warning to them. In the near future we will be interested in appointing active and smart sales girls.

Meanwhile we are sure that you will be glad to bear with us for a few days. We will assure prompt service to you in the future.

Example 6.9 : Angry Tone Reply

- **Keep it positive and courteous:** You may happen to write a correspondence conveying some not-so-favorable information or replies. In even such a condition, maintain a courteous tone.

For example:

- *We could not dispatch the consignment according to your order number 19. Will you please tell us the quantity and items you want?
It is extremely unfortunate that you are so badly delayed in getting your order. We shall certainly give our prompt attention to your reply.*

Hence, in business letter writing, effectiveness comes by choosing words, vocabulary, structure, and tone. A positive and courteous tone applied in conveying your message decides the effectiveness of letter writing. Use the words judiciously as well as

sufficiently but not overly. Do not use superfluous adjectives, adverbs, and roundabout phrases, instead use familiar words which are more likely to be readily understood. Use concrete words to abstract, for they are likely to have a precise meaning.

6.4 Unit Summary

Effective business letter writing skills include: write naturally, write concisely and directly, write precisely and clearly, and write positively and courteously. In business letter writing, effectiveness comes by choosing words, vocabulary, structure, and tone. A positive and courteous tone applied in conveying your message decides the effectiveness of letter writing. Use the words judiciously as well as sufficiently but not overly. Do not use superfluous adjectives, adverbs, and roundabout phrases, instead use familiar words which are more likely to be readily understood. Use concrete words to abstract, for they are likely to have a precise meaning.

6.5 Key Terms

- **Redundancy** (noun): The state of being not or no longer needed or useful.
- **Cliches**: A cliché is an element of an artistic work, saying, or idea that has become overused to the point of losing its original meaning or effect, even to the point of being trite or irritating, especially when at some earlier time it was considered meaningful or novel.
- **Bragging**: to talk too proudly about something
- **Verbosity**: the quality or state of being verbose or wordy, the use of too many words.
- **Concrete words**: A concrete word is a term that identifies a thing or event that can be measured and observed. Unlike with **abstract terms** (i.e., 'love' or 'patriotism'), the thing or event a concrete word indicates can be experienced through our physical senses.

6.6 Check Your Progress

Subjective:

- 1) What are the 7Cs of Letter Writing, explain your answer?
- 2) What are different characteristics of a good business letter?

3) What are different effective business letter writing skills?

Objective:

- 1) **True/False:** A letter received in a rude and angry tone, can be answered in the same tone.
- 2) **Complete the line:** Courtesy is the virtue of writing that one acquires only through _____.
- 3) **Fill in the gap:** Place the negative point in the ____ clause or phrase.
- 4) **Short Q/A:** Why should we avoid using cliches in writing business letters?
- 5) **Replace the cliché with your own conversational language:** We invite your prompt attention to this matter.

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Unit 7: Email Writing

7.0 Introduction

7.1 Unit Objective

7.2 Email: Electronic Mail

7.2.1 Advantages in Email Communication

7.2.2 Disadvantages in Email Communication

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7.2.4 Email Jargons

7.2.5 Carbon Copy (Cc) or Blind Carbon Copy (Bcc) in Emailing

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7.5 Typography

7.6 Unit Summary

7.7 Key Terms

7.8 Check Your Progress

7.0 Introduction

Emails are digital messages that can be sent only through an internet connection. Email is a program used for composing, sending, and receiving messages. It is today one of the most popular forms of communication. It lets your messages across the continents in the most inexpensive and fastest way possible. It is the fastest, cheapest, and most convenient way to communicate information at the official or unofficial level. Today most written business communications take place by email. Organizations prefer to communicate their policies, procedures, and instructions to their employees through email. They are doing sales and marketing through it. It has become a dependable means of communication system used for sending and receiving information and documents at the personal and business level.

7.1 Unit Objective

This Unit intends to cover introduction to emailing and its inherent aspects, techniques to write an effective email, and etiquettes in emailing.

7.2 Email: Electronic Mail

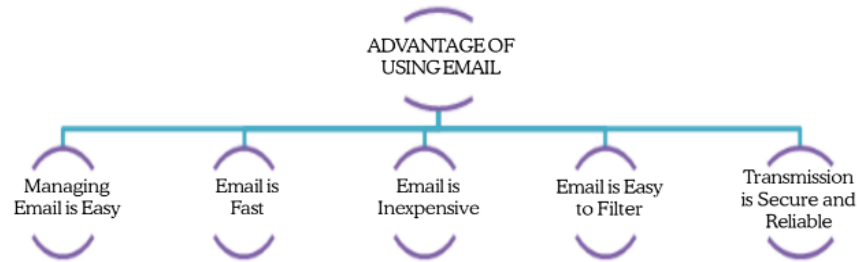
Internet technology and its rapidly growing popularity or usage have changed the way organizations communicate whether internally or externally. Companies rely on and promote the use of email for all the in-house communication as well as the outside conversation with other organizations.

Emails are digital messages that can be sent only through an internet connection. Email is a program used for composing, sending, and receiving messages. It is today one of the most popular forms of communication. It lets your messages across the continents in the most inexpensive and fastest way possible. It is the fastest, cheapest, and most convenient way to communicate information at the official or unofficial level. Today most business communications take place by email. Organizations prefer to communicate their policies, procedures, and instructions to their employees through email. They are doing sales and marketing through it.

It has become a dependable means of communication system used for sending and receiving information and documents at the personal and business level. The email has replaced the traditional communication system. It says emails combine most of the best and a few of the worst characteristics of the traditional modes of communication like postal mails, telephone, and fax. Today, emails are used for proposals, sharing account information, submitting reports, forwarding resumes, registering complaints, interaction with government bodies or personnel, and every general purpose. It is an instrument in creating paperless offices. Government and ministries and officials working in them are using emails for official communication.

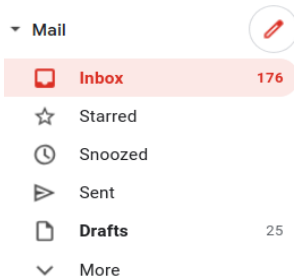
7.2.1 Advantages in Email Communication

Email has changed the way we do correspondence. Email has made an impact on business and has an edge over other methods of communication. To send and receive an email both the sender and the receiver need not stay online. An email cannot be anonymous, each message carries the mailing address of the sender.



The advantages of using Email:

1. **Email programs help in managing all the correspondence** on screen and systematically. It makes sending, receiving, and storing the mails easy. It helps in maintaining a mailing list sent, received, and other sections-wise. You can send one message to multiple recipients simultaneously.



Example 7.1: Emailing features

It saves time and avoids typing-repetitions. You can save and store thousands of email messages and search them easily. It offers features that ease replying, replying to all, and forwarding, etc.

2. **It facilitates - fast communication** as it works on the power of internet technology. Within a second, your email message can reach the far destination. It supports sending and receiving drawings, sounds, video clips, document files, and other computer files through the feature of 'attachment'.
3. Compared to telephone calls, faxes, or overnight courier service, **Email is less expensive**. The cost of sending an email is independent of the distance, and in many cases, it does not even depend on the size of the message. Most internet access charges are based on the number of hours one uses the internet per month.
4. **The subject line on an Email makes it easy to prioritize, categorize, and refer to messages**. To find an email, identify it, open it, and review it is much easier than performing the same activities in searching and reviewing a

traditional mail. It can be used to access the vast pool of information stored on the internet.

5. ***An email cannot be anonymous***, each message carries the mailing address of the sender. If the address information is correct, an email cannot go astray. An email sent at the right address of a person is meant to be read by him only. It makes the transmission reliable and secure.

7.2.2 Disadvantages in Email Communication

Emailing has some disadvantages also.

1. You can receive too many unwanted emails, and it may take your time to get rid of those piling unread and junk messages which are filling the space on your email folders.
2. Security: A sender can hide its identity by creating a false email address. You cannot completely trust the authenticity of the sender through its email address. An email message passes from one system to another, a system administrator can read the email on a system or someone can bypass the security of a computer system. It is possible to forge the address of the sender. An email can be intercepted by a hacker. If an email carrying information of some critical nature or financial issues goes to the wrong email address it can cause irreparable damage to the organization.
3. Since emails have an instantaneous and chatty nature, users may write the matter casually and ineffectively and send incomplete information. Using emoticons, gestures, and non-standard abbreviations and spelling a message can become so personal and less formal.
4. Emailing works on the internet connection only. An organization facing some disturbance or problem with internet connection on a day or more can pause in placing email business communication which is a part of any organization's daily routine.
5. Email cannot be retracted. Once the 'send button is clicked you cannot reverse it.
6. If a receiver has deleted a message or is tended to delete sent or received messages after reading or sending them he/she may get into problems. Working

in a formal organization where each mail is meant to be a record of communication, you should have a backup archive of emails.

Email is the fastest, inexpensive, and manageable mode of communication cannot be considered a confidential manner of circulation. In conveying various matters of critical nature one should not rely on sending them through an email. However, it is still popular and easy to handle.

The table below shows some specific purposes of business communication and effective usability of - printed documents and emails with each of them.

Purpose	Printed Document (Memo or Letter)	Email
1) A long message	Yes	No
2) A short message	Yes	Yes
3) A formal message	Yes	No
4) An informal message	Yes	Yes
5) For a permanent record	Yes	No
6) To one reader	Yes	Yes
7) To many readers	Yes	Yes
8) For immediate discussion	No	Yes
9) To send attachments	Yes	Yes
10) For confidentiality	Yes	No

Source: Hartman and Nantz, pp. 62-63

An organization may have some protocol for writing a formal memo or letter for distinct purposes. It is also possible that your CEO considers an email a breach of confidentiality and etiquette as a first-time communication with an outside organization. Hence, choosing between a traditional or email you may have to consider different aspects.

7.2.3 Emoticons and Acronyms

In writing a digital message we can use some emoticons for conveying some special expression. Email messages can also be written using some emoticons which may look

informal hence use them carefully. Emoticons known as smileys are easy to use. Some commonly used emoticons and email acronyms are listed below.

Emotion	Expression	Emotion	Expression
:) or :-)	Expresses happiness, sarcasm, or joke	:Q or :-Q	Expresses confusion
:(or :-(Expresses unhappiness	:@ or :-@ or	Expresses shock or screaming
] or :) or :D or :-D	Expresses jovial happiness	☹ :-s	Worried
:[or :-[Expresses despondent unhappiness	😄 :))	Laughing
: or :-	Expresses indifference	😴)	Sleep
:/ or :\ or :-/ or :-\	Indicates undecided, confused, or skeptical	☹ :-&	Sick
:S or :-S	Expresses incoherence or loss of words	😡 X-(Angry
🤫 [-(Not talking	☠ 8-X	Skull
😓 (:	Tired	😬 =:)	Alien 1
🤔 :-?	Thinking	😬 >-)	Alien 2
👏 =D>	Applause	😬 :-L	Frustrated
☘ %%-	Good luck	🤠 <:)	Cowboy
🇺🇸 **==	Flag	🙏 [-o<	Praying
☕ ~o)	Coffee	☺ :->	Peace
💡 *-:)	Idea	👼 O:)	Angel

Figure 7.1: Emoticons

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

Acronyms	Expansion	Acronyms	Expansion
ASAP	as soon as possible	AAMOF	as a matter of fact
BBFN	bye bye for now	BFN	bye for now
BTW	by the way	BYKT	but you knew that
CMIIW	correct me if I'm wrong	EOL	end of lecture
FAQ	frequently asked question(s)	FITB	fill in the blank
FWIW	for what it's worth	FYI	for your information
HTH	hope this helps	IAC	in any case
IAE	in any event	IMCO	in my considered opinion
IMHO	in my humble opinion	IMNSHO	in my not so humble opinion
IMO	in my opinion	IOW	in other words
LOL	lots of luck or laughing out loud	MGB	may God bless
MHOTY	my hat's off to you	NRN	no reply necessary
OIC	oh, I see	OTOH	on the other hand
ROF	rolling on the floor	ROFL	rolling on the floor laughing
RSN	real soon now	SITD	still in the dark
TC	take care	TIA	thanks in advance
TIC	tongue in cheek	TTYL	talk to you later
TYVM	thank you very much	WYSIWYG	what you see is what you get
<G>	Grinning	<J>	Joking
<L>	Laughing	<S>	Smiling
<Y>	Yawning		

Figure 7.2: Acronyms

Source: Meenakshi Raman and Sangeeta Sharma; Technical Communication Principles and Practice; Oxford University Press, YMCA Library Building, 1 Jai Singh Road, New Delhi 110001

7.2.4 Email Jargons

Email jargon refers to the specific vocabulary used in emails. Here are some examples:

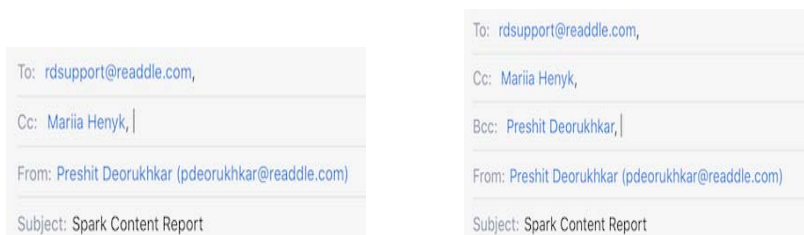
- **Bot:** A piece of software that acts on behalf of and in place of a remote human.
- **Bounce:** A message that was returned to the sender, either because the email was incorrect or because there was a configuration problem at the receiver's end.
- **Distribution List:** A single email address that resends to many others allowing a discussion to continue easily among a quasi-stable group of participants. Also called emailing lists or listservs.
- **Flame:** A message that is particularly hostile.
- **Listbot:** A piece of software that manages distribution lists.
- **Lurk:** To read messages anonymously.

- **Mailbot:** A piece of software that automatically replies to email.
- **Post:** Send to a distribution list or use net newsgroup.
- **Ping:** Test to see if the other person is there or available.
- **Spam:** Unsolicited email sent to many people simultaneously, usually commercial but occasionally political.

7.2.5 Carbon Copy (Cc) or Blind Carbon Copy (Bcc) in Emailing

In sending an email message, a sender can keep more than one person in the field 'To'. It makes all the recipients know that the same message is being shared with whom and how many. But in the need of sending the same message to multiple people, the sender can use another option between the two fields known as Cc and Bcc. Both the fields offer different features.

Using the Cc field is copying your message to other recipients so that they can see the message. It shall not create any problem when you use Cc in internal communication as the persons kept in the Cc field can see the email addresses of other recipients who are from the same organization. But in an external business communication where your Cc field recipient can see the email addresses of the other recipients, it can get you into trouble because of privacy and data protection issues. Spammers can also use these lists – and forwarded email addresses can harbor viruses.(Fiona Talbot). The Cc field is mainly used to keep others in knowledge of what is happening.



Example 7.2 Cc And Bcc fields

In sending an email, when we place all the email addresses in the To: field, it causes two issues. First, the recipient knows that the same message has been sent to others also. Second, it makes someone else's email address public without its permission. The best solution to this issue is - place all addresses in the Bcc: field. However, if the To: field appears blank, it might look like spamming to all the recipients. In that view,

using Microsoft Outlook and Word, merge and create your one message for each recipient.

7.3 Techniques For Writing Effective E-Mail

For effective communication, your email writing style, structure, and content must be comprehensible and implicit. An email written in unrequired length, incorrect grammar, complicated words and sentences, disordered paragraphing, disorganized ideas, and intimidating or informal tone cannot achieve success in its intended purpose. To write a successful email correspondence, you can refer to different techniques as given below.

1) *Provide Context:*

Generally, there are four basic types of business emails:

- Emails providing Information
- Emails requesting information
- Emails requesting plan of action
- Emails clarifying the problems

You should be clear with the kind of email you intend to write. And it shall not be considered an effective email if the recipient doesn't get clear with the type of email you have sent to him/her.

Writing an email - consider the possible point of view of the receiver also. It helps you to provide required and contextual information.

Using a few words, include sufficient information of the original message at the beginning of the letter as a 'topic sentence'. It clarifies - a) what the email is about and b) what action you require from the recipient.

2) *Provide an informative subject line:*

A subject line, regarded as the most important part of an email, communicates a great deal in a limited space. A specific and compelling subject line can make your mail a gripping one. Provide an informative subject line that makes your message to get recognized for what it contains. It shall also allow the recipient to determine its priority from its in-box list.

An email carrying a vague or ineffective subject line may end up in the junk box. Some tips for writing a subject line:

- Keep the matter in the subject line compelling
- It should be expressing the main matter
- It can be like - a one-line summary
- You can indicate whether you require any action or information from the recipient

Common acronym used in the subject line are:

- FYI (For Your Information)
- EOM (End of Message)
- RR ((Response Required)
- AR (Action Required)

Common abbreviations used in the subject line are:

- PERS (Personal)
- CONT (Continued)
- MEET (Meeting)
- ATTACH (Contains Attachment)

It is possible that the recipient may not be familiar with the meaning of an acronym or abbreviation used in the subject line.

3) ***Organize the Content of Email:***

To increase readability, arrange the information in an organized manner or format.

Successful writing contains:

- An introductory paragraph: Use it to introduce the reader to the purpose of writing or introduce the reader to the message.
- Discussion paragraph: Use it to clarify your points thoroughly.
- Conclusion paragraph: Use it to inform or explain to the reader about the follow-up response, or the significance of writing the message, or re-stressing a point.

Incorporation of these said components in the right order can help you to present your message effectively.

Writing a paragraph, remember each must be conveying or carrying one aspect only. Dividing a long message under different contextual headings can enhance readability. Using formatting techniques such as bold and italics, you can emphasize an important text. Your writing style reflects your thinking process and conveying your message clearly and in an organized manner shall influence your reader.

4) ***Understand the Degree of Informality in Emails:***

Emailing is considered an informal method of communication but that does not mean you use vague words, phrases, abbreviations, acronyms, a conversational tone, and a breezy style. (Aruna Koneru)

Writing a business correspondence using an email program requires using an appropriate formal manner. Hence avoid being informal, unclear, imprecise, and giving incomplete thoughts, ambiguous references, irrelevant details. Your writing should be free of grammatical errors, using well-spelled words. Avoid repetition; it shows the writer is not clear in his thoughts. Write your message paying heed to all the essentials of good business writing skills.

5) ***Use Appropriate Tone and Style:***

In writing an email use the tone that suits the audience and purpose. Writing email business correspondence requires using proper formal tone and style. For example, a junior employee drafts an email to send to the president he cannot afford to use in an informal tone, it shall be highly inappropriate.

Following is given a table of examples of informal writing and their counter formal writing.

<i>Informal</i>	<i>Formal</i>
1) FYI 2) Please have the research proposal okayed before submitting the forms. 3) Look over the stuff and kick it back with your input.	1) For your information. 2) Please have the research proposal approved before submitting the forms. 3) Review the material and give me your opinion.

To decide an appropriate style and tone consider these three aspects:

- The relationship with the reader
- The aim of the email
- The subject of the email

When a writer is aware of the audience, intentions, and situations he can write using the proper tone and style effectively.

6) Know your reader:

Writing an email, you must think about the audience/reader/recipient who needs to be communicated. It helps you to decide the language, words, and tone. Focusing on the reader's interests and needs helps to reach him effectively. Try to provide your reader with information that can satisfy his interest and needs by using clear language.

7) Indicate the Follow-up Action Clearly:

As email is a fast medium of communication, many people may happen to use fragmented sentences and a cryptic style in writing messages. As a message is written out of some purpose, write your email message highlighting clearly what action you expect from the reader in response to your mail. You may mention the specific doer and the follow-up action in your message clearly to eliminate any confusion.

8) Avoid long sentences:

One sentence must be conveying one thought. Ideally, the length of one sentence must be to an average of 15-20 words; it enhances readability. Avoiding writing long sentences also helps in getting the consciousness of your readers intact and into the stream.

9) One Email one subject:

Avoid covering multiple topics in one same email. It helps in referencing the matters. It helps in filing and forwarding the message too. When you say multiple things through one mail, it reduces the effectiveness of the matter. In responding to your mail, the reader may choose the easiest or less significant topic to answer and leave the most important one.

10) Limit your message to one screen:

A reader always finds it convenient to read a message fitting into one screen. For reading a lengthier message, the reader may have to scroll down, and it impacts the readability and the effectiveness of the communication. Conciseness is always important in effective technical writing. Because of the restricted space on an email screen, conciseness can be an asset. Limit the length of your message by using conventional abbreviations and acronyms. Email etiquettes demand that email messages must be kept brief; ideally, under 200 words. Though in some circumstances like writing a report or some other kinds of messages one may need to be longer. Messages are preferably kept short for they are easier to read and answer.

7.4 Email Étiquettes

Email etiquettes are some standard rules following which you can write an effective email. In the time of technological advancements, email programs are subject to change. Any new email program shall offer advanced features but the rules of writing emails do not change much. In any situation, emailing etiquettes that are more out of commonsense are a set of generally followed rules that do not tend to change. Impolite, vulgar, repetitive, and verbose words or sentences are not to be used. In writing business emails, organizations follow some rules or etiquettes for different purposes like:

- It helps in developing effective communication.
- It aids in avoiding misunderstandings.
- It helps in developing professionalism.
- It leads to developing efficiency in the workplace.
- It ensures effective feedback.

➤ Avoid Capital Letters:

Writing a business letter using all capital letters appears unprofessional and shows lack of email etiquettes. Generally, capital letters are used to highlight a significant part of some text. Writing the message in all capital letters or all lower case exhibits inefficiency and it affects readability also, it may annoy the reader and trigger unwanted response in the form of a flame mail. It is also against the rules of punctuation to write whole text in all the capital or small letters.

➤ ***Do not use multiple email accounts or addresses:***

When you are using your email mode of business communication, avoid using different email addresses in sending messages to the same person or organization. It may raise questions on the authenticity of your designation in the mind of the recipient. Changing email addresses or identities often is not a good practice in business communication.

➤ ***Do not leave double space between lines:***

Leaving double spaces between the lines may increase the length of your text unnecessarily. You may choose to indent your paragraphs so that they are easily identifiable and give double spacing between paragraphs as it aids readability. Double spacing between the lines also affects readability.

➤ ***Do not say something if you have nothing to say:***

If you do not have anything to say, do not say it. Do not reply to a message unless you have anything to add. In answering an email, do not share information, not required, unnecessarily.

➤ ***Do not forward sensitive messages:***

Copyright on email belongs to the writer not the recipient. Avoid forwarding copyrighted material without permission. You should not forward or send emails that contain defamatory or offensive material.

➤ ***Do not send/reply flame mail:***

If you receive some mail containing some insulting or critical statements, avoid answering it instantly; it may lead you to reply in a negative and angry tone that is strongly against business etiquette. Take some time to cool off and then reply.

➤ ***Do not overuse emoticons:***

In the absence of body language and facial expressions, readers may interpret your remarks as literal and senseless hence sometimes to convey an emotion, gesture, or expression emoticons are used in writing emails.

Some commonly used emoticons are:

- :-) A happy face to show you are joking.
- :-(A sad face to show disagreement or unhappiness.
- ;-) A winking face to show you are being sarcastic.
- :-O A startled face to show shock or amazement.
- :-D A laughing face.

%-) A confused face.

:-x A face with lips sealed to show the information is being treated as confidential.

(Aruna Koneru)

Sure, these emoticons are used but they should be only for casual emails. When it is a matter of a highly formal nature or it is to send an authoritative person do not use emoticons. Emoticons, acronyms are to be used only when you are sure that they shall not be misinterpreted and appear misplaced.

➤ **Use of Acronyms:**

The trend of using acronyms came from chat rooms and is often used in writing an email. It has become a characteristic feature and started being used as email vocabulary. For example:

ASAP: As soon as possible

BTW: By the way

FYI: For your information

IMO: In my opinion

IOW: In other words

NRN: No reply necessary

TIA: Thanks in advance

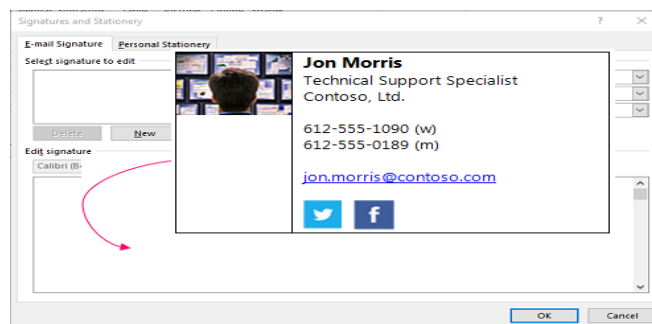
TTYL: Talk to you later

TYVM: Thank you very much

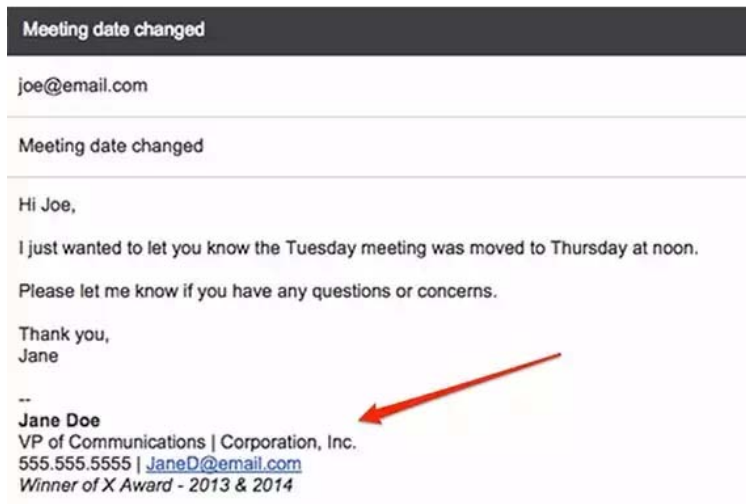
Acronyms should not be used too often and preferably only when you are sure they shall not create confusion in comprehending the message. They should not be used when the matter is of some serious or formal nature or meant to be sent to a superior.

➤ **Use a signature block or line:**

Use a signature block or line at the end of the message, it contains your contact information.



Example 7.3: Signature block



Example 7.4: Signature line

It helps the reader to identify you and contact you (usually phone or fax number). You can have different signature blocks for internal and external correspondences. Hence, if it is for an email meant to go outside your organization:

1. Identify yourself
2. State your position
3. Give the name of your organization

If it is for internal use - give your name, designation, and department.

In creating a signature block your name and email address must be in full form, both should appear in the sender line. For example Yashwant Singh

Email: yashwantsingh@gmail.com

You can keep your signature short - four to seven lines.

You can also use 'V-Card' (virtual card) it is structured as:

- Your full name
- Your designation
- Name of your organization
- Your phone number
- Your fax number

This file automatically gets attached to your outgoing emails.

➤ **Act on email promptly:**

Using email, a fast mode of communication, requires speedy replies. A sender using the email mode expects to receive a quick response. Email etiquettes say reply to a mail within at least 24 hours and preferably within the same working day. If the response cannot be sent within this time frame reply saying that the email has been received and that you will get back to them.

➤ **Answer All the questions raised:**

In replying to an email that has put different queries or questions, answer all of them in the original email. It saves time and gives no space for confusion to the questioner. It leads to influencing your customer or questioner with your efficiency of answerability or responsibility.

➤ **Do not attach unnecessary files:**

Send the attachment only when the recipient has asked for it or expects it or if the attachment is essential to supplement the message. Sending attachments without taking prior permission is considered against email etiquettes. Attachments should not be sent unnecessarily.

➤ **Use gender-neutral language:**

The language used in writing an email should be gender-sensitive. To avoid using any discriminatory language, you can use the neutral gender. *For example:* instead of saying ‘*the user should add a signature by configuring his email program*’ say ‘*the user should add a signature by configuring the email program*’.

➤ **Use correct spellings:**

Write your message using correct spellings of words. Incorrect spellings cast a poor impression of your company. Spelling mistakes may happen due to fast typing. In typing a digital message, the spell check can identify and correct wrong spellings, but what if the writer wanted to type ‘all right’ and mistakenly typed ‘alright’. Such mistakes cannot be even identified by the system. Both being the homonyms did not come in spell check though used wrongly.

It also happens that in typing a message the writer typed ‘u’ instead of ‘you’ and ‘r’ for ‘are’. Hence draft your email message carefully.

➤ ***Use Proper Punctuation:***

Writing a business email letter uses punctuation marks appropriately. The wrong usage of punctuation marks can affect the meaning of a sentence. Punctuation marks should also be not used in excess like, giving trailing dots (...) or using exclamation marks (!).

➤ ***Use proper grammar:***

Write your message grammatically correct. Forming the structure of your sentence properly gives sense to your perspective. Grammatically correct writing is always comprehensible and effective. You may learn to avoid doing grammar mistakes, here are some suggestions:

- Using short sentences can help in avoiding grammatical errors.
- Use the present tense.
- Check the use of irregular verbs (A verb whose conjugation follows a different pattern is called an irregular verb for eg. begin in the present tense, began in the past tense, begun in past participle form)
- Avoid abstract words (Abstract words are used to describe notions, concepts, and things that can't readily be observed by your five senses)
- Use simple and familiar words
- Avoid redundancy.
- Eliminate deadwood modifiers. Deadwood phrases are wordy ways of saying simple things for example: instead of saying 'has the ability to' we can simply say 'can'.
- Avoid using wordy phrases.
- Avoid using confusing words (who, whom)

➤ ***Reread your message before you send it:***

Assume yourself the 'recipient' and reread your message. It can help you to put forward the message from the recipient's perspective. Re-reading the message before sending it can help you in many ways. It can save you from sending a message grammatically wrong and delivering wrong or ambiguous concepts.

7.5 Typography

Typography refers to the style and the appearance of printed matter. A properly formatted email message not only encourages the recipient to read it enhances

readability also. Formatting involves - design, arrangement, and pattern of something. In formatting an email, we can consider different aspects of formatting.

- Usually, a letter is written in the **full block style** as implementing other formats is difficult.
- You can keep the **length of a line** under 60 characters.
- While **emphasizing elements**, it is usually not allowed to use the formatting techniques like boldface, italics, underline, different font sizes, etc. Emailing involves using different methods of emphasizing text. It uses capital letters for - 'heavy emphasis'. It uses an asterisk, hyphen, or underscore before important words. It uses angle brackets for very heavy emphasis. You can use standard keyboard special characters such as double colons (::) or square brackets ([]), etc. to create bullets. You can number the important areas as 1, 2, and 3.

We need to emphasise on the following:

1. Using proper grammar.
2. Using proper punctuation.

The company has decided on the following points:

- :: To stop the production of ICI 96.
- :: To initiate an inquiry into the incident.

The company has decided on the following points:

- [] To stop the production of ICI 96.
- [] To initiate an inquiry into the incident.

Example 7.5: Emphasizing Elements

- In email business communication we may need to quote some previous messages as it helps the receiver recall the matter instantly. But in quoting a matter you should avoid quoting the entire message, only the relevant part must be quoted. In emailing we can use angle brackets (>). In emails, the usage of an angle bracket indicates the quoted text.
 - If you are quoting a previous exchange (your previous comments as well as someone's response to it) type two angle brackets (>>);
 - To indicate the oldest quote use a single angle bracket (>).

In quoting avoid using more than three messages, exchanged previously.

Reply to a message:

> Do you agree with the proposal to hire
> Dr. Ramayya to handle our TRW course?
Yes. Please make the necessary arrangements.

Reply to the above message:

>> Do you agree with the proposal to hire
>> Dr. Ramayya to handle our TRW course?
> Yes. Please make the necessary arrangements.
Arrangements made. Our first meeting is scheduled for tomorrow at 9.30 am at the seminar hall.

Example 7.6: Quoting in emailing

7.6 Unit Summary

- Emails are digital messages that can be sent only through an internet connection. Email is a program used for composing, sending, and receiving messages. It is today one of the most popular forms of communication. It lets your messages across the continents in the most inexpensive and fastest way possible. Email has changed the way we do correspondence. Email has made an impact on business and has an edge over other methods of communication.
- In sending an email message, a sender can keep more than one person in the field 'To'. It makes all the recipients know that the same message is being shared with whom and how many. But in the need of sending the same message to multiple people, the sender can use another option between the two fields known as Cc and Bcc. Both the fields offer different features.
- An email written in unrequired length, incorrect grammar, complicated words and sentences, disordered paragraphing, disorganized ideas, and intimidating or informal tone cannot achieve success in its intended purpose.
- Email etiquettes are some standard rules following which you can write an effective email. In the time of technological advancements, email programs are subject to change. Any new email program shall offer advanced features but the rules of writing emails do not change much. In any situation, emails etiquettes that are more out of commonsense are a set of generally followed rules that do

not tend to change. Impolite, vulgar, repetitive, and verbose words or sentences are not to be used. In writing business emails, organizations follow some rules or etiquettes for different purposes like:

- It helps in developing effective communication.
- It aids in avoiding misunderstandings.
- It helps in developing professionalism.
- It leads to developing efficiency in the workplace.
- It ensures effective feedback.

7.7 Key Terms

- **Email filtering:** It is the processing of email to organize it according to specified criteria.
- **Typography:** It is the art and technique of arranging type to make written language legible, readable and appealing when displayed.
- **Mail Merge:** is a handy feature that incorporates data from both Microsoft Word and Microsoft Excel and allows you to create multiple documents at once, such as letters, saving you the time and effort of retyping the same letter over and over.

7.8 Check Your Progress

Subjective:

- 1) What is emailing, write different advantages and disadvantages it extends?
- 2) Write the usage of Carbon Copy and Blind Carbon Copy in writing emails.
- 3) What are different techniques that can be used to write an effective email?
- 4) What are different types of email writing etiquettes?

Objective:

- 1) **True/False:** Using the Cc field is copying your message to other recipients so that they can see the message.
- 2) **Complete the line:** Provide an informative subject line that makes your message to get _____.
- 3) **Fill in the gap:** In writing a digital message we can use some emoticons for conveying some special expression.
- 4) **Short Q/A:** What is typography and how is it used in writing emails?

5) **Short Q/A:** What is the email writing etiquette regarding the punctuation?

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Module III:
Business Communication

Unit 8: Memo Writing

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8.2.2 Memos: Writing Techniques/skills

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8.2.3.3 Disciplinary memos

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8.4 Unit Summary

8.5 Key Terms

8.6 Check Your Progress

8.0 Introduction

A memorandum, shortly called a memo, is a form of internal communication. It can be written following any format or a format specifically used in an organization. It is a form of documentation also as memorandums are filed or kept in record. It is one of the four channels through which information flows within the various departments of an organization. Employees communicate with each other either face-to-face, or over

the phone, or through emails, or writing memorandums. whether a junior or senior employee he/she can write a memo if required.

8.1 Unit Objective

This Unit intends to cover what memo writing is, its types, structure, purpose, and patterns.

8.2 Memo Writing

Memorandum writing is a form of communication used in an organization to convey messages internally. It is one of the four channels through which information flows within the various departments of an organization. Employees communicate with each other either face-to-face, or over the phone, or through emails, or writing memorandums shortly called memos.

It is whether a junior or senior employee he/she can write a memo if required.

- Memos are often ***used to send one piece of information at once to many employees.***
- It is a ***brief form of internal communication.***
- It ***looks like a letter*** correspondence.
- It serves effective functioning in an organization.
- Memos ***circulate within the organization*** and are often called interoffice memoranda. They are not written for any outside communication.
- Some organizations use the ***memo format for short reports*** and are called ***memo reports***. A memo report may contain an analysis of data and the opinion and recommendations.
- The ***memo and memo report*** are the two forms of communication employees generally use for effective communication.
- You can write a memo to the person you report to or a single person or to employees who may need to know the information.

**MODERN INSTITUTE OF TECHNOLOGY
JAIPUR (RAJASTHAN)**

INTEROFFICE MEMORANDUM

To: Dean, Students Welfare Division
From: Chief Warden
Date: 15 October 2014
Subject: Negative effects of Internet facilities

Please refer to your letter No. SWD/IM/2003 in which you have asked me to study the negative effects of Internet facilities provided by the Institute. I would like to present my findings and recommendations.

Findings

The data for the report was collected by interviews with wardens, Mess Managers and the Chief of Information Processing Centre. Also, the medical records of the students were collected from the office of the Chief Medical Officer.

Physical Problems

A preliminary look into the medical records shows that about 75% of the students owning a computer and regular users of the IPC have complained about some physical problem or the other during the past one year. Dr R.K. Sen, Chief Medical Officer, told me that these were the symptoms of Carpal Tunnel Syndrome (CTS), a deadly disease that affects many computer users all over the globe. He also explained that these were due to excessive time spent in front of the computer, improper sitting posture, and the lack of physical exercise amongst the students. Also lack of proper sleep is a cause of this fast growing disease.

Academic Performance

Another disturbing trend has been the decline in academic standards of the student. Most of the wardens and teachers have complained about the declining academic output of the students since the facility was provided to the students. From the talks with Dr T. Bansal, Chief, IPC, I have concluded that most of the students make improper use of the Internet facility. The most common use is for chatting and watching movies over the Web. Though listening to music is also attributed as a problem, one may say that music is good for the students as it has a soothing effect. This abuse of the facility hampers the mental development of the student. Many have got so hooked to it that they live in a virtual world and the only friends they have are chat friends. This is an alarming fact and the trend must be stopped from growing.

Food Habits

The food habits of the students have also been a cause of concern lately. Most Mess Managers agree that the attendance for meals has gone down considerably since the last year, after the introduction of the computer centre. Also, the growing use of junk food by the students is a cause of concern, according to Dr Sen.

Recommendations

Given below are a few suggestions which may help in tackling the problem in question:

- The amount of time spent by a student in the computer lab should be fixed to no more than 4 hours. This can be easily implemented according to the IPC Chief.
- Undesirable sites should be blocked.
- Awareness should be raised among students about CTS and also how to prevent it.
- Considering Dr Sen's advice, chairs in the computer centre should be changed to specially designed ones for more comfort.
- Student participation in sports and cultural activities must be encouraged to shift their attention from computers.
- The computer lab must be shut down between 12 PM and 9 AM to give students proper rest.

I hope that this report will give you an insight into the nature of the problem and also its possible solutions. I would be glad to provide any clarification or additional information required in this regard.

**Amit Goyal
Chief Warden**

Example 8.1: Memo Report

**SHAREWELL WOODS LTD.,
Inter-Office Memorandum**

To: General Manager
From: Sales Manager

Ref: S/147/
Date: 20 January 2007

Subject: District-wise Sales for December, 2006

I am giving here the figures of sales reported by district supervisors for December, 2006 which you desired in our telephonic conversation yesterday:

<i>District</i>	<i>December Sales in Rs. (Year 2006)</i>	<i>December Sales a Year ago (in Rs.)</i>
Jaipur	87,000	1,05,000
Jodhpur	76,000	1,50,000
Bikaner	1,25,783	1,25,550
Kota	1,18,590	1,18,473

The sales dropped about 50% in the Jodhpur district and about 20% in Jaipur. The other two districts held their own. This could be because of the new sales supervisors in these districts and half of their sales force is inexperienced men. This, however, does not mean they are to be blamed for the decrease in sales, but they should be given a chance to prove their worth.

I shall look into the matter carefully and take appropriate steps to increase the sale. I shall report to you again after a month appraising of the situation.

(V. KALYAN)

Example 8.2: Memo Report

8.2.1 Usefulness

Memos are often written under the pressure of time. They play a very useful role in placing interpersonal communication in an organization.

- They are generally written when the top executives want some information to reach employees quickly. Memo writing ensures a quick and smooth flow of information up, across, and down within the organization.
- They enable employees to maintain and regulate business transactions effectively. As they are kept for the record of facts and decisions they help in establishing accountability. Some organizations prefer to record details of even small events, requests, and formal telephone conversations through memo writings. Memo writing helps in maintaining records of decisions, discussions, procedures, policies, and activities. Documented memos help in referencing in the future. Sometimes memos are written for you intended to keep it in the

record. Copies of memos documented in the company's file can be produced as evidence at the time of investigation or litigation.

Uses of Memos

1. To request for action or information. This allows one to have a written record of the request. As compared with an oral request, this type of written request is more difficult for the audience to forget or ignore.
2. To explain to the reader something that is not understood. The purpose in this case is to clarify something to the reader.
3. To announce or to give formal notice to readers, publicly informing them about new procedures, new products, or anything that needs to be publicly known.
4. To confirm the details of a meeting, conversation, or telephone call. This would enable one to have a written record of decisions or agreements that were made.
5. To suggest solutions to business problems, to offer one's services or those of the department, or to bring up new ideas or methods of doing things.
6. To report the details of a project at regular intervals as a way of helping the organization keep track of progress and problems

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

8.2.2 Writing Techniques/skills

Since memo writing is a brief form of communication, write it in simple language. Give the required details using no superfluous words or prolonged explanations. Memo writing requires developing the skills to analyze a situation or matter and write it concisely. Here are some techniques you can refer to in writing a memo:

- Find the central idea or main objective or need of writing the memo. Hence keep in mind the purpose of writing.
- Incorporate only those facts and ideas that are concerning the topic or purpose.
- Avoid any such material that is irrelevant or in excess that may affect the reader's understanding of the central idea.

For writing an effective memo one also needs to take care of the organization of information, completeness and tone.

Memos must be given a context:

A memo must be written mentioning the context clearly so that the readers could understand the surroundings and situations. A general memo, written in a large organization, shall reach different departments, for example, marketing, management, etc.; and it may become difficult for readers to understand the nature of the issue or information if the memo does not have a context. Hence, you must make the context of

the work clear to readers so that they can understand and appreciate the work. You can provide a context by:

- Stating the problem before giving the solution. It may help the readers to understand the situation and information both into a framework.
- Providing a summary statement of what you found and what is its significance.
- Summarizing what you have done and why it matters before you give details.

8.2.3 Classification of Memos

No other kind of written communication reaches so many people at so many levels as does a memo in an organization (Meenakshi Raman and Sangeeta Sharma). In a large organization that has various levels of authority phone calls and face-to-face discussions become inefficient. Memo writing is a good way to reach many employees at once, in an organization. A memo is used for its frequency and the wide range of subject matter it can present.

Depending on their purpose, memos can be classified into three major categories:

- Documentary
- Congratulatory
- Disciplinary

8.2.3.1 Documentary Memos

Documentary memos are written for conveying information; it includes writing a memo to a subordinate to remind, to announce, to give instructions, to explain a policy or procedure, to a peer or superior to make a request or routine recommendation, or to confirm an agreement.

8.2.3.2 Congratulatory Memos

Memos are used to convey congratulation to an employee on his/her outstanding performance or achievement. It may also be used by all the employees to send their compliments to higher authority in the form of a memo for earning some awards or achievements. Memo written on such purposes are called the congratulatory memos.

8.2.3.3 Disciplinary Memos

If an employee has violated a rule or breach the code of conduct in the organization he can be served with a warning or some punishment and that can be conveyed to him/her through a memo writing.

<p>MEMO</p> <p>To: [Employee name]</p> <p>From: [Your name and title]</p> <p>Date: [Date of writing]</p> <p>RE: [Subject (specific to the infraction)]</p> <p>This memo serves as written notice to [employee name]. [Company name] has made the decision to take disciplinary action regarding [specific infraction or performance issue].</p> <p>[If relevant, mention any prior disciplinary issues related to the specific infraction, along with actions taken or warnings given.]</p> <p>[Company name] has decided to [disciplinary action] [employee name]. [Explain what action will be taken in detail. For example if the employee is suspended the memo could say something like: XYZ Company has decided to suspend Mr. Late-to-work without pay for a period of one week. The suspension will be effective immediately.]</p> <p>[Include information about consequences and specific policies that may apply. The memo could say something like: It is our sincere hope that this suspension is met with understanding on your part and that in the future you will be at your desk on time each day. This is your third written warning, and according to company policy, if chronic tardiness continues, the next action will be termination. You have the right to appeal this decision. If you have questions regarding this disciplinary process, please contact the human resources department.]</p>
--

Example 8.3: Disciplinary Memo

8.2.4 Structure and Layout of Memos

A standard memo can be written dividing the information into different segments. It makes communication effective and helps in achieving the purpose of writing. These different segments or sections are:

- Heading
- Opening
- Discussion
- Closing

- Signature
- Necessary Attachments (optional)
- Distribution (optional)

However, you may add more or less a section depending on the need. Organizations generally design and follow a standard format of memo printed containing more or less all the segments mentioned above. Large organizations are seen providing a printed memo form to their various divisions that contain all the necessary sections.

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

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

Discussion: To develop content specifically, to make information accessible and more reader-friendly through highlighting techniques, explaining clearly what you want to say.

Conclusion: To sum-up and provide closure with a complimentary close and/or a directive close stating what is next, when this will occur and why this is important.

Example: 8.4 All-purpose Memo Template

National Steel Industries Ltd 12, Gandhi Marg, New Delhi 110002
Interoffice Memorandum
DATE: TO: FROM: SUBJECT:
<hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> _____ (Opening) <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> _____ (Discussion) <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> _____ (Discussion) <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> <hr style="border: 0; border-top: 1px solid black; margin-bottom: 2px;"/> _____ (Closing)
Signature Attachments: Distribution:

Example 8.5: Memo Template

8.2.4.1 Heading

The heading section can provide information regarding the:

- Name of the organization and address (Printed Letterhead)
- Date: (Complete and current date)
- To: (Designation of the recipient)
- From: (Designation of the sender)
- Subject: (What the memo is about, highlighted in some way)

As memos are for internal communication you can give the designations of the sender and the recipient against 'To' and 'From' in the layout.

Type the **subject line in all capital letters, it communicates the purpose of the memo**. It is the line which every recipient reads and it gives a clear idea of the aim of the memo. Try not to limit your subject line to a single word, for example, "SUPERVISORS"; it only creates ambiguity.

Examples of subject line:

- SALARY INCREASE FOR SUPERVISORS
- PERMISSION TO CHANGE PROCEDURE
- REQUEST FOR FOUR MACHINES
- DETAILS OF TRAINING PROGRAMME
- TERMINATION OF SERVICES
- ARRANGEMENTS FOR THE CONFERENCE

In writing the subject line must try - to connect the topic with the main focus by using a preposition; it clarifies the subject matter of the memo to the reader.

8.2.4.2 Opening Paragraph

The starting of the memo should be with one or two clear sentences informing the reader of the need and purpose of the communication. The 'opening paragraph' usually introduces the reader to the aim of the memo. It may present the aim of the memo through three parts:

- **The context and problem:** The context in the memo refers to an event, circumstance, or background of the problem that needs to be resolved. It could also mean to indicate the topic that needs to be handled in the memo. The first paragraph must convey the background of the problem. It can be done simply by stating the problem clearly, for example, "*In our effort to reduce the absenteeism in our Division...*"
- **The specific assignment or task:** It refers to mentioning the steps taken to resolve the problem, for example, "*I took recourse to three methods..*" If an action was requested, the task statement may mention it like "*You asked that I look at..*"
- **The purpose of the memo:** The purpose statement states the reason for writing the memo and forecasts what is there in the rest part of the memo. That should specifically be about what is in store for example, "This memo presents

a description of the current situation, some proposed alternatives, and my recommendations".

Guidelines for the memo's opening segment:

- *Include only as much information as is needed by the decision-makers in the context, but be convincing in establishing that a real problem exists. Do not ramble on with insignificant details.*
- *If one has trouble putting the task into words, consider whether you are clear in the mind about the situation. More planning might be required before writing the memo.*
- *Ensure that the forecast statement divides the subject into topics most significant to the decision-maker.*

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

An example of 'opening':

As directed by you in your memo dated 21 July 2014, I analyzed the possibilities of offering a three-week training program to our supervisors. I am submitting my views on organizing this program in the lines that follow.

Note: If you are writing a memo to request somebody to provide something, in such a case to keep the content short instead of giving a separate introductory paragraph combine the 'introduction' and 'discussion'; for example:

"To accelerate the pace of work, I request you to spare two computers for tonight only.

8.2.4.3 Discussion Paragraph

Through the discussion section of a memo, the writer develops the arguments supporting the idea. For example, in writing a memo to a superior who had asked for an analysis, you can give the required details through this section.

Hints on the Discussion Segment

1. Begin with the information that is most important; i.e., start with the key findings or recommendations.
2. Follow the inverted pyramid pattern of communication. Start with the most general information and move to the specific or supporting facts.
3. Try to make the text more reader-friendly by applying boldface type, headings, columns, and graphics.
4. For easy reading, list the important points or details rather than writing in paragraphs when possible.
5. Be careful to make lists parallel in grammatical form.

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

How does the discussion segment of a memo appear?!

Example 1):

I went to the reprography section of our institute and found out that the photocopier is not effective because of the poor quality of stationery used. The paper used is very thin and hence the impressions of one side fall on the other.

Example 2):

Our committee examined the case and the details are given below:

- 1. Adequate quotations were not received for the purchase of the two machines. We found out that there are five dealers for the sale of these machines in our locality.*
- 2. The machines were not properly checked as soon as they were received. They were sent to the production division directly.*
- 3. The Purchase Manager does not have adequate explanations for this casual action.*

Example 8.6: Discussion Paragraph

8.2.4.4 Closing Paragraph

In writing a memo, always **end your message on a courteous note**. In closing the text you may:

- **State the actions expected** from the reader;
- Mention how the reader is going to reap **benefits from the desired action**;
- Say how the desired action can be made easier.

For example, "*I will be glad to discuss this recommendation with you during our Monday trip to Mumbai and follow through on any decisions you make*".

You can end the memo text with some **complimentary remarks** or **directive statements**.

- A **complimentary close** may make the reader feel happy and motivated. For example, "*If our results continue to improve at this rate, we will attract more students during the coming years. Congratulations!*"
- A **directive close** may help the reader to know what exactly is expected from him to do next. For example, "*To complete your analysis in time, our Finance Manager would provide the necessary data tomorrow, 23 August 2014. Please bring along with you the registration details of the newly acquired land.*"

8.2.4.5 Necessary Attachments

If your memo is about conveying some findings, document them and send them as attachments to support your claim or idea. It may help you to provide the recipient/s with detailed information too. For example, in writing a memo to provide an analysis, you can attach graphs and tables at the end of the memo. If you are sending some attachments, mention them in the memo as:

- Attached: Director's approval letter
- Attached: Several Complaints about Product, January-June 2021.
- Attached: List of absentees on 20th July 2021.

8.2.4.6 Distribution

Instead of writing 'distribution', we can mention the section as 'complimentary copy' (short form Cc). Though, it is not a mandatory section in the memo writing it helps to mention the designations of the people a copy of the memo is being sent.

Distribution: Assistant Manager, Operations Supervisor, Manufacturing
Distribution: All Associate Professors
Cc: Personnel Manager with a request to circulate among the employees Budget Officer Assistant Manager, Finance

Example 8.7: Distribution/Cc Section

8.3 Patterns of Preparing Memo

There are some organizational patterns for writing memo:

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

These patterns may help you to shape the information in memos and memo reports and help the readers to understand the message easily.

8.3.1 Problem-Solution

In the problem-solution pattern, you may go along the following steps:

- State the problem in the **opening paragraphs or section**. Using one, two, or three sentences indicates the problem. If the problem is familiar, state it briefly. If it is an unfamiliar issue, then you may need to provide sufficient details for the context.
- In the **second paragraph or section, state the solution or answer** to the problem mentioned in the opening sentences, using simple and direct language.
- In the **third paragraph or section - give details of the solution**. The details might include - definitions, process descriptions, or their information. This section may take a length of multiple paragraphs, where:
 - Give summary in the first two paragraphs,
 - Give details in the next two or three paragraphs.

You can use subheadings to divide this section if the information is highly detailed.

- Up next, you can give **alternative solutions** if it is necessary. It may strengthen your recommendations more. You can use a subheading for this section also.
- Give **Recommendations**, using a subheading as a concluding section. For providing the recommendations, you can arrange the information in points.

8.3.2 Main Findings-Significance

This pattern helps to focus on the main findings. To draft a memo according to this pattern, consider the following steps:

- State the main findings directly in one or two sentences. Start the memo by mentioning the main findings.
- Next, mention the importance of the main findings. For example, '*this finding is significant because.....*'
- Now in the remaining paragraphs, state the details. Use headings and subheadings for giving the details, it organizes the information highly comprehensively.

8.3.3 Give/Request Information

The main aim of any memorandum is to provide information, and hence a writer should focus on giving it the most organized way. It helps the message to achieve its aim effectively. A memo may require providing a lot of information. The details could be understandable, sort them into major and minor points.

In this regard, refer to the following method or process:

1. State the main aim - in the first paragraph.
2. Give relevant information, facts, or examples in the subsequent paragraphs.
3. Ask for action, if necessary.

8.3.4 Comparison - Contrast

To write a memorandum under this pattern follow the given method:

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

8.3.5 Objective - Presentation

To write a memorandum according to this pattern refer to the following steps (Aruna Koneru):

1. State the technical objective.
(What you were evaluating, why you are doing so and your purpose)
2. State the scope of the memo.
(range, subjects covered, limits)
3. Divide the information logically into parts.
(indicate division with subheadings)

8.3.6 Summary - Presentation

To write a memorandum according to this pattern, follow the steps given below (Aruna Konrue):

1. Start the content with a summary, giving the objective and main findings.
2. Give a division to the content, such as process, results, advantages and disadvantages.

3. End the message giving - conclusions, implications, and recommendations.

In writing a memorandum in such a way give the main points at the beginning and the details below organized under headings. Arrange the content under headings and subheadings (first, second, and third-level). Use formatting devices such as indentation, bullets, underlining, and boldface etc. to highlight the key points.

This format offers great usability as:

- It helps in presenting the information in an organized and logical sequence.
- It helps the readers of different backgrounds to understand the matter easily.
- It helps the concerned person to take the necessary steps

8.3.7 Giving Instructions or Listing

To write a memo under this pattern effectively, follow the given steps:

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

8.3.8 Literature - Review

When an employee reads an article in a journal and he finds it relevant to share with others he may prefer to write a memorandum according to this pattern called literature review. To write it:

1. In the opening paragraph, state the background: the publication, date, and complete bibliographic information. Specify the reason for the study. Citing the article may help the other employees to read the article themselves if they wish so.
2. In the next three paragraphs, summarize the article, mention its salient features, and other inherent details.

8.3.9 Give Negative News

If it needs to convey some negative news through a memorandum, you can do so following the given suggestions:

- Use an indirect approach.

- Establish a shared goal with the readers.
- Provide the information that will support the negative news.
- Give the negative news.
- Close the message giving a cordial remark, and if appropriate, ask for action.

<i>Characteristic Feature</i>	<i>Letters</i>	<i>Memos</i>	<i>E-mail</i>
Nature of communication	External: correspondence written outside the organisation.	Internal: Correspondence written within the organisation.	Both internal and external. Correspondence written to colleagues, personal friends and acquaintances.
Format	Typically 8 1/2" × 11" with 1" margins on all sides and 80 characters per line.	Typically 8 1/2" × 11" with 1" margins on all sides and 80 characters per line.	Typically one viewable screen with 60-70 characters per line.
Structure	Includes letterhead address, date, reader's address salutation, text, complimentary close, signature and indication of enclosures.	Identification lines include: Date, To, From and Subject, the message follows.	Identification lines include: 'Subject', 'From', '(writer's) name', 'e-mail address', 'sent date of transmission' and 'To' (reader's) name, e-mail address and the message follows.
Purpose	To give and seek information; to make an enquiry; to monitor business and to create good will.	To give information, to instruct, to direct and to recommend.	To give information, to persuade, to require and to share information.
Audience	Generally meant for general readers at all levels.	Colleagues at all levels of your organisation.	Generally for multiple readers with various levels of knowledge.
Degree of formality	More formal because of external communication.	Informal because of internal circulation.	Less formal than memo and letter because of the 'conversational' nature of electronic communication.
Abbreviations, acronyms, short forms	Not used.	Generally common abbreviations among the employees are used. Other types of such words are not used.	To be judiciously used.
Focus	Personal focus is moderate. May or may not be intended for a specific reader. Feedback is very slow.	Personal focus is high. Intended for a specific reader. Feedback is slow.	Personal focus is very high. Intended for a specific reader. Feedback is very high.
Attachments, Enclosures	Additional information can be enclosed within the envelope. Complimentary copies can be sent to other readers.	Complimentary copies can be sent to other readers. Hard copy material can be sent to the readers.	Computer files, active web-links and down-loadable graphics can be attached.
Layout	Elements are arranged in any of the layouts discussed in Chapter 4.	Heading elements are aligned with left margin vertically.	Given in a specified e-mail format.
Nature of delivery	Determined by the destination.	Determined by a company's in-house mail procedure. Could be delivered within a day or at most three days.	E-mail messages can be delivered within minutes, but delays are possible.

Source: Aruna Koneru; *Professional Communication*; McGraw Hill Education (India) Pvt. Ltd.

8.4 Unit Summary

Memorandum writing is a form of communication used in an organization to convey messages internally. It is one of the four channels through which information flows within the various departments of an organization. Employees communicate with each other either face-to-face, or over the phone, or through emails, or writing memorandums shortly called memos. It is whether a junior or senior employee can write a memo if required.

- Memos are often ***used to send one piece of information at once to many employees.***
- It is a ***brief form of internal communication.***
- It ***looks like a letter*** correspondence.
- It serves effective functioning in an organization.
- Memos ***circulate within the organization*** and are often called interoffice memoranda. They are not written for any outside communication.
- Some organizations use the ***memo format for short reports*** and are called ***memo reports.*** A memo report may contain an analysis of data and the opinion and recommendations.
- The ***memo and memo report*** are the two forms of communication employees generally use for effective communication.
- You can write a memo to the person you report to or a single person or to employees who may need to know the information.

8.5 Key Terms

- ***The complimentary close*** is the word (such as "Sincerely") or phrase ("Best wishes") that conventionally appears before the sender's signature or name at the end of a letter, email, or similar text. Also called a complimentary closing, close, valediction, or signoff.
- A ***directive close*** may help the reader to know what exactly is expected from him to do next. F

8.6 Check Your Progress

Subjective:

- 1) What did you understand about 'memo writing'?

- 2) Write the role memos play in placing interpersonal communication in an organization.
- 3) What are different techniques that can be used to write an effective memo?
- 4) Classify memos, depending on their purpose.
- 5) What are different elements of a layout used in writing memos?
- 6) What are some organizational patterns for writing memos?

Objective:

- 1) True/False: Memos serve effective functioning in an organization.
- 2) Fill in the gap: Memos play a very useful role in placing ____ communication in an organization.
- 3) Complete the line: Through the discussion section of a memo, the writer develops _____.
- 4) Short Q/A: What is the purpose of writing a literature review memo?
- 5) Short Q/A: How to give negative news through a memo?

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Unit 9: Employment Communication

9.0 Introduction

9.1 Unit Objective

9.2 The Organization Role

9.2.1 Recruitment Process

9.2.2 Screening Applicants

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9.3 Applicant's Role

9.3.1 Exploring Career Opportunities

9.3.2 Resume

9.3.2.1 Elements of Resume

9.3.2.2 Types of Resumes

9.3.2.2.1 Chronological Resume:

9.3.2.2.2 Functional Resume:

9.3.2.2.3 Targeted Resumes

9.3.2.2.4 Infographics Resume

9.3.3 Job Application Letter

9.3.3.1 Types of Job Application Letters

9.3.3.2 Drafting the Letter

9.3.4 Interview Process

9.3.4.1 Preparation for the Interview

9.3.4.2 During the Interview

9.3.5 Follow-up Letter

9.4 Unit Summary

9.5 Key Terms

9.6 Check Your Progress

9.0 Introduction

An organization conducts recruitment and selection under a process. It begins the process with - advertising job openings and ends with selecting the candidates. An aspirant or a candidate, in search of a desired job, starts a process of getting a job from searching for it. A candidate searches for jobs through different mediums and starts employment communication with an organization found offering a good job.

Both an organization and a candidate undertakes - employment communication. To complete the employment process, the organization and the candidates both play their respective roles. It certainly demands good writing and communication skills for writing an employment advertisement and letters and resumes and applications and undergoing the interview.

9.1 Unit Objective

This Unit intends to introduce the learners with:

- An organization's role in the process of recruitment
- An Applicant's role in the process of job

9.2 The Organization Role

An organization plays its role in - the recruitment process, screening applicants, interviewing process, the evaluation of the applicant and making recommendations.

9.2.1 Recruitment Process

The first step in the recruitment process is to notify the vacancy and prepare a job description and specification. **The job description** is the information that describes the duties and responsibilities. While a **job specification** is the detailed description of the requirements; it informs about the desired academic and professional education and additional skills essential for the job. The combination of the job description and job specification is called **a job announcement** and it provides clear information about the job.

Along with the job announcement, an organization may prepare a classified advertisement to publish on relevant platforms like newspaper classifieds and/or employment websites. A classified advertisement is written in four to six lines; it describes the job duties and informs the applicants where and how to apply.

Whether it is a job description or job specification, or job classification, prepare a clear and concise description. A classified advertisement must be interesting to read. The content could appear attractive, prepare it using short sentences, descriptive adjectives and adverbs, active verbs, and precise nouns.

Most large organizations prepare the publication giving information about the company like - financial information, the strength of employees, employee-management relations, etc. However, in the document of job announcements generally, such details are not included.

9.2.2 Screening Applicants

For different types of jobs, there are different application procedures. For a blue-collar position, a non-managerial job, or a non-executive job, an applicant may be required to fill an application form. While for a white-collar job, a managerial position, an applicant may not need to fill an application form but may apply through an application letter and a resume.

After filling out an application form or sending a resume the applicant may undergo an interview. An interview is a meeting at which a question and answer session goes between the applicant and the interviewer. Interviewing helps a recruiter to measure an applicant's qualifications and verify the information furnished in his form or resume. Generally, a selection method depends on the nature of the job. Different jobs may require different backgrounds and different criteria for selection.

In the process of selection, after going through the details furnished in the resume or a fill-in-form, ***the first step*** comes to ***classify them as unqualified or undecided or qualified***. An applicant lacking the qualifications required as per the job description shall be clearly identified as 'unqualified'. An applicant having basic qualifications for the job but lacking some desirable qualities such as work experience may fall into the 'undecided category'. Candidates who meet the desired qualifications shall be categorized as 'qualified'. After classifying the applicants you may reconsider the candidature of applicants kept in the 'undecided category' and divide them into qualified or unqualified.

Now comes the need to notify the applicants of their status. It can be done by using the telephone or better by writing a letter to them. Writing a refusal letter to the unqualified applicants requires explaining to them the reasons for your decision. Writing to qualified applicants involves telephoning them and sending them an interview letter. This letter must mention the time, place, correct address, and the name of the interviewer clearly.

9.2.3 Interviewing Applicants

Interviewing a candidate is a complicated step in the hiring process. It helps in finding out a suitable candidate. It is a kind of oral communication test with all its variations. It helps to know various qualities of an applicant which cannot be identified through a written document. It helps to identify a candidate based on communication skills, attitudes, behavior, self-confidence, concept knowledge, and personal qualities.

The success of the interview procedure depends on its organization. With careful planning on how and where the interview shall be conducted the event can be managed successfully.

9.2.4 Interviews

An interview, call it a structured conversation or question-answer conversation, is an important medium to select a candidate for a job opening. It is conducted at the space of the company where an executive talks to the applicant in a questioning manner. He questions the candidate to know about his/her qualifications and find how closely he/she fits the requirements of the job description and job specification.

For interviewing a candidate an organization sends an invitation to the applicant. The interview call letter must have some details necessarily like:

- Acknowledge the receipt of the application.
- Give a day, date, time, and venue for the interview.
- Give the name of the person who shall interview the applicant.
- Request for confirmation.

Dear _____
Subject: SALES MANAGER POST
Thank you for your application for the Sales Manager Post.
You are invited to attend an interview with _____, 'Executive Director', at 4.30 P.M. on Wednesday ____ August.
Will you please let me know either by letter or telephone whether this appointment will be convenient for you.
Sincerely yours

Example 9.1: Interview Invitation Letter

Dear _____
Subject: POST FOR SALES MANAGER
Thank you for your letter of 4th August inviting me for an interview at 4.30 P.M. on Wednesday ____ August.
I shall be pleased to attend and will look forward to meeting Mr. _____.
Yours sincerely

Example 9.2: Applicant Confirming The Interview Invitation

9.2.4.1 Aims of Interview

The aim of setting up an interview is to get the exact information from the candidate. It holds other aims also like:

- To gather opinions and attitudes from the interviewee.
- To know the background of an applicant such as work experience, education, etc.
- To know the personality of a candidate.
- To give certain details about the company, working conditions, job procedures, and job requirements to a candidate.
- To explore any relevant information.
- To inform the remuneration package of the candidate.

Interview is a process in itself and for both an employer and a candidate, it helps them to achieve their respective goals.

9.2.4.2 Types of Interviews

Depending upon the nature, venue, and motive of the job, an organization chooses a type of interview. Interviews could be - campus interviews, hotel interviews, panel interviews, on-site interviews, telephonic interviews, and video conferencing interviews.

Campus interview: It is important for entry-level jobs. For entry-level recruitments, generally renowned and big companies visit university campuses to select and interview students. After screening the students a company may call them for further interviews at its office.

Students informed in advance through the placement department of the college attend the recruitment session the company organizes at the campus premise. In the session, the company delivers a presentation, usually known as a pre-placement talk, to the interested students. In the presentation, the company talks about the type of projects it carries out. It informs the students about the selection mode like aptitude test/ group interview/ HR interview/ technical interview, etc., and answers the students' queries. Such interviews are usually brief and not lengthy for at the campus the company would have to interview many candidates in a limited time.

On-site interviews: When a company interviews the candidates at its premises it is called an on-site interview. A company after shortlisting a resume calls the candidate for a face-to-face interview. At times the shortlisted students of the campus interview are also called at the office premises for a final interview. Because the organization is interviewing at its place it can take a long time to evaluate the candidate.

Telephonic interview:

Companies may choose to interview a candidate first through a telephonic conversation. It helps the organization to shortlist candidates by talking to them and verifying the details furnished in their resumes. During the telephonic conversation, the company that finds the candidate good may give an interview appointment on the call after checking the availability. A telephonic interview is shorter than a face-to-face interview and may not be the final interview for selecting the candidates.

Videoconferencing: Nowadays availing the technology advancement, availability, and accessibility, companies have started conducting interviews through video conferencing. It offers greater flexibility of time, distance, and convenience to both the company and the candidate to talk and hold employment communication.

Hotel Interview: Preferring a hotel as the interview venue for recruiting a professional for a higher position classifies it as a hotel interview. To compete with other companies, the company executives must travel to places where the best applicants live. They might decide to interview them from a good hotel nearby. (Aruna Koneru)

Panel Interviews: An organization may need to make a panel or committee of experts chosen from different fields within the company for interviewing and selecting a candidate for a job. It usually happens when the purpose is to measure an applicant's qualifications and abilities in-depth, and the job requirements demand varied skills and abilities in the applicant. Members of the panel are taken from different fields; this helps to evaluate the applicant for various abilities. On observing an applicant's managerial skills, ability to function under pressure, personality, etc., the panel decides on a consensus about the candidate.

9.2.4.3 Conducting Interviews

Every employer may have a unique perspective or approach to interviewing a candidate. However, generally, an employer interviews candidates to know:

- The personality traits and abilities to handle the job.
- The applicant can fit in with the organization or not.

Each job profile requires an employee to have a set of different personality traits. The interview process helps the employer to find whether the applicant possesses those personality traits or not. Employers may show a keen interest in knowing the work experience, intelligence, communication skills, interest, conviction, creativity, and attitude of a candidate. Some employers may show rather more interest in knowing the personal background of the candidate believing it indicates how well the candidate can fit in with the organization.

Organizations may conduct an interview in a **structured** or **unstructured** (also called planned or unplanned) manner. The choice depends on the degree of control. If the organization wants full control it can choose a structured interview approach which shall require careful preparation. **For a structured interview:**

An interviewer shall prepare a list of questions arranged in a well-planned order. In a structured approach an interviewer:

- knows what questions to ask and in what order.
- knows what to do with the answers or information received from the interviewee.
- shall follow the same pattern for each candidate covering the same areas.
- shall not change the questions and their order.

Such a guided or structured interview approach brings out precise and reliable information. It makes the interview session run smoothly and efficiently. It helps in comparing the details of the candidates obtained during the interview and reaching a decision. It even lets an inexperienced person conduct the interview successfully.

In an **unstructured interview**, the interviewer would not have complete control in executing the interview. The interviewer shall not have questions prepared in advance but would know the information that needs to be gathered. An unstructured interview allows open discussions and it encourages the interviewee to talk freely expressing his thoughts, opinions, ideas, aspirations, and problems. Conducting an unstructured interview may take more of an interviewer's time and effort but it benefits an interviewer to screen a candidate more accurately as the applicant can talk more freely under the conditions not stressing. An unstructured interview lets the interviewer know the communication skills, job-related knowledge, and aspirations of the candidate more effectively. In this approach, the interviewer must be an experienced and skilled person who knows how to interact and obtain information from the applicant.

Interview questions are usually - **closed-ended questions and open-ended questions**. In conducting an interview, regardless of the basic format, both types of questions are asked. However, closed-ended questions help to obtain specific answers or information and are useful in conducting a structured interview. To answer Open-ended questions a person may have to be thoughtful and hence are usually more useful in conducting an unstructured interview.

An interview is a process and has a format - **beginning, middle, and end**.

- As it is believed that the first impression is the last, during the interview, the beginning part is considered the most important. It sets up the impression and tone that carries on for the rest of the session.
 - Begin the interview with a calm and relaxed mood, welcome the candidate with a smile.
 - Start the conversation with general questions of non-critical nature or begin the conversation discussing a matter familiar to the candidate.

Such a beginning may help the interviewer to smoothly move ahead bringing in important questions in the session. For example, talking about the activities of

the applicant's college can direct the conversation into asking about the candidate's educational qualifications.

- The middle session must focus on asking the candidate the right questions at the right time.
 - Ask leading questions, it encourages the candidate to answer promptly.
 - Show interest in the information the candidate is providing.
 - Give the candidate enough time to respond before the next question.
 - Ask a question differently or move to the next question if the candidate is unable to answer.
 - Speak clearly with the candidate.
 - Try to get as much information as possible.
 - Show a pleasing and encouraging attitude but avoid agreeing or disagreeing with opinions.
 - Do not ask the question if you already know the answers.
 - To explore an issue further ask follow-up questions.
 - Follow a flexible procedure.
- End the session when you have acquired all the information you required. It shall be good if before closing the interview you ask and encourage the applicant to ask a question he/she may have in his/her mind.

While parting, you should thank the candidate for having come and inform him/her when and how he/she can hear from the organization.

9.2.5 Evaluation

To hire a right candidate - after interviewing the candidates you evaluate them based on the information gained. Your decision must be based on the data collected in the form of written data, oral data, and observations. The written data includes - resumes or application forms, and letters of recommendation. The applicant's responses to the interview questions and his/her communication skills come under the - oral data. Observed data includes the candidate's interaction skills, personality traits, physical appearance, and etiquettes, etc.

Appraising a candidate based on written, oral data, and observance helps in knowing:

- The candidate's abilities like communicative skills, personality traits, physical appearance, and etiquettes, etc. and

Team spirit										
Resourceful										
Level of integrity										
Degree of initiative										
Interest in developmental activities										
Managerial skill										
Enthusiastic										
Feeling of commitment										
Organizational ability										
Conviction										
Objectivity										
Total										
IV. Personality Impressions:										
Self reliance	—	strong/weak								
Self regard	—	positive/negative								
Interaction	—	Spontaneous/guarded/reticent								
Endurance	—	Sticks to tasks/gives up								
Feelings about changes	—	accepts/enjoys/negative/fearful								
General behaviour	—	friendly/shy/hostile								
Future career plans	—	ambitious/frustrated/no plans								
What was the best part of the interviewee's performance?										
What could the interviewee do to improve?										
Would the applicant be an asset to this company?										
What should this applicant's hiring priority rating be on a 1 to 10 point scale?										
Name of the interviewer: _____ Date: _____										

Example 9.3: Evaluation form for the evaluation of the candidate

The above-given form is an example that can be used as a base for designing a different form that may help you the best way to evaluate a candidate. Such a form must be filled in as soon as the interview is over when your memory is still fresh. However, if you consider the in-depth responses in the selection for a particular job, you may take notes during or immediately after the interview.

9.2.6 Recommendations

For hiring shortlisted candidates, you write a letter to the higher authorities or a committee of your organization recommending them. But before it, first write a letter or request to the person an applicant has given as a reference. The person might be working in his previous or current organization. The reference person shall revert to the request by writing a letter also called a recommendation letter.

A recommendation letter must convey a sense of credibility; if it does not, the recommendation shall not receive much consideration or value. A well-written recommendation letter also serves as a source of useful information about the applicant.

<p>Dear Mr. _____</p> <p>Mr. _____, employed by you as _____, has applied to us for an appointment of sales manager in our company. He has given your name as a reference.</p> <p>We are leading manufacturers of _____ and our requirements are for a qualified MBA with experience in marketing and sales promotion.</p> <p>We would be grateful if you could kindly give information about the nature of Mr. _____'s work in your company. Your views about his ability to work with others, his competence, reliability and general character would be useful to us.</p> <p>Any other information which you think might be helpful in assessing him for the post will also be appreciated. Of course your information will be treated as strictly confidential.</p> <p>Yours sincerely</p> <p>XXXX</p>
--

Example 9.4: Request For Recommendation Letter

Mr. _____ , about whom you enquire in your letter of _____ August, has been employed by this company for the past eight years.

He is professionally well qualified, and for the past four years has been our assistant sales manager responsible for increasing sales of our products and associated developmental activities in our company. In all aspects of his work he has shown himself to be hardworking, competent, very conscientious and in every way a very dependable employee.

We have been extremely pleased with the services provided by Mr. _____, and we can strongly recommend him without a genuine spirit of service. He will be able to command the respect and confidence of his juniors. This quality of Mr. _____ would be found stimulating and helpful by all who worked with him.

He is a very steady and reliable person and bears a pleasing character. We wish him success, but at the same time shall be very sorry to lose him.

Sincerely,

XXX

Example 9.5: Recommendation Letter

Now, based on the evaluation and information, you shall make a recommendation to hire or not to hire each applicant who has been interviewed.

If the recommendation has been accepted by your organization or committee of your organization you need to notify the applicant by sending a mail or confirmation letter. The unsuccessful candidates must be sent a refusal letter too.

The confirmation letter may contain the following information:

- Conditions of appointment
- Details of job description
- Expected date of joining and
- Salary

Dear Mr. _____

Thank you for attending the interview on _____. I am pleased to offer you the post of _____ in our company.

Your duties will be as discussed at the interview and as described on the attached sheet of job description. As discussed, the office hours are _____ with _____ for lunch. In particular, you will report directly to the _____.

The appointment carries a commencing salary of Rs. _____ per annum. Your joining date would be _____ (day) _____ August. You will be entitled to _____ annual paid holiday.

Please confirm that you accept this appointment on the terms stated. Inform us when you will be able to join on duty.

Yours sincerely

xxxx

Example:9.6 Appointment letter

If a company organizes an orientation programme it shall be informed to the selected candidates through a letter if it is not so then inform the selected candidates, in advance, about where, when, and whom he shall report and what the organization expects.

9.3 Applicant’s Role

In the process of finding and getting a suitable job, a candidate undertakes various steps. These steps are:

- Exploring career opportunities,
- Writing a cover letter and resume,
- Going through an interview process, and
- Writing letters related to employee communication.

9.3.1 Exploring Career Opportunities

A candidate explores newspapers, professional magazines, university placement offices, employment agencies, employment portals, and personal contacts, etc. for jobs.

A newspaper publishes placement advertisements or classifieds weekly or twice a week. Professional magazines have job placement columns and classified sections. A student may check with the placement office at his institution for job placements. Universities or institutions offer job referrals and career counseling also. Employment agencies whether private or public provide job information. Website employment portals like Naukri.com, LinkedIn, etc. offer the job information. For exploring job opportunities a person may use his contacts too.

9.3.2 Resume

Preparing a resume is an important step a candidate takes in the search for a job. A résumé (a french word meaning “summary”) holds an account of a person’s work experience, educational qualifications, professional qualifications, contact details, skills, and other job-related personal information. The Webster’s Third Edition International Dictionary describes the word resume as: “a short account of one’s career and qualifications prepared typically by an applicant for a position”. Sometimes the word ‘resume’ is replaced with the word curriculum vitae.

Preparing a resume has become so important that there shall be no employer who doesn’t ask for your resume before setting an interview date. So a resume plays a key role in searching for a job or a candidate.

- A resume highlights the skills, qualifications, and accomplishments of a candidate to a recruiter.
- A resume is a structured summary of one’s qualifications and activities.
- A candidate may give a line of objectives in his resume that helps in calling the attention of the employer to his/her best features.
- An applicant uses a resume to present his/her qualifications and potentialities for the position he is seeking so the employer can find his details interesting and call him for an interview.
- The chances of gaining an interview call largely depend on how effective the resume and cover letter are.
- A resume helps an applicant to talk about him/herself in an organized manner, confidently, and fluently.

- It is a decisive tool. An employer or recruiter decides to call a person for an interview or not by looking at his/her resume. It also helps during the process of screening the applicants.
- A resume does not have a fixed length; it may extend to two to three pages depending upon the information to be presented.
- The physical appearance of a resume and style of writing may affect or cast an influence on the executives. The resume language must be - precise, crisp, succinct, expressive, trenchant, interesting, and personal (Aruna Koneru). Using a minimum number of words and clear expressions in writing a resume a person can succeed in creating a maximum impact on the recruiter.

Problems found with resume styles:

Following is given a list of problems noticed in resumes:

Too long.	
Too short and sketchy.	
Hard to read copies.	
Too much irrelevant information.	
Not enough relevant information.	
Wordiness and vagueness.	
Amateurish.	
General statements.	
Exaggeration of responsibilities.	
Conceit and boastful.	
Incomplete and inaccurate data.	
Grammatical mistakes and spelling errors.	
Not clear background information.	
Lack of covering letter.	
Ineffective organisation of information.	
Position sought not mentioned.	
Geographical preference omitted.	
Use of gimmicks.	
Misleading statements.	
Lack of information related to job requirements.	

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

A person may prepare his resume weak if he/she:

- lacks knowledge of the job,
- is not aware of the activities of the company,
- has an improper attitude,

- has inadequate career analysis,
- lacks a goal.

Features of A Good Resume:

A good resume is one that qualifies the subject for the job sought - concisely, interestingly, and honestly-and causes an interview to occur (Aruna Koneru). A good resume is the one that presents complete and specific information.

A list of features of a good resume:

1. Complete, effective, descriptive without being too long.
2. Includes educational qualifications, achievements, personal details.
3. Truthful, accurate without exaggeration or distortion.
4. Specific about experience, objectives, and availability.
5. Professional: Well-planned, uses proper language, has no errors, contains no gimmicks.
6. Accompanied by a covering letter.
7. Contains references.
8. Neat appearance with a lot of white space.
9. Includes relevant information.
- 10.Emphasises skills.
- 11.Indicates leadership traits, organizational skills and motivation.

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

9.3.2.1 Elements of Resume

The elements of a resume are the fields one provides information through.

<p>Name and Address:</p>	<p>Under this field, a persons can give the following essential information:</p> <ul style="list-style-type: none"> • Name • Address • Telephone number • Email address <p>A resume need not to include the word resume, but if one has a specific job in mind, he/she can give a heading line. For example:</p> <p style="text-align: center;">Resume sheet of Dr. _____, a senior professor in ICFAI TECH, Hyderabad.</p> <p style="text-align: center;">Or</p> <p style="text-align: center;">Qualifications of Dr. _____ for professorship.</p> <p style="text-align: center;">Or</p> <p style="text-align: center;">Dr. _____ Professor in Languages Department ICFAI TECH Hyderabad</p> <p>Write the heading that can tell clearly:</p> <ul style="list-style-type: none"> - who your are, - what you are seeking for, and - how to contact you
<p>Career Objective / Summary of Qualifications:</p>	<p>Immediately after the heading line, comes the objective. Give the objective line as specific as possible. This field can be used for either:</p> <ul style="list-style-type: none"> • Stating what you want to do. For example, you are applying to an ABC co. for a content writer profile, you may write the job objective as: “Content Writer”, with academic writing emphasis. <p style="text-align: center;">Or</p> <ul style="list-style-type: none"> • Giving a summary of your qualifications in a brief statement highlighting your strongest points. For example: Ten years of experience in writing.

Education:

In describing your education:

- Mention your **most recent qualifications first**. Give all the **qualifications in reverse chronological order**.

<i>Year</i>	<i>Examination</i>	<i>Division</i>	<i>Institution</i>	<i>Remarks</i>

- You can list - all the **honors, certificates, diplomas, awards, scholarships** - in points.
- You can present the **significant skills and abilities** you have **developed in the coursework**.
- You can mention **off-campus training programs** in this field.
- If you have attended any **seminars or workshops and received certificates**, it also comes under this section.
- Any **co- or extracurricular activities** attended, present them under the field of education.

If you have no work experience, you may need to stress your education.

Work Experience:

In giving the work experience details:

- Give the latest work experience first and continue the others in reverse chronological order.
- Give details of your previous jobs along with the names and addresses of the organizations and dates of the employment period.
- Mention the positions held and describe your job duties/responsibilities with verbs in active voice and parallel structures.
- Present your on-the-job accomplishments such as awards or honors.

<p>Activities and Achievements:</p>	<p>You can present your activities that show your abilities using this section. For this purpose:</p> <ul style="list-style-type: none"> • List the projects undertaken and which required leadership, organization ability, teamwork, and cooperative work. • List the activities participated in - athletics, fund-raising or community service, offices in academics, and professional associations. • Mention any reward received in undertaking the projects or activities participated. <p>If you have participated in the varied activities extensively, mention them under subsections like Service Activities, Professional Activities, Achievements, Awards, and Honours.</p>
<p>Personal Information:</p>	<p>Under this section, you can present information like:</p> <ul style="list-style-type: none"> • State of health, • Willingness to relocate, • Geographical employment preferences (if any), • Extensive travel experience, • Languages Known, etc.
<p>References:</p>	<p>This field comes at the end of a resume. Under it you give:</p> <ul style="list-style-type: none"> • The names, addresses, and telephone numbers of at least three people to whom employers may contact. • If you do wish to give such information, you can state: it is available upon request. <p>Give only those people in the reference who can attest your ability and knowledge.</p>

The above given elements are what you need to prepare your resume accordingly. You can give extra information in all the categories you believe are your strongest points and can add relevance to your objective. Ultimately, the right choice depends on the suitability of your goals and writing ability.

9.3.2.2 Types of Resumes

There are many formats you can write resumes in. For example, chronological, functional, and targeted. Besides them we shall learn about the other contemporary styles of resumes too.

9.3.2.2.1 Chronological Resume:

It is the most common and adaptable format of resumes used frequently. It provides the best opportunity:

- To a writer to highlight achievements and
- To a reader to learn about the applicant's qualifications effortlessly.

Features:

- It gives a person's employment history chronologically and sequentially but in reverse order. Reverse order means beginning with the most recent and continuing towards the earlier jobs. Various positions held at one company should also be in reverse chronological order, it shows the growth and development of the person clearly.
- A resume written chronologically signifies the 'work experience' section shall dominate the resume and be placed in the most prominent slot, immediately after the name, address, and objective.
- If you have recently graduated from a college or university you can give your educational qualifications before your work experience chronologically and sequentially but in reverse order.

Elements of chronological resume:

- Name, address, and telephone number
- Objective
- Name of the Institution of most recent or present employment
- Name of other institutions in which you have worked (in reverse order)
- Education
- Extracurricular activities

Example 9.7: Chronological Format of Resume

9.3.2.2.2 Functional Resume:

This format is useful when:

- One wants to emphasize skills and areas of competence.
- One has varied experience.
- One wants to redirect its career or minimize breaks in employment.

Features:

- This format organizes your skills and accomplishments under topical headings, for example, managerial skills, supervisory skills, leadership- abilities, and decision-making activities.
- After giving the skills under the topical heading you can add your work experience and academic experience.
- You do not need to detail all past experiences.

9.3.2.2.3 Targeted Resumes

This format of resume is useful when:

- You want to focus the reader's attention on what you can do in a particular job profile. It helps to clearly mention the particular position you seek in a particular organization.

Features:

- State the career objective clearly.
- After stating the career objective, list the related skills.
- After listing the related skills, list your achievements proofing your capabilities.
- Conclude your resume with the work experience and education sections.

9.3.2.2.4 Infographics Resume

When with the text, graphics are also used to present the resume elements; they are called infographics resumes. It is a kind of non-traditional resume and helps in providing a lot of information using less space. Adding the graphics or visuals (photographs, charts, graphs, diagrams, tables, etc.) a resume can succeed in catching the attention of the viewers. Using graphics you can provide information about your personality, skills, and achievements. Infographic resumes can be shared with connections on social networks (Linkedin) and employers.

WHITNEY BRAUNSTEIN

WILL GROW BUSINESS WITH YOUR EXISTING CLIENTS

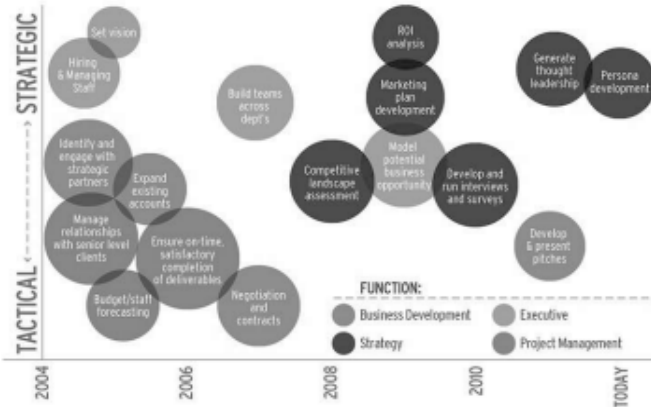
As an experienced digital strategist with a track record of success, I know how to expand business. My approach is simple: use innovative marketing to reach new customers, thoroughly research competitors and potential clients, attentively manage existing vendor relationships, and, most of all, stay focused on growth! I'm ready to help your business thrive.

NUMBERS

#2 RANKING of TinyPass on Landover Associate's top 10 list of NYC startups At TINYPASS	2X MORE incremental work on one contract (\$500k to \$1MM) At OGILVY	100% amount the contract increased under my oversight (\$2.5MM to \$5MM) At MSI	55% increase in alumni giving as a result of my development campaign At CORO	42% increase in board-related giving as a result of my development campaign At CORO	700% yearly giving increase from 2005 to today (\$50k to \$350k) At PML	\$2.5MM amount USAID contract budget increased under my oversight At STTP
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WORK HISTORY

- tinypass** TINYPASS - Director of Strategy and Marketing 2012
- ogilvy** OGILVY AND MATHER - Senior Strategist 2011-2012
- SEPHORA** - MBA Intern, Online Retail Product Development 2010
- MSI** MANAGEMENT SYSTEMS INTERNATIONAL - Project Manager 2008-2009
- C** CORO LEADERSHIP CENTER - Development and Program Associate 2006-2007
- PROJECT MUSO LADAMUNEN** - Founder 2005 - Present
- STTP** SPEAK TRUTH TO POWER - Assistant Producer 2004-2005



EDUCATION

- MIT** MIT SLOAN SCHOOL OF MANAGEMENT MBA 2009-2011
- BROWN UNIVERSITY** AB in Visual Arts 2000-2004

"Whitney is a marketing rockstar! Brainy, creative, and a natural charmer." **Michael Ross, Director, eCommera**

"She make things happen! She single-handedly got us in front of exactly the right people." **Kirill Kouterguine, Co-Founder, TinyPass**

HOW I DID IT

- TINYPASS**
 - Created deck leveraging affiliation with MIT Sloan
 - Opened the comedy market through event-based marketing
- OGILVY AND MATHER**
 - Applied e-commerce expertise in successful pitch to major sporting goods company

- Developed evaluation framework for omni-channel retail
- Taught digital strategy capabilities to CMOs and client teams

- SEPHORA USA**
 - Created digital video strategy documentation
 - Presented video marketing recommendations to SVP of Direct Marketing

- Spec'd website for user experience, currency exchange, international fulfillment and customer service

- PROJECT MUSO LADAMUNEN**
 - Led an international team through the first eight months of project planning in West Africa
 - Hired and managed developers and graphic designers

Example 9.8: Nontraditional resume

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

Gopinath M.C.
Email: gopinath_mc@yahoo.co.in
Mail: 248, Ashok Bhawan
BITS, Pilani
Rajasthan
India – 333031

Objective

- To associate myself with an organization that provides a challenging job and an opportunity to prove innovative skills and diligent work
- To be involved in providing software solutions to enhance network security

Professional Experience

Project Trainee (July 2009–December 2009)

Satyam Computer Service Ltd, Hyderabad

Project: Metadata Management System

Description: Metadata Manager is a tool to create and maintain data marts. It creates a centralized metadata repository to store all the details about data marts.

Databases, Technologies & Languages used: Oracle, Swing, JDBC, Java Security, XML, PL/SQL, Java.

Responsibilities

- Designed a database in Oracle to hold metadata.
- Designed an appropriate graphical user interface for the system.
- Led in the design and development of Security System for this application.

Project Details

Implementation of secure File Transfer System (January 2009–May 2009): It involves the design and implementation of Kerberos for File Transfer Protocol in C language.

Kerberos improves the security of FTP by preventing replay attacks and IP spoofing. It uses DES for encrypting the packet that reduces the processing time when compared with RSA.

So the performance of FTP is not degraded.

Learning Aids Development (January 2010–May 2010): It involves the design and development of applets for BITS Virtual University. It includes the analysis of security vulnerabilities of applets.

Courses Done

- Network Security
- Computer Networks
- Network Programming
- Telecommunication Switching Systems and Networks

Educational Background

Degree of Examination	Name of the Institution or School	Year	Division
*M.E., Software Systems (Final Year)	Birla Institute of Technology and Science, Pilani, Rajasthan	2009–present	
B.E. (Hons), Electronics and Instrumentation	Birla Institute of Technology and Science, Pilani, Rajasthan	2005-2009	First Division with 72%
Higher Secondary Examination	Bharathi Vidya Bhavan, Erode, Tamil Nadu	2003-2005	Distinction with 97%

*Pursuing

Software Skills

- Programming languages: C, C++, Java PERL, and Assembly/Machine Language
- Technologies: HTML, Java Security, JDBC, Swing, XML, SQL PL/SQL, and GNU Make.
- Operating Systems: Linux (extensive experience), UNIX, Windows 95/98/NT, DOS
- Security experience: Have helped to uncover multiple serious security holes in the LAN network and to build Firewalls.

Accomplishment

Achieved a transfer of degree from B.E., (Hons) Electronics and Instrumentation to M.E., Software Systems.

Personal Details

Date of Birth: 28 April 1981
Marital Status: Single
Languages Known: English and Tamil
Permanent Address: 1329 –A, KK Nagar First Street,
Kalingarayanpalayam,
Bhavani, Erode District, Tamil Nadu,
India – 638316.

References

- Mr Munikumar
System Analyst,
Satyam Computer Service Ltd, Hyderabad, Andhra Pradesh, India
- Mr Sunil Pal
Senior Software Engineer,
Satyam Computer Services Ltd, Hyderabad, Andhra Pradesh, India
- Mr Madhu Manohar
Senior Software Engineer,
Satyam Computer Service Ltd, Hyderabad, Andhra Pradesh, India

A Sample Resume

Resource: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

9.4.2.2.5 Vidéo résumés

In recent trends, it is being seen companies may ask aspiring applicants to send their one video resume. Video résumés are short videos of around two to three minutes and so you should know what and how you can provide the information through it. Here are a few tips you can refer to while creating your video resume.

- Plan before shooting the video. Write down all the points you need to cover. Rehearse speaking them too.
- You should appear in a formal dress.
- Look into the camera while shooting the video.
- Record the video in a quiet place where there is no background noise.
- Avoid speaking fast. Do not think speaking fast will help you to cover more information in a shorter period.
- Begin by telling your name and current position, etc.
- Present the highlights of your résumé.
- Say why you are the best for the assignment/position applied.
- Conclude by thanking the viewers for giving you this opportunity.
- Once recorded, view it carefully and ask your friends to review it.
- Create a link to your video and mention this link in your traditional and other résumés.

9.3.3 Job Application Letter

The job application letter is like a ‘sales letter’ you use to stimulate the reader’s interest in you. Through persuasive language, mentioning or highlighting your skills, qualifications, experiences you can receive an initial affirmation of the employer on your credentials or candidature for the job. The job application letter written in persuasive language and style can help to project how confident you are. It is a brief cover letter that:

- shows what position you are applying for,
- explains the abilities,
- exhibits other qualifications,
- appeals to the reader’s interest,
- proves usefulness to the prospective employer,
- refers to the enclosed resume, and

- requests an interview.

It plays a significant role in helping you to achieve your goal of getting an interview.

9.3.3.1 Types of Job Application Letters

Job application letters are of two types: ***solicited and unsolicited***.

- ***Solicited application:*** You send this application in response to an announced job opening. Writing a solicited letter a candidate knows what qualifications are required and what are the job duties.
- ***Unsolicited application:*** It is also called a 'prospecting letter'. When a person interested in doing a job with a particular organization sends it a job application, such a letter is called an unsolicited application. Through such an application you request an employer to consider your application if an opening arises, you have shown interest in. An unsolicited letter has some disadvantages: an organization is not obliged to answer an unsolicited letter and often the organization does not have openings when they receive your application.

9.3.3.2 Drafting the Letter

A job application must be to the point, informative, short, and written in the persuasive language. Persuasive language is used when the intent is to convince the readers to believe in an idea and to do an action. Persuasive language is a technique used when you want to sell products or services. Your job application must succeed in persuading the reader to talk with you seeing your eligibility or candidature details. Begin with attention getting paragraphs. Ahead, try to wake some interest in your qualifications; and finally, close the letter with a request for an interview.

➤ ***Opening Paragraph:***

Before the opening paragraph, you can give a subject line to state the reason for writing the letter. This is also executed by the opening paragraph.

In the opening paragraph, we clearly state the application is about which job. The paragraph can have three to five sentences. It gives a brief and clear description of the purpose of the letter sufficient in itself to let the reader know how useful you are to the organization.

An unsolicited letter would require a greater need to catch and hold the reader's attention and interest; write it more skillfully and effectively. You should start the letter aiming to capture the reader's attention and interest. Here are some tips referable in this regard:

- Describe the requirements associated with a specific job and then show how your abilities, work experience, educational and professional qualifications suit the role.
- Present your major qualifications and skills suitable for the position sought.
- Put an interesting question that could show the reader how you understand an organization's needs and goals and how you can be desirable in attaining them.
- You can mention the name of a person known to the employer. For example, *"Dr. _____ Dean _____, _____, has directed me that I apply for the position of Sales Manager in your company. He has suggested that I might be well qualified for this position because of my experience in the sales department, my command of four languages, and my background in travel abroad. I shall appreciate your considering me as an applicant"*.
- You can use a catchy phrase or sentence that highlights your qualifications.
- Mention your interests, state your previous experience, cite your present position to lead the discussion towards the purpose you are applying for the job.
- You can also cite the company's activities, achievements to gain attention. For example, *"I have read the Annual Report of _____. The outstanding accomplishments of the marketing department of your company have motivated me to become an employee of your company. If you give me the opportunity, I would like to discuss my becoming a part of it"*.

While writing a solicited letter that is written in response to an announced job you shall indicate the position sought, how it came to your knowledge, and what qualifications you possess.

For example:

"Please consider my application for the position of 'Quality Control Manager' which you have advertised in The Times on 26th August 2021. My qualifications and ten years of

experience, and my administrative skills qualify me for the position of 'Quality Control Manager.

Whether it is a solicited or unsolicited job application it must demonstrate the 'you' attitude. It must mention the job you are applying for.

➤ **Middle section:**

Through the middle sanction, you can create the employer's interest in you. In this section, you should mention your major qualifications, relate them to the job you are applying for, and show their benefits to the organization.

In mentioning your major qualifications, you should not forget that the attached resume, a historical account of your qualifications, is already presenting all your educational and professional qualifications in detail. Hence your application must not repeat them but interpret them in such a way that the employer could realize they are of its needs and requirements and think about shortlisting your candidature. For interpreting the information you can state the selective central selling points you can offer and emphasize them to attain the employer's attention. Regarding the selective central selling points, the first point must inform - the most useful feature of your candidature, while the second point may state about your experience or some personal qualities or combination of all the factors that qualify you for the job.

You can show how your studies and your prior experience qualify you for the job or how you have developed competence and interest in the profession or career. You can talk about a few job-related qualities. You can present the specific experience you have had and where you obtained it. Summing up all your main qualifications and pointing out how they could help the employer and his organization, you can receive the interest of the reader.

Example:

"You may also note that I have had four years of practical experience as a Sales Representative of ___ Spinning Mills Ltd., Hyderabad. As shown in the enclosed resume, my education, experience, and willingness to learn new techniques could help me to perform the duties of Sales Executive of your organization."

Use the middle section to present noticeable qualities that might include (Aruna Koneru):

- Adaptability,
- Poise,
- Tact,
- Integrity,
- Conviction,
- Team Spirit,
- Industriousness,
- Honesty.

You must describe clearly and specifically what you can do for the organization. Avoid using empty phrases, **for example:**

“I am confident that I can perform the job responsibilities.

Or

I feel I can carry on the work effectively.

Or

I hope I can perform the duties effectively.

Or

I believe my qualifications are adequate for the position.”

In drafting a solicited letter you can discuss each requirement specified in the ad. And if you lack any of those requirements specified by the organization you can emphasize on the points which are perhaps your solid selling points and do strengthen your candidature overall.

By the end of the middle section, you can refer the reader to your enclosed resume citing a specific point covered in the resume. **For example:**

“An examination of my enclosed resume will provide insight into my ‘team-work’ activities and organizational abilities that would enhance my performance as a manager/executive with your firm.

Or

When you review my enclosed resume, you will find that I have excelled academically and participated in many team-activities and developmental activities”.

Or

My education and experience qualify me for the position of Marketing Executive. The enclosed resume will give you a fair idea of my experience in introducing advanced techniques for marketing.”

➤ ***Closing paragraph of the job application letter:***

The closing paragraph functions to - (a) request the employer for a specific action (an interview) and (b) make a reply easy.

Every job application letter desires one action; that is an interview. You can ask for an interview sounding natural and appreciative. You can refer again to your potential selling point and also if required mention your date of availability for the interview.

For example:

“May I have an interview at a time convenient to you?”

Making a reply easy means enclosing the reader with a self addressed and stamped envelope or giving your telephone number for a prompt response from the employer.

You may also ask for an interview and then offer to get in touch with the reader to arrange a time for it, rather than requesting a reply:

For example:

“I would like to discuss with you about my interest in Finance, and will telephone your office within the next few days for an appointment.”

Usually, a job application letter does not extend to more than one page, however, if it really needs another page, do give the second page an appropriate heading.

Dear _____

Your advertisement in The Hindu of __July__ attracted my attention for a Sales Executive. My qualifications and ten years of experience in the Sales Department and my organization skill in organizing sales promotion qualifies me for the post of Sales Executive.

When I was doing an MBA course, I got intensely interested in market analysis and research. Si I did projects under this area. My project work in marketing emphasised the latest techniques on market analysis and research and stressed developing viable marketing strategies.

I have had ten years experience in the sales departments of three reputed companies and I became familiar with sales techniques. My special duties include the training of sales personnel, organizing market research and sales promotion programmes. I thoroughly enjoy my work.

With a sound background in the theory of marketing, practical experience in the sales department, and my organization skills, I would be able to assume fully my duties after just a short period of orientation.

As you will see from my enclosed resume, I have been a member of the __ Marketing Association and I am willing to travel.

Mr._____, my Managing Director, and Mr._____, Sales Manager of my former company have both consented to provide references for me. I gave their details on my resume. I shall be pleased to provide any further information you may need and hope I may be given the opportunity of an interview.

Your sincerely

XXXX

Encl: Resume

Example 9.9: Job Application Letter

Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

9.3.4 Interview Process

An employer may call a candidate for a personal interview after going through his/her job application letter and resume. Where writing a job application and resume intends to win an interview call, 'going for the interview' aims to convince the employer that you are the best candidate for the job. The interview is the meeting where you prove you possess the effective - communication skills and other abilities required for the job. It also implies that you are an attentive listener too.

Succeeding an interview involves (a) analyzing - the nature of the job, required qualifications, and the requirements of the job and (b) relating - your qualifications to the requirements. Hence careful preparation and effective participation are the two key techniques that can help you to secure a job.

9.3.4.1 Preparation for the Interview

For the preparation of the interview, you can refer to the following suggestions:

- Analyze or review your qualifications and experience.
- Gather information about company and job.
- Relate your qualifications to the job sought.

➤ ***Analyze or Review your Qualifications:***

Go through the information and facts furnished in the application letter. It is a good practice to carry along a copy of your application letter, resume, and other documents while going for the interview. Reviewing your information and facts before appearing for the interview is important. An interviewer generally keeps your application letter and resume in front and asks questions based on the information given in them to evaluate how closely your answers match with your written records.

➤ ***Gather information about the organization and the job:***

You can know about an organization's financial status, its long-term projects, its latest achievements, recent activities, labor disputes, etc. through its business periodicals, annual reports, and other available material on its website. You can learn about the job requirements through the job description, job specifications, or by talking to an employee in the organization, or by searching and reading about the job on the internet. You can also collect

information about the person who will interview you. Knowing all such information is important in making you able to relate your abilities to the specific job.

➤ **Relate your qualifications to the job sought:**

After knowing about the organization, you should consider whether your qualifications are suitable for the job. For this, you need to analyze your skills, capabilities, your academic background, your training, and your experience to find how your abilities are considered fit for the job.

➤ **Anticipate Questions and Prepare Answers:**

Consider some questions expected to be asked in the interview. You can anticipate questions about your achievements, skills, goals, and attitude towards work. Leadership qualities, teamwork spirit, aspirations, and family background, etc. Practicing to answer these questions will help you to go into an interview effectively and confidently.

Following is given a list of some **questions generally asked in an interview:**

1. *Why did you select the college you attended?*
2. *What courses did you enjoy the most in college?*
3. *How did your education prepare you for this job?*
4. *How do you get motivated to apply for this job?*
5. *How did you find out about this job opening?*
6. *What type of work interests you?*
7. *Can you say something about your strengths?*
8. *What are your hobbies? Or How did you spend your free time, when you were in college?*
9. *What are your objectives in your career?*
10. *In the job you have had, which one did you enjoy the most?*
11. *Why did you leave your last job?*
12. *How would you evaluate your speaking/technical skill?*
13. *What information have you heard or read about our organization?*
14. *Tell us about yourself. What kind of person are you?*
15. *When you were in college did you participate in any team activity, if so, what is that activity?*

16. *Tell us about your extra-curricular activities. Which one did you enjoy the most?*
17. *What three or four words would you use to describe yourself? And why do you choose these words?*
18. *Can you say something about your weakness?*
19. *How do others describe you?*
20. *If you get a chance, would you like to study for an advanced degree?*
21. *What are your career goals?*
22. *How do you plan to achieve these goals?*
23. *What do you expect to be doing five years from now?*
24. *Does it make a difference in what part of the country you are placed?*
25. *How much do you expect in salary?*
26. *In your opinion what are the most important requirements for you to accept a position in our organization?*
27. *How effective are your written skills?*
28. *Which do you prefer, working with others or by yourself?*
29. *What kind of working climate do you prefer?*
30. *Is the size of the organization important to you when considering a job opportunity?*
31. *How would you anticipate making a contribution to our organization?*
32. *What major accomplishments gave you the most satisfaction?*
33. *What motivates you to produce your greatest effort?*
34. *What type of job do you like most?*
35. *Are you willing to work for long hours?*
36. *What type of boss do you prefer?*
37. *Have you ever had any difficulty getting along with colleagues or supervisors, with other students or with instructions?*
38. *How do you feel about overtime work?*
39. *What have you done that shows initiative and willingness to work?*
40. *Why did you choose your particular field of work?*
41. *What are the advantages/disadvantages of your chosen field?*
42. *What do you think about how this industry operates today?*
43. *Why do you think you could like this particular type of job?*
44. *How much money do you hope to be earning in 5/10 years?*
45. *What personal characteristics do you feel are necessary for success in your chosen*

fields?

46. Tell me a story.
47. Do you like to travel?
48. Do you think grades should be considered by employers? Why or Why not?
49. Why should we employ you?
50. If we offer you, how long will you stay with us?
51. What would you do if your computer broke down during an audit?
52. Do you have any questions about the organization or job?
53. How do your college courses prepare you for your work life?
54. How does what you accomplished outside the classroom add to your education?
55. How do your skills relate to our needs?
56. Can you work under pressure?
57. What have you learned from previous jobs?
58. What is the most important to you? (for example, status, job security, team work, challenge)
59. Would you like to be your own boss or do you prefer working on a team?
60. Do you prefer taking directions from others or managing your own workload?

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

➤ **Answers for the anticipated questions:**

You can consider the following tips in preparing your answers to the questions.

1. **Tell me something about yourself.** This question gives you a great opportunity to sell yourself. It helps an employer to test your communication skills and attitude. It is also about what the interviewer wants from you hence plan your answer. You can plan to say how your skills can contribute to the job and the organization.
2. **Why have you selected this job?** This question is asked to know your attitude and interest towards the work and your goals. Answering this question, you can tell about your interest and purpose. For example, “I wanted to be a ___ ever since I joined college. That was the reason for taking the ___ course.”
3. **What is important to you in a job?** Answering this question you can tell one or two rewards that you desire like meeting a challenge or working for organizational development.

4. **Why should we hire you?** Answering this question you can talk about your skills, qualities, and experience. Relate your possessions with the requirements of the job. You can express your desire and interest in the organization.
5. **If we offer you this job, how long will you stay with us?** Answering this question, you can express your strong desire to work with the organization. You can put it like this: *“As long as any opportunity here allows me to learn and to advance at a pace consistent with my abilities.”*
6. **What are your weaknesses?** You must answer this question that your weakness may sound like a virtue. You can honestly reveal about yourself but avoid being too negative.
7. **What would you do if _____ (gives a problem)?** This question is asked to test your resourcefulness and spontaneity. For example, *“One thing I might do is _____ and then give many alternatives.”*
8. **What are your plans after five years?** Answering this question, you can talk about your long-term goals.
9. **What are your salary expectations?** If you find the employer is showing a genuine interest in you, you can express your real expectations.
10. **Do you have any questions about the organization or the job?** This question allows you to express your interest in the company. You can ask about the developmental activities of the company and the future of the job.

Answering ‘Problem’ Questions

If you are asked an awkward question, you should try to turn this into an advantage. Do not evade the question or lie. Answer in a straightforward manner, dealing briefly with the negative aspects and move on, giving more time to detailing the positive aspects of the situation. Compare these two situations:

A Interviewer: Priya, you seem to have worked for just six months at CompuSoft. Why?

Priya: They were going through a financial crunch and I was laid-off.

Interviewer: Why?

Priya: I just told you. They were ...

Interviewer: No, no, I meant why did they lay you off, and not someone else?

B Interviewer: Deepti, you seem to have worked for just six months at CompuSoft before leaving. Why?

Deepti: They were going through a financial crunch and laid me off. That gave me time to do a course on web design which came in most helpful in my next assignment.

Interviewer: Was that at Worldcom?

Deepti: Yes.

Interviewer: Tell me more about that.

As you can see, Priya has painted herself in a bad light, whereas Deepti has turned a negative point into a positive one by emphasizing the new skill she has acquired.

Answering ‘Problem’ Questions

Source : Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

Questions, a candidate may prepare to ask:

1. Can you please tell me the job's major responsibilities?
2. Do you like to know about my training?
3. How would you define your organization's managerial philosophy?
4. Does your organization provide any additional training?
5. Does your organization encourage the employees for further studies?
6. Would relocation be required now and then?
7. What makes your organization different from others in the industry?
8. Does the organization have any plans for new products/expansion?
9. What are the organization's major strengths and weaknesses?
10. What are the major achievements of your organization?
11. What qualities do you want in the person who fills this position?
12. Why is this job now vacant?

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

However, for preparing an interview, you can prepare a brief answer to each possible question and have a mock session of questions and answers with a friend focusing on your communication skills and testing your knowledge of facts and details.

9.3.4.2 During the Interview

On the day of the interview, you must arrive at the place of the interview five to fifteen minutes before the scheduled time. For effective preparation, you can consider the following tips:

● **Physical appearance:**

- Act professionally: on meeting the interviewer/s greet him/her or them with a handshake. You may make an effort to know their names. Walk with confidence, sit in a comfortable and alert manner.
- Dress up, groom yourself like a professional. It is needless to say your clothes must be clean, comfortable, and suitable for the occasion.

The way you walk and sit gives a clue about your personality and mental attitude. Your dressing style reveals a lot about your persona or disposition.

- **Stay poised:** You may not feel and look nervous, you must maintain calmness. A person conscious of his/her values, strengths, and weaknesses knows how to be calm and composed. However, taking a deep breath is another way to get over nervousness or anxiousness.
- **Follow the interviewer's Lead:** On entering the interview room, you should wait for an invitation before seating and where to be seated from the interviewer. Let the interviewer start and close the conversation.
- **Be Tactful:** In an interview session, several open or closed questions are asked. Being answerable to all the questions you just focus on replying to them calmly, sincerely, and purposely. If you do not know the answer do not panic. You can simply say you do not know the answer. Do not interrupt the interviewer, before he completes a question, in answering it hurriedly. You can answer a question in yes or no if it is possible to avoid giving detailed answers. Avoid contradicting the interviewer, answer any question, or disagree to any point in a pleased manner.
- **Be sincere:** You must be honest with your answers. Your answers must be sincere, truthful, and positive. It helps you to win the trust of the interviewer.
- **Show appreciation:** By the time the interview is on the verge of closing express your appreciation courteously instead of showing excitement and tension of the interview. Let the interviewer ask about the salary and avoid giving a definite figure. If you know about the job, organization, and the salaries of employees, you can talk about the salary more appropriately.
- **Speaking Skill:** You can work upon bruising your speaking skills and learning techniques before a job interview. It will help you to concentrate on what to say. According to the speech mannerism, avoid saying 'you know', 'I understand', and 'umm'. Speak in a natural tone and try to vary the pitch, rate of delivery, and volume of your voice.
- **Non-verbal Communication:** Your eye contact, pleasing smile, the posture of sitting, walking style, and frequent hand gestures convince an interviewer about how alert, assertive, confident, energetic, and assertive your personality is.



Tips for Face-to-face Interviews

- Be well prepared.
- Brush up your subject and general knowledge.
- Prepare, update, and memorize your résumé.
- Know yourself.
- Know about the company.
- Dress appropriately. Unless advised otherwise, wear business attire. Limit make up, perfume/ aftershave, and jewellery.
- Be smart, clean, and well groomed.
- Carry a briefcase or neat folder containing all relevant papers.
- Show up ten to fifteen minutes early. In case you feel you may get delayed, call up and inform.
- When you meet your interviewer(s), shake hands confidently.
- Stay calm, do not fidget or twiddle your thumb.
- Be polite.
- Never chew gum or smoke during the interview.
- Be yourself, be honest.
- Show a real interest in the job.
- Be aware of all the answering techniques.
- Do not answer a question you did not understand; ask for clarification first.
- Speak clearly using positive words and phrases, such as 'enjoy', 'enthusiastic', 'positive attitude', 'excellence', 'striving to be my best', 'passionate', etc.
- Use the following appropriately: non-verbal eye contact (shows interest and confidence), facial expression (tells about your delight and excitement), posture (reveals confidence and power potential), gestures, space (shows your respect to the interviewer and awareness about the organizational culture).
- In the end, restate your interest in the job.
- Smile and say 'thank you'.
- Tell them how you look forward to seeing them again.
- Shake hands firmly.
- Tell them how much you enjoyed the interview.
- When you leave an interview, you should leave the building as gracefully as you entered it. You should be as cordial to people on the way out as you were while coming in. Then, as you return, take time to review the interview while it is still fresh in your mind because an interview is a learning experience to help you in future.

Tips for Face-to-face Interview

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press



Tips for Videoconferencing Interviews

- If the interviewers want you to attend a videoconferencing interview, they will inform you well in advance the date, time, and duration of the interview.
- Confirm the date and time of the interview through email.
 - Send all the necessary documents well before the interview.
 - Assume that you are attending an in-person interview.
 - Wear a formal dress as you would do for an in-person interview to give a professional appearance.
 - Reach the venue early so that you get settled, familiarize yourself with the equipment, and use it with ease.
 - Face the camera and speak a few words to test the focus and your voice. Use the picture-in-picture feature to see how you look on the screen.
 - Do not clutter your table with papers. You may keep your folder containing copies of the relevant documents you had sent to the interviewer.
 - Try not to be conscious of the camera in front of you. Just concentrate on the questions and your answers.
 - Listen very carefully. If there is any technical problem, inform the interviewer and then seek assistance from the agency that has provided the facilities for the interview.

Tips for Video Conferencing Interview

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

An employment interview is the stage of your job opportunity on which the whole success of the process depends. Your efforts made in terms of finding an opening, drafting an influential letter, writing and designing an impressive resume may all go in vain if in the few minutes of an interview which can decide the entire course of your career you slip on presenting yourself rightly and confidently.

Failing in succeeding an interview may have some causes as described by Aruna Koneru:

Late to interview without valid reason.
Poor physical appearance.
Dominating nature.
Lack of planning for career.
Lack of eye contact.
Fishy handshake.
Lack of etiquette.
Lack of interest and enthusiasm.
Lack of confidence and poise.
Lack of tact.
Lack of maturity.
Communicative ability is very low.
No clarity in thinking.
Lack of spirit in teamwork.
Social understanding skill is low.
Weak academic record.
Expects too much.
Overemphasis on salary.
Indecisive in nature.
Lack of leadership qualities.
Lack of knowledge in his field of specialisation.
Lack of knowledge about the company in which he applied for a job.
No interest in company developmental activities.
Unwillingness to travel.
Cynical in nature.
Looks lazy.
Has strong prejudice.
No interest in community welfare activities.
Inability to take criticism.
Criticises previous employers.
Radical ideas.
Lack of appreciation of value of experience.
Fails to express appreciation for taking up interviewer's time.
Indefinite response to questions.
Asks no questions about the job or company.
Lack of preparation for the interview.
Preparation of resume and drafting of application letter is not effective.
Lack of awareness of current events and their significance.

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

9.3.5 Follow-up Letter

In two or three days after the interview, if a candidate sees a little opportunity for the job, he/she may write a thank-you letter. By the 'thank-you letter, you express how grateful you are for having been interviewed and restate your qualifications. A thank-you letter must be kept brief reflecting how the interview went on. Through it, you acknowledge the interviewer's time and courtesy and may highlight the points where you did well and those where you need improvement. Express your interest in the job and request a decision politely.

It should also be written with you-attitude, a desirable virtue of any business letter. A thank-you letter:

- demonstrates your professionalism,
- informs how interested and available you are,
- allows you to re-emphasize your candidature,
- helps you to drive the employer's attention towards an important fact that went overlooked in the interview, and
- allows you to restate your abilities and skills related to the job.

In writing a thank you letter:

- In the first paragraph, state how grateful you are for the interview and show appreciation for it.
- In the second paragraph, mention your qualifications and can provide any additional information.
- In the third and concluding paragraph, mention you look forward to hearing from the employer.

Mr. _____
I wish to thank you for the time you spent with me on Thursday _____ April _____. After talking with you, I remain very enthusiastic about the possibility of joining your staff as a _____. Thanks for taking so much time for the description of the job and it was clear and precise.
Now that I had an opportunity to match all my qualifications with the needs of the job. I feel strongly that I can make a significant contribution to the organisation and my services would prove of real to the _____ (company name).
My academic background, experience, skills and interest in marketing research, all 'add up' for consideration as a Marketing Executive.
Please let me know your decision as soon as possible.
Yours sincerely
XXXX

Example 9.10: Thank you Letter

Dear Mr.

Thank you for your letter of 26 August offering me the post of _____.

I am pleased to accept this post on the terms stated in your letter. I can join the duty on 1st September _____.

I can assure you that I shall do everything I can to make a success of my work.

Yours sincerely

XXXX

Example 9.11: Acceptance of offer of employment

9.4 Unit Summary

- Both an organization and a candidate undertakes - employment communication. To complete the employment process, the organization and the candidates both play their respective roles. It certainly demands good writing and communication skills for writing an employment advertisement and letters and resumes and applications and undergoing the interview.
- The first step in the recruitment process is to notify the vacancy and prepare a job description and specification. **The job description** is the information that describes the duties and responsibilities. While a **job specification** is the detailed description of the requirements; it informs about the desired academic and professional education and additional skills essential for the job.
- **In the process of selection**, after going through the details furnished in the resume or a fill-in-form, **the first step** comes to **classify them as unqualified or undecided or qualified**.
- Interviewing a candidate is a complicated step in the hiring process. It helps in finding out a suitable candidate. It is a kind of oral communication test with all its variations. It helps to know various qualities of an applicant which cannot be identified through a written document. It helps to identify a candidate based on communication skills, attitudes, behavior, self-confidence, concept knowledge, and personal qualities.
- For interviewing a candidate an organization sends an invitation to the applicant. The interview call letter must have some details necessarily like:
 - Acknowledge the receipt of the application.

- Give a day, date, time, and venue for the interview.
 - Give the name of the person who shall interview the applicant.
 - Request for confirmation.
- Depending upon the nature, venue, and motive of the job, an organization chooses a type of interview. Interviews could be - campus interviews, hotel interviews, panel interviews, on-site interviews, telephonic interviews, and video conferencing interviews
 - Every employer may have a unique perspective or approach to interviewing a candidate. However, generally, an employer interviews candidates to know:
 - The personality traits and abilities to handle the job.
 - The applicant can fit in with the organization or not.
 - To hire a right candidate - after interviewing the candidates you evaluate them based on the information gained. Your decision must be based on the data collected in the form of written data, oral data, and observations. The written data includes - resumes or application forms, and letters of recommendation. The applicant's responses to the interview questions and his/her communication skills come under the - oral data. Observed data includes the candidate's interaction skills, personality traits, physical appearance, and etiquettes, etc.
 - For hiring shortlisted candidates, you write a letter to the higher authorities or a committee of your organization recommending them. But before it, first write a letter or request to the person an applicant has given as a reference. The person might be working in his previous or current organization. The reference person shall revert to the request by writing a letter also called a recommendation letter.
 - A candidate explores newspapers, professional magazines, university placement offices, employment agencies, employment portals, and personal contacts, etc. for jobs.
 - Preparing a resume has become so important that there shall be no employer who doesn't ask for your resume before setting an interview date. So a resume plays a key role in searching for a job or a candidate.

- There are many formats you can write resumes in. For example, chronological, functional, and targeted. Besides them we shall learn about the other contemporary styles of resumes too.
- The job application letter is like a 'sales letter', you use to stimulate the reader's interest in you. Through persuasive language, mentioning or highlighting your skills, qualifications, experiences you can receive an initial affirmation of the employer on your credentials or candidature for the job. The job application letter written in persuasive language and style can help to project how confident you are. It is a brief cover letter that:
 - shows what position you are applying for,
 - explains the abilities,
 - exhibits other qualifications,
 - appeals to the reader's interest,
 - proves usefulness to the prospective employer,
 - refers to the enclosed resume, and
 - requests an interview.

It plays a significant role in helping you to achieve your goal of getting an interview.

- In two or three days after the interview, if a candidate sees a little opportunity for the job, he/she may write a thank-you letter. By the 'thank-you letter, you express how grateful you are for having been interviewed and restate your qualifications. A thank-you letter must be kept brief reflecting how the interview went on.

9.5 Key Terms

- **Campus interview:** On-campus interviews are an essential step in the faculty member, PhD student, or postdoc hiring process
- **On-site interviews:** The onsite interview is a series of interviews held at the company's office for several hours to a full day.
- **Appraisal:** A performance appraisal is a regular review of an employee's job performance and contribution to a company.
- **Chronological resume:** A chronological resume is a resume format that lists your work history in order of when you held each position, with your most recent job listed at the top of the section (i.e. reverse-chronological order).

- **Functional resume:** A functional resume is a type of resume format which showcases skills over experience.
- **Targeted resume:** A targeted resume is a resume written for a specific job opening. It highlights the skills and experience relevant to that position.
- **Infographics resume:** An infographic resume is a type of resume based on visual representations of your skills and experience such as timelines, graphs, icons, or bar charts.
- **Video resume:** A video resume is a brief account of a job applicant's professional experience, qualifications and interests, submitted to a prospective employer in video form.

9.6 Check Your progress

Subjective:

- 1) What are the goals of interviews?
- 2) What is a resume? What is its main purpose?
- 3) Discuss in detail how you participate in the job interviews to get a job?
- 4) An application letter is a sales letter. Discuss.
- 5) What are job descriptions and job specifications? What role do they play in recruiting job applicants?

Objective:

- 1) **True/False:** In the process of finding and getting a suitable job, a candidate undertakes five steps
- 2) Fill in the gap: A good resume is the one that presents ___ and ____ information.
- 3) Complete the line: Adding the graphics or visuals a resume can succeed in _____.
- 4) Short Q/A: What is a video resume?
- 5) Short Q/A: What are different formats of resumes?

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Unit 10: Formal Meetings

10.0 Introduction

10.1 Unit Objective

10.2 Meetings

10.2.1 Purposes of Meetings

10.2.2 Meeting Preparations

10.2.3 Time

10.2.4 Duration

10.2.5 Notice

10.2.6 Agenda

10.2.7 Procedures for Conducting Effective Meetings

10.2.8 Minutes of Meeting

10.3 Unit Summary

10.4 Key Terms

10.5 Check Your Progress

10.0 Introduction

At any large organization, often, meetings happen, and it involves written and verbal communication. Working in any position, you may get frequent opportunities to attend meetings/conferences or conduct meetings. Before we know about all those written and verbal communication skills and effectiveness ahead in the Unit, first, we learn about the title terms here: ***Notice, agenda, and minutes of meeting***, in a nutshell. The information (a kind of invitation) sent to the concerned persons who must be in the meeting is called '***notice***'. A ***meeting*** is an assembling (or coming together) of two or more people for discussing some business tasks. The business matter discussed in the meeting is called '***agenda***'. A summary or record of what was said and decided at the meeting is called '***minutes of the meeting***'.

10.1 Unit Objective

This Unit intends to introduce the learners with:

- Meetings, their purposes.
- Preparations of Meetings
- Time and Duration

- Notice
- Agenda
- Procedures for Conducting Effective Meetings
- Minutes of Meeting

10.2 Meetings

A meeting is an assembly of a few people called together for discussing an idea or information. In an organization:

- Meetings are an oral communication tool for the management.
- They are organized to exchange ideas and facilitate interaction among a group of concerned individuals.
- Such meetings are called for numerous purposes from discussing an issue to taking big decisions.
- Implementing a major project may require having an expert opinion. And meetings can make the people of different departments come together to share knowledge for a specific purpose.
- Meetings can help a professional to advance in learning corporate behavior. It may also help in showcasing its communication and managerial skills in front of peers and senior management by performing in a meeting confidently and getting recognized.
- Meetings help employees to communicate with one another.

Meetings are often considered a waste of time. Usually, it happens when they are conducted poorly. A lack of communication among members, no chairing or poor chairing of meetings, ineffective use of time, members not allowed to share their knowledge and expertise all such conditions may lead to experience a waste of time meeting. However, if a meeting is managed effectively it can become purposeful and transforming.

10.2.1 Purposes of Meetings

Every meeting has a purpose. They are called on some grounds. Generally, the purpose of a meeting can be - to give information, or discuss a matter, or make a decision. It makes them an informational meeting or a decision-making meeting.

An informational meeting is called when there is a need of sharing some information with the employees so they could coordinate their activities or act accordingly. They may also be called because the participants want to share information; it may involve individual briefings by each participant or speech by the chair followed by questions from the participants. Informational meetings may have such purposes:

- *To communicate important or sensitive information (e.g., to inform about the rejection of a major proposal)*
- *To explore new ideas and concepts (e.g., to bring in a change in the work pattern)*
- *To provide feedback (e.g., to share the employees' reaction to a newly introduced bonus scheme)*
- *To present a report (e.g., accounts for the year's board meeting)*
- *To gain support for an idea or project (e.g., about the new product designed by the research division)*

Decision-making meetings are called when a need arises to persuade and analyse something, and solve a problem. Such meetings may have brainstorming sessions followed by a debate on the alternatives and then reaching a decision. Purposes of decision-making meetings are:

- *To reach a group decision (e.g., to decide promotions for employees)*
- *To solve a problem (e.g., emergency meetings to solve crisis)*
- *To reconcile a conflict (e.g., to decide strategies)*
- *To negotiate an agreement (e.g., to decide the course of action before the actual negotiation)*
- *To win acceptance for a new idea, plan, or system (e.g., to explain the benefits of a new scheme to convince others)*

Meetings can be called for many other purposes. They can be called to build morale, confer awards or recognition, plan projects and strategies, or provide training to employees, suppliers, and customers.

10.2.2 Meeting Preparations

Meetings are usually called in a situation of some urgency and you may not get enough time to make preparations for such a meeting. However, having basic knowledge of meeting preparations can always help you in any situation to conduct a meeting successfully.

The Four Ws

Successful, constructive meetings take place as a result of careful preparation. When preparing for a meeting, keep these crucial aims always in mind.

- Why is the meeting being held?
- Who should be present?
- Where should the meeting be held?
- When should the meeting take place?

Meeting Preparations: The Four Ws

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

If you are planning to call a meeting you must be clear with the necessity and purpose of it. You must decide the right time for having the meeting. There are several other aspects to consider before you call for a meeting like cost, venue, duration, set-up, participants, mode of inviting them, meeting agenda and notice.

In planning a meeting, determine the following:

- Time
- Participants
- Duration
- Venue and set-up
- Meeting notice and agenda

10.2.3 Time

Here, in planning a meeting deciding its time refers to scheduling. Towards calling an emergency meeting, you may not need to decide about the time. However, for any other kind of meeting, carefully schedule it as it significantly impacts its success and consequence.

Guidelines to follow in scheduling meetings:

- ***Choose a time during which participants are at their best.*** Avoid calling meetings on - Monday mornings and Friday afternoons when participants are likely to have little motivation. After having a meal employees may feel lethargic so schedule a meeting post lunch after an hour.
- ***Start at an unusual time and end at a natural breakpoint.*** You do not need to start a meeting at a time of an hour or half-hour, it may be scheduled at some unusual timings, for example, 8:45 or 9:25. A meeting scheduled at an

unusual time is more likely to make participants show up punctually. Try to end a meeting by a time of some natural break, for example, lunch-time.

- ***Allow ample time for preparation.*** Depending upon its nature, a meeting may take prolonged time to discuss matters. Hence, give the participants sufficient time to prepare for it before it starts.
- ***Avoid surprise meetings.*** A surprise meeting can disturb the workflow of a day. Hence avoid calling surprise meetings.

10.2.4 Duration

The duration or appropriate length of a meeting depends on its agenda and type.

- If the agenda of a meeting demands discussing several complex issues or some sensitive topics, it can take longer than expected time. Meetings are called to reach a solution point and discuss many issues one by one or analyze sensitive matters, and reaching a solution may extend the duration.
- The duration of a meeting also depends on the number of participants. A meeting with several participants shall sum up shorter than a meeting that has fewer participants. A meeting with a few participants may run comparatively longer as they are likely to discuss every problem or issue from all angles. A large meeting can sum up sooner as here the interaction of each participant may become restricted.

When a meeting is extended, allow small breaks, probably a lunch or tea break, in between; it may give the participants time to refresh and renew their energies.

10.2.5 Notice

Serving a notice of a meeting to all the concerned members helps in holding it properly. It is important to inform or notify the participants about the meeting in advance; it helps them to prepare before attending it.

Members can be served with the notice through:

- writing a printed notice, or
- sending an email, or
- orally intimating the participants.

Writing a printed notice to the participants and getting their signatures on it is considered a traditional approach. While the other two methods, sending an email or telephoning the participants, are widely followed today. Telephoning the members depends upon the size of a meeting. If there are only a few participants, they can be informed through the phone. In a large meeting to ensure the attendance of all participants, they can be notified through an email or written letters.

For conducting any such meeting as the executive committee, governing body, stockholders, finance committee, etc, and in serving and drafting a notice period, generally, organizations follow their own rules of procedure. Regarding such meetings, it is of critical importance that the notice must be sent to all those who need to attend it.

Some general principles should be followed in sending a notice to all the members of a meeting and they are like:

- Give notice to every concerned person entitled to attend the meeting.
- Mention all the relevant details like time, day, date, place, and agenda of the meeting (see example 10.1). The agenda of the meeting may be given as an attachment through a separate sheet (see example 10.2).
- The notice must be precise and clear, leaving no ambiguity in the mind of the reader.
- Serve the notice in the prescribed manner and according to the rules.

Jupiter Group of Hotels Management Committee

23 March 2015

You are invited to attend the fifth meeting of the Management Committee of Jupiter Group of Hotels to be held at 6 p.m. on Wednesday, 29 March 2015, in the Venus Hall, 58, Park Avenue, New Delhi-110 005.

Agenda

- 5.01 Minutes of the last meeting
- 5.02 Recruitment of management trainees
- 5.03 Opening a branch in Nagpur
- 5.04 Innovations in travel packages
- 5.05 Any other matter

(Vivek Pai)
Secretary

Example 10.1 Notice and agenda

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

VIKAS EDUCATIONAL INSTITUTIONS
Hydernagar, Hyderabad – 500 072
Ph. No.23161005

20 April 2007

NOTICE

The third meeting of the Executive Committee will be held at the Head Office of Vikas Educational Institutions, at Hydernagar at 4.30 p.m. on Monday 24 April 2006. The agenda is attached.

B. Shrvanathi
Secretary

To: Members of the
Executive Committee

VIKAS EDUCATIONAL INSTITUTIONS
Hydernagar, Hyderabad – 500 072
Ph. No.23161005

Agenda for the Third Meeting
of the Executive Committee to be held
at 4.30 p.m. on Monday, 24 April 2006
at Hydernagar, Hyderabad.

- 3.01 Confirmation of the minutes of the previous meeting.
- 3.02 Director's Annual Report.
- 3.03 Annual Accounts.
- 3.04 Analysis of Junior Intermediate Marks.
- 3.05 Reappoint of Lecturers.
- 3.06 Annual General Body Meeting.
- 3.07 Any other matter with the permission of the chairperson.

B. Shrvanathi
Secretary

Example 10.2 Notice and agenda individually

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

10.2.6 Agenda

Every meeting is held out of some objective and the document or text that informs the purpose is called agenda. It reveals the nature of the business to be carried out at a meeting. The agenda of a meeting is intimated to the concerned participants through the notice draft in the form of a list. The knowledge of the agenda lets the participants

prepare effectively for the meeting. It should be drafted carefully. It can be mentioned on the notice draft or sent as an attachment.

If the agenda is given as an annexure a few points are needed to be considered:

- Confirmation of the previous meeting
- Name of the organization and the date of circulation
- The day, date, time, and place of the meeting
- The programme of business to be transacted
- The background papers of information, if required.

Usually, the 'confirmation of the minutes of the previous meeting' is given as the first item in every agenda. While the last item shall be 'any other matter with the permission of the chairperson'. It is also a common practice to place routine transactions at the end of the agenda. The other items can be arranged in an order of preference and significance. In writing an agenda all the items are given numbers. If a meeting is in continuation of other previous meetings the numbers of items shall have the series reference, for example, 4.01, 4.02, 4.03, and so on. Agenda is prepared for each meeting separately.

For writing an effective draft of agenda keep the following guidelines in mind:

- **Limit the number of agenda items.** Prefer to give three to six items only. Focus on giving the 'need to know' information rather than 'nice to know'. The other topics can be summarized and given with the agenda as a supplementary or held back material during the meeting. The order of the items must be arranged according to their significance and preference of discussion.
- **Do not reminisce about the past.** Focus on giving the details reflecting the developmental aspects.
- **Mention opportunities, not problems.** Focus on presenting opportunities. Like every cloud has a silver lining, every problem represents an opportunity of some kind. Instead of mentioning problems recast them as opportunities.
- **Provide sufficient detail.** Writing an agenda document, always remember to give proper information enough for all the participants in preparing and conducting the meeting effectively.

- **Give the following details in an agenda:** Writing an agenda do not forget to mention the name of the organization, department/ committee; first or follow-up meeting (this helps in maintaining a record); date, time, venue; items to be discussed.
- **If the agenda has fewer items,** it can be included in the meeting notice itself. Otherwise, the agenda has to be circulated separately.

10.2.7 Procedures for Conducting Effective Meetings

The success of a meeting depends largely on how all the participants play their roles during it. Though playing the roles of a leader, a facilitator, and a participant a **chairperson** can make a meeting successful. A chairperson holds a few responsibilities towards conducting a meeting and they are like:

- Getting the meeting off to a good start
- Managing conflict
- Encouraging participation
- Injecting humor
- Drawing silent types into the discussion
- Ending the meeting
- Joining the discussion
- Preparing and finalizing the minutes
- Managing emotions
- Evaluating the meeting
- Dealing with latecomers

Tips to Manage Conflict



- Make it clear at the start of the meeting that it is fine to challenge ideas but that personal attacks will not be accepted.
- Make strategic seating arrangements. For example, the place to put a domineering individual is near the leader.
- Observe silence for a while if someone in the group becomes aggressive.
- Give an assignment (the bigger the better) to the participant who plays devil's advocate by continuously challenging everything the leader or other group members say.

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

Getting the meeting off to a good start:

- Give a brief orientation, a usual ritual followed in all the meetings.
- State the problems and the general objectives and procedures.

- Provide the relevant information base for the discussion.
- Note the boundaries and constraints of the discussion.

Encouraging participation:

- Avoid monopolizing the discussion.
- Avoid giving any verbal or non-verbal disapproval to ideas even if you disagree with them.
- Ask open-ended questions, it stimulates discussion.
- Present problems in a positive frame. For example instead of saying 'How can we achieve our goal?' it is better to put it like 'Is it possible to achieve our goal?'
- Indulge the introverts into the discussion by asking for their input.
- Avoid giving attention to the extroverts throughout the meeting.
- To use the meeting time appropriately so that all the topics could be touched you may remind the participants of the time and drive the meeting ahead.
- Control the seating arrangement.
- Rotate leadership

Drawing the silence into the discussion:

Silence during the meeting can be categorized as:

- Silence due to general agreement and no contribution
- Silence of diffidence
- Silence of hostility

Among these three cases, the first type is not of much concern; however, the other two can cause displeasure in the meeting environment. To remove diffidence, a leader can make efforts towards gently bringing the participant into the discussion and ask to give an input. In the case of hostility, the leader can try to know the problem and encourage the participant.

Joining the discussion

A leader must refrain from joining a discussion in the middle. The chairperson can give his/her point later when the others have already introduced their points. The focus of the leader should be to facilitate the discussion rather than influencing the group's thinking. However, a leader being a knowledgeable and experienced person

can not remain aloof from the proceedings he/she should contribute significantly for the common good.

Managing emotions

A leader must realize that during a meeting and discussions positive and negative emotions may surface. Managing these emotions promotes smooth working and effective results.

Dealing with latecomers

Start the meeting as per the schedule. There may be certain people who are habitual latecomers. A leader can make some efforts towards making them come timely. Making them realize their importance and their valuable contribution to the meeting. It can make them motivated towards coming into the meeting on time.

Managing conflict

Every participant keeps an individual view and opinion varying from others; it may lead a discussion into an argument. Such a situation creates conflicts in the meeting. Such conflicts are always negative, it is not necessary. They may not need to be discouraged. They can improve the quality of decisions, and promote creativity and innovation. The best solutions and ideas often surface from contradicting points. Conflicts whether constructive or destructive the leader must know how to skillfully manage them.

Injecting humor

One effective way to dissolve tension in a meeting is to use humor. Bringing humor into play, a tense or conflicted situation can be handled better. It is a valuable tool in many meeting situations.

Ending the meeting

When all items on the agenda have been covered, it is time to bring the meeting to a close, whether or not it is scheduled.

Towards closing the meeting the leader can:

- Sum up it by saying what has been achieved and what is left.
- Restate what action is expected of each participant.
- Inform the date and time of the next meeting if required soon.
- Acknowledge any progress that has been made in the meeting.
- Avoid talking about disagreements, unsolved problems.

Closing a meeting on a good note by applying the above-given techniques helps to set a positive tone for future meetings.

10.2.8 Minutes of Meeting

In organizations, every official meeting that takes place its proceedings is recorded. Hence, the official record of proceedings at a meeting is called **minutes**.

➤ **What are the minutes of meetings:**

- Minutes are the summarised records of the discussions and decisions held at a meeting.
- Minutes are the summarised records of the actions taken, it is not the line-to-line records of verbal communications.
- Minutes show the process the group arrived at certain decisions.
- Minutes are the repository of information for future reference.
- Minutes remind the participants of the actions that should be taken.

Depending upon the style, minutes can be classified as formal or informal.

Formal minutes	Informal minutes
• Minimal	• Bullet point list
• Medium	• Table format
• Verbatim	• Narrative report

The ‘formal minutes’ (example 10.3) serve the following information:

Minimal: When and where the meeting was held and the decision arrived at.

Medium: What said at the meeting, in the form of a structured report.

Verbatim: A word-to-word account of what was said.

The ‘informal minutes’ (example 10.4) contain the following information:

A bullet point list of the decisions taken and the work progress to date.

A list in tabular format, giving the topic, the decisions made or progress to date, and subsequent action items.

A narrative account of a conversation that took place between several people.

Jupiter Group of Hotels Management Committee

Minutes of the fifth meeting held
at 6.00 p.m. on Wednesday 16 April 2015,
in Venus Hall, 58, Park Avenue, New Delhi-110 005

Present: Rakesh Chawla (President)
Navneet Arora (Vice President)
Vivek Pai (Secretary)
Lakshmi Deshpande (Joint Secretary)
Sunil Kishore (Treasurer)
Amritha Saxena (member)

Absent: Narasimha Rao (member)

No. of Minutes	Subject	Details of Discussion
5.01	Minutes of last meeting	Minutes from March 10, 2015 meeting were read, approved and signed by the the president.
5.02	Recruitment of management trainees	Navneet Arora stressed the need for recruiting five management trainees, 2 for the Delhi branch and 3 for the Bengaluru Branch. The committee discussed the matter at length. It approved the idea and decided that the secretary will place the advertisement in all leading details within a week.
5.03	Opening a branch in Nagpur	Lakshmi Deshpande presented the findings of survey conducted in Nagpur and opined that there is no need for a branch in Nagpur. The committee unanimously agreed with her.
5.04	Innovations in travel packages	Rakesh Chawla proposed that certain innovations in the travel packages for this summer will promote revenue arising out of tourism. The committee discussed the issue; a three-member committee consisting of Vivek Pai, Lakshmi Deshpande and Sunil Kishore was formed and was asked to work out on this matter and report to Rakesh Chawla latest by 25 April 2015.
5.05	Complaints regarding room service	Navneet Arora expressed great concern over the complaints that he received regarding room service in Chennai Branch. He read out the complaints and the committee accepted that out of the ten complaints six appeared to be genuine. Hence the committee decided to call for explanation from Sheela Tiwari, the Manager of Chennai branch

The meeting was adjourned at 8.00 p.m. The next meeting of the committee will be on May 6, 2015

Example 10.3: Formal Style of Minutes

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

- NA's proposal for recruiting five management trainees was accepted. Advertisement would be placed.
- LD reported that there is no need for a new branch in Nagpur. The committee accepted.
- To carry out RC's proposal for bringing in some innovations in summer travel packages, a threemember committee was formed.
- NA read out the complaints on Bengaluru branch room service. Committee decided to call for explanation from the Bengaluru Manager.

Example 10.4: Formal Style of Minutes

What minutes must include:

- Minutes should include only the objective data and actions, not subjective generalities.
- Minutes must report the facts presented and the actions are taken.
- Minutes do not record the personal opinions and emotional feelings that surfaced during a meeting.
- Minutes record the - main ideas discussed, the decisions taken, the conclusions reached, the recommendations made and the tasks assigned to individual members and groups in the meeting in a combination form. It requires writing skills to incorporate all the aspects into a creative, meaningful, accurate, and purposeful draft. The draft of minutes must be a factual, clear, concise, and well-organized summary.
- Minutes serve the aim of a meeting dynamically. The minutes written effectively can help the group to know the solutions to problems. Minutes can help the group or committee to attain its purposes faster and with less effort as a constructively written draft can suggest common understandings of decisions and proposals. It can point to the agenda for the following meeting also. Group can infer suitable topics for the next meeting's agenda.

To record the minutes of a meeting, every group that holds a meeting must appoint a secretary. The secretary trained and skilled to write the minutes can accurately draft it. He/she takes notes during the meeting and synthesizes them in a precise manner to prepare the minutes. The secretary, during the meeting, takes the notes, prepares the minutes, gets them signed by the chairperson, and reads them out. However, in recent years, it has also been seen that managers who chair the meetings prepare the minutes themselves. Techno-savvy managers join meetings with their laptops and note the key points raised and decisions taken in the system. After the meeting gets over, a soft copy of the minutes prepared and arranged in an appropriate format is shared with the participants to receive their comments. Once the comments have also been received, the minutes are considered verified.

Prompt delivery of minutes is vital to their maximum efficiency. Any delay in delivering the minutes may affect the capacity and purpose the minutes serve. Timely delivery of the minutes serves the following benefits:

- Participants can infer the agenda for the next meeting.
- It presents the discussions of the last meeting.
- It spurs more thinking in advance about the committee problems.
- It leads to taking prompt action.
- It provides a chance to suggest corrections.

Minutes are read as the first item of the agenda for the next meeting.

The data or elements the minutes serve:

- Classification of meeting (regular, monthly, quarterly, special, emergency, yearly);
- Reference to minutes of previous meeting;
- Reports of actions on matters previously presented to the group;
- Reports of actions on matters presented to the group;
- Place, date, and time of the next meeting;
- Identification of people in attendance;
- Identification of absentees and reasons for the absence;
- identification of the person responsible for preparing the minutes.

(Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.)

Formats of minutes may vary organisation to organisation hence they are written in the layout adopted by an organization. However, any format adopted to write minutes must serve the readers all the elements and specific content.

Basic Structure of Minutes

- The name of the organisation;
- Day, date, time, and place of the meeting;
- The number of the meeting if it is in a series, for example, Sixth Meeting of Board of Directors;
- The names of the chairman and the secretary of the meeting;

- Names of members present;
- Names of those who could not attend;
- Names of those 'in attendance', that is, present by invitation, should be listed separately;
- The time of adjournment;
- Record of transactions; and
- Signature of the secretary and the chairman.

(Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.)

Preparation of Minutes

Writing minutes requires a skill that can be learned and acquired. As discussed, minutes are not a word-to-word (verbatim) record of the proceedings of a meeting. Hence, the writer must know how the minutes are written and how to write the minutes effectively.

- Minutes should be **brief**.
- The **factual elements** must be exact.
- **Avoid** incorporating **irrelevant details**.
- **Use direct statements**. Avoid using sentences that are not naturally (stilted) constructed.
- A writer can **use** his/her **subject matter knowledge in expressing a consensus** that must be clear, concise, specific, and integrated.
- **Mention the actions taken** as - it represents the officially completed business. The **other actions**, leading up to the main action, can be summarised and given under the respective main action point as a paragraph.
- **Mention the name of the proposer** if a proposal has been approved by a majority. In this regard, you can give a record of the votes cast 'for' and 'against' it. However, it also depends on organization to organization and their usually practiced ways, formats, and rules of preparing the minutes. Many organizations prefer to record - approved resolutions, proposals, and motions. They do not mention the names of the proposer and seconder.
- To achieve some valuable results and letting the participants reflect on the outcomes, you can draft the minutes giving some other details, including:
 - The points of view agreed upon or disagreed about,

- Suggestions for possible actions,
 - The plans projected, and
 - Subjects mentioned but not discussed.
-
- Provide enough of the reasoning leading up to the actions, agreements, facts, and plans. It helps the participants to reflect and realize the outcomes.
 - Mention the responsibilities delegated to members of the meeting.
 - Indicate the actions that are supposed to be taken after the meeting.

Writing the minutes, essentially, you need to record the items say:

- The main conclusions of the meeting,
- Decisions made in the meeting;
- What is need to be done ahead; and
- Who is responsible for performing the required actions.

VIKAS EDUCATIONAL INSTITUTIONS
Hydernagar, Hyderabad

Minutes of the Third Meeting of the
Executive Committee held at 4.30 p.m.,
On Monday, 24 April 2006, at the
Head office of Vikas Educational Institutions at
Hydernagar, Hyderabad.

Members Present:

Mr. K. Raghu	Chairperson
Mr. R. Ravi	Committee Member
Mr. Y. Prasad	Committee Member
Mr. M. Shanthi	Committee Member
Ms. M. Padma	Committee Member
Mr. K. Madhavi	Committee Member

In Attendance:	Ms. B. Shravanthi	Secretary
Special Invitees:	Ms. N. Sindhuri	
	Ms. R. Kalpana	
Absentees:	Ms. R. Manjula	
	Ms. S. Radha	

No. of Minutes	Subject of Minutes	Details of Minutes
3.01	Confirmation of the Previous Meeting	The Minutes of Executive Committee meeting held on 23 February 2006, which had been circulated to members, were taken as read and approved by the committee members and signed by the chairperson.
3.02	Director's Annual Report	The Director's Annual Report circulated there which were taken as read. The director reported the progress of the institution and highlighted its achievements besides outlining the next year's development plan.
3.03	Annual Accounts	Balance sheet was circulated, there were taken as read on a motion by Shri Y. Prasad, seconded by the Shri R. Ravi, the annual accounts as audited by the company's auditors were approved and adopted.
3.04	Analysis of Junior Intermediate Marks	Every one appreciated and praised the Junior Intermediate results. Five students from MPC and ten students from BPC secured 98%. In English four students secured 96%.
3.05	Reappointment of Lecturers	Shri R. Ravi proposed that the two retiring Lecturers Shri Sailesh and Shri Raju be reappointed. The following resolution moved by him and seconded

		by Shri Y. Prasad and was adopted. Resolved that Shri Sailesh and Shri Raju are willing to continue services are reappointed as Lecturers for the period of two years.
3.06	Annual General Body	It was decided to hold the Annual General Body Meeting on 4 May 2006 for approval of general accounts and for planning of development activities.
3.07	Any other Matter with the Chairperson's Permission	The chairperson announced the award to the toppers of Intermediate students.
3.08	Next Meeting	The Secretary was directed to call the next meeting of the Executive Committee on 10 June 2006.
K. Raghu Chairperson		B. Shrivanthi Secretary
28 April 2006.		

Example 10.5: Minutes of Meetings

(Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.)

**The Excellent University
Banjara Hills, Hyderabad**

6 April 2006

NOTICE

The Sixth meeting of the Board of Directors will be held in the conference hall at 5 p.m. on 9 April 2006.

Agenda is given below:

- 6.01 Confirmation of the minutes of the previous meeting.
- 6.02 Introduction of Dual Degree Programme.
- 6.03 Introduction of Communication Skills Course.
- 6.04 Spelling Bee Contest.
- 6.05 Any other matter with the Chairperson's Permission.

Sharat
Secretary

To
Members of the Board of Directors

Example 10.6: Notice and Agenda of Meetings

(Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.)

**The Excellent University
Banjara Hills, Hyderabad**

MINUTES

The Sixth meeting of the Board of Directors of the Excellent University, Hyderabad was held at Conference Hall at 5 p.m. on 9 April 2006.

Present:

Mr. Prashanth	Chairperson
Mr. Sashank	} Directors
Mr. S. Rahul	
Ms. Shreya	
Ms. Vennala	
Mr. Kishore	
Mr. Sharat	Secretary

Absent:

Mr. Trivedi
Ms. Veda

6.01 Confirmation of the Minutes of the previous Meeting

The minutes of the meeting held on 9 March 2006 were approved by the Board and signed by the Chairperson.

6.02 Dual Degree Programme

The requirements for starting dual degree were discussed. Duration for the dual degree, common courses for the degrees, advantages and job market were discussed and finally every one accepted to start this programme.

6.03 Introduction of Communication Skills Course

All members discussed the importance of communication skills course. It was decided that Group Discussion, Oral Presentation, Negotiation Skills and Writing Reports are the important aspects of this course.

6.04 Spelling Bee Contest

In English language there is no correlation between spellings and pronunciation of words. Hence it was decided to conduct Spelling Bee Contest once in three months so that students feel confident in pronunciation of English sounds.

6.05 Any other matter with the Chairperson's permission

There were no other issues, the secretary was directed to call the next meeting of the Board of Directors on 10 June 2006.

Prasharth
Chairperson

Sharat
Secretary

16 April 2006.

Example 10.7: Minutes of Meetings

(Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.)

10.3 Unit Summary

A meeting is an assembly of a few people called together for discussing an idea or information. In an organization, meetings are an oral communication tool for the management. Every meeting has a purpose. They are called on some grounds. Generally, the purpose of a meeting can be - to give information, or discuss a matter, or make a decision. It makes them an informational meeting or a decision-making meeting. Meetings are usually called in a situation of some urgency and you may not get enough time to make preparations for such a meeting. However, having basic knowledge of meeting preparations can always help you in any situation to conduct a meeting successfully.

Serving a notice of a meeting to all the concerned members helps in holding it properly. It is important to inform or notify the participants about the meeting in advance; it helps them to prepare before attending it.

Members can be served with the notice through: writing a printed notice, or sending an email, or orally intimating the participants. Every meeting is held out of some objective and the document or text that informs the purpose is called agenda. It reveals the nature of the business to be carried out at a meeting. The agenda of a meeting is intimated to the concerned participants through the notice draft in the form of a list. The knowledge of the agenda lets the participants prepare effectively for the meeting. It should be drafted carefully. It can be mentioned on the notice draft or sent as an attachment.

10.4 Key Terms

- **Verbatim:** Verbatim is defined as an exact repetition without changing the words. An example of verbatim is when you quote someone exactly without changing anything. Word for word; in exactly the same words as were used originally.
- **Notice:** The notice of meeting informs the members when and where the meeting will be.
- **Agenda:** The agenda informs the members what is to be discussed and done at the meeting.
- **Minutes:** Minutes are an official record of actions the board or committee took at a meeting, not a record of everything that was said. They serve a historical

purpose, but just as important, they serve a legal purpose, documenting the group's adherence to the proper procedures and the association's bylaws

10.5 Check Your Progress

Subjective:

- 1) Explain the meaning, significance, and purposes of the meeting.
- 2) What is scheduling? How is it done in relation to meetings?
- 3) Explain the terms 'notice', 'meeting', 'agenda', and 'minutes'.
- 4) Discuss the structure of minutes.
- 5) What skills are required to prepare minutes?
- 6) Give the guidelines for the preparation of minutes.

Objective:

- 1) True/False: Meetings are an oral communication tool for marketing.
- 2) Fill in the gap: Avoid calling meetings on _____ and ____ when participants are likely to have little motivation.
- 3) Complete the line: Minutes are the summarised records of the discussions and _____.
- 4) Short Q/A: Why must the number of items be limited in an agenda of a meeting?
- 5) Short Q/A: A chairperson holds a few responsibilities towards conducting a meeting, list them out.

References:

- Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.
- Anjali Sethi, Bhavana Adhikari; Business Communication; TMH
- Raymond V.Lesikar, Marie. E. Flatley, Paula Lentz, Neerja Pande; Business Communication; McGraw Hill Education (India) Pvt. Ltd.
- Business English; Pearson Choudhury, Mathur, Prasad, Shahnaaz;
- Fiona Talbot; How to Write Effective Business English; London and Philadelphia
- Michael Bennie; A Guide to Good Business Communication; 5th edition; Published by How To Content, A division of How To Books Ltd, Spring Hill House, Spring Hill Road, Begbroke, Oxford

- Janet Mizrahi; Writing for the Workplace Business Communication for Professionals; Writing for the Workplace: Business Communication for Professionals Copyright © Business Expert Press, LLC, 2015.
- Meenakshi Raman and Sangeeta Sharma; Technical Communication Principles and Practice; Oxford University Press, YMCA Library Building, 1 Jai Singh Road, New Delhi 110001

Unit 11: Brochures

- 11.0 Introduction
- 11.1 Unit Objective
- 11.2 Brochures
 - 11.2.1 Guidelines for Writing Brochures
 - 11.2.2 Purpose
- 11.3 Brochures: Layout and Style
- 11.4 Qualities of a Brochure
- 11.5 Unit Summary
- 11.6 Key Terms
- 11.7 Check Your Progress

11.0 Introduction

A brochure also called a pamphlet or leaflet is a small booklet. It may open in a style of book and can be in a form of large advertisement paper that can be folded. An organization designs brochures (digital or hard copy) when it intends to market its product or services or disseminate some important information.

Brochures are mainly carriers of specific information to specific target groups. They inform and advertise a product or service. However, they are not a keystone of a total marketing strategy. They can be used as supplementary in an oral presentation. Brochures shared with participants of seminars, conferences, etc. contain essential information such as background, theme, main topic for discussion.

11.1 Unit Objective

This Unit intends to help learners know about the brochures, their importance, and how to design an effective brochure.

11.2 Brochures

“A brochure is like a small booklet or pamphlet containing information about a specific activity. It is a small single-page, two-sided folded document specially designed to be handed out or mailed. It contains essential information sent to targeted people well in advance. (Aruna Koneru)”

- Brochures are called pamphlets and leaflets also. An organization advertises its goods and services through it. It is a business communication tool used to circulate and advertise information about products and services.
- Brochures are an effective tool used in communicating publishable information to a targeted group of people. It helps an organization to advertise and introduce itself to the participants present in a seminar or conference. The brochure provides useful knowledge on products and services principally it does not give the whole information. It takes in the most important aspects only.
- In its nonvirtual form, you will find it published in a glossy paper and a booklet style or a large sheet typically 8.5” x 11” or 8.5” x 14” tri-fold, it can be in different dimensions and number of folds. Brochures are published in a glossy paper as it allows the document not to tear or damage easily and stay for longer. Brochures are designed to look attractive and appealing to motivate readers to read them.
- Brochures present information in such a clear, simple language, and organized manner that the reader can easily understand what this piece of writing is about. It could be a ‘quick read’, sentences are kept short for it enhances readability. Writing content for a brochure, do avoid using jargon and cliches and care not to repeat any information. Active voice is used to write sentences; it makes the content more effective.
- Brochures provide comprehensive information on a product or service as well as about the organization. It can be designed to serve a certain purpose or awareness. For example, the World Health Organization (WHO) uses the tool to disseminate health-related or disease-related pamphlets to educate people about them.
- A brochure is a business communication tool that describes a firm, explains its special features or facilities or services it offers. It may be about a single project, a firm has carried out or is currently executing. It may focus on letting the target people know about a product or service, or incentive schemes for employees, or company’s bonus scheme, or profits made or losses incurred, growth of the company, or economic impact on a particular sector, targets, or aims. etc.

- Brochures are used to disseminate information. Brochures are used to reach targeted people. These people may be employees, participants of seminars or conferences, suppliers, clients or customers, shareholders, or the community at large.
- Brochures can be distributed door-to-door or at public places to reach the target group. Now, using technological mediums, organizations email or post brochures on social media platforms to reach target people.

- **The difference between pamphlets and brochures is:**

<i>Pamphlets</i>	<i>Brochures</i>
Non-commercial	Commercial
Present an argument to persuade the reader to one point of view instead of another.	Offer some product or explain some concept to the target group.
Do not need glossy paper and coloured photographs to present information.	Use glossy paper and coloured photographs.
Presents the writer's perspective on a particular concept.	Target group oriented
People read pamphlets thoroughly and carefully to get the essence of the writer's point of view on the topic.	Impressive but usually simply glanced at. They may be read in conjunction with other materials to get an overall impression of the topic or of a firm.



International Conference
on
**Towards Ecocultural Ethics:
Recent Trends and Future Directions**
09 - 11 October 2014

organized by
The Department of Humanities and Social Sciences
Birla Institute of Technology and Science, Pilani
K.K. Birla Goa Campus, Goa
in
collaboration with
The Department of Philosophy, Goa University
&
Association for the Study of Literature and Environment



Co-Sponsored by
Association for the Study of Literature and Environment, USA

Concept Note
Every culture has its implications on land and the way land is being used in various ways. In fact, cultural appropriation is done through modifications and manipulations of land and environment. In that sense, culture and cultural studies are closely related to ecology (interrelationships) and ecological studies but seen as different disciplines. But the term "ecoculture" brings these two disciplines in a single platform. Ecocultural studies has become a rumble in many western and eastern Universities and other

Call for Papers
Abstracts not exceeding 300 words should be copied to the filled in registration form (only on M.S. word document) and emailed to ecoethicsconference@gmail.com before **15 May 2014** for acceptance. The contributors will be informed of the acceptance of the abstract by **15 June 2014**.

Registration
Early Registration (till 31 July 2014)

Employees Category:	Rs. 3000 / \$ 100 (with accommodation) Rs. 2000 / \$ 50 (without accommodation)
Research Scholars:	Rs. 2000 / \$ 50 (with accommodation) Rs. 1000 / \$ 25 (without accommodation)

How to Reach BITS-Goa Campus
From Vasco-da-Gama Station:
The campus is 7 kilometers away from the station and can be reached by taxi and autorickshaw. Taxi fares cost around Rs.150 to Rs.200.

From Madgaon Station:
The campus is 28 kilometers away from the station and can be reached by taxi and autorickshaw. Taxi fares cost about Rs.500 to Rs.550.

From Dabolim Airport:
The campus is 5 kilometers away from the airport and can be reached by prepaid taxis which can be hired right at the exit of the airport. Taxi fares cost about Rs.200.

Important Dates

Deadline for Abstract and Registration form Submission: **15 May 2014**
Deadline for Abstract acceptance intimation: **15 June 2014**
Deadline for Early Registration: **31 July 2014**
Deadline for Late Registration: **31 August 2014**
Deadline for Paper Submission: **30 September 2014**

Log on to our website for recent updates of the conference:
<http://www.bits.goa.ac.in/EcocultralEthics/index.html>

Example 11.1: Brochure

Source: Raman and Sharma; Technical Communication Principles and Practice; Oxford University Press

11.2.1 Guidelines for Writing Brochures

- Know the specific target audience for which the message is intended;
- Know the exact message which is to be conveyed;
- Use suitable words, phrases, and sentences to communicate the target group effectively;

- Use precise, concise, and simple language so that you can communicate effectively.
- Give the intended message directly and completely.

Source: Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.

11.2.2 Purpose

The central purpose of this informative piece of paper is to create awareness about a specific thing. Brochures are informative, educational, and persuasive in their approach.

For example:

- *Health department brochures shall be informative in their purpose.*
- *Brochures of an educational institution may be about results, achievements, special features, and services. Such brochures are educational in their approach.*
- *An organization may need to publish a brochure for advertisement or organize a sale to encourage clients/customers. Such brochures shall be persuasive in their purpose.*

Since brochures serve a commercial purpose for an organization that may be belonging to any sector - educational, or commercial, or health center, they show what the establishment specializes in and what makes its services, facilities, and products distinct from the others presented in the market.

11.3 Brochures: Layout and Style

Depending upon the purpose, occasion, and need they can be bi-fold, tri-fold, or multi-folded (see the diagram 11.1).

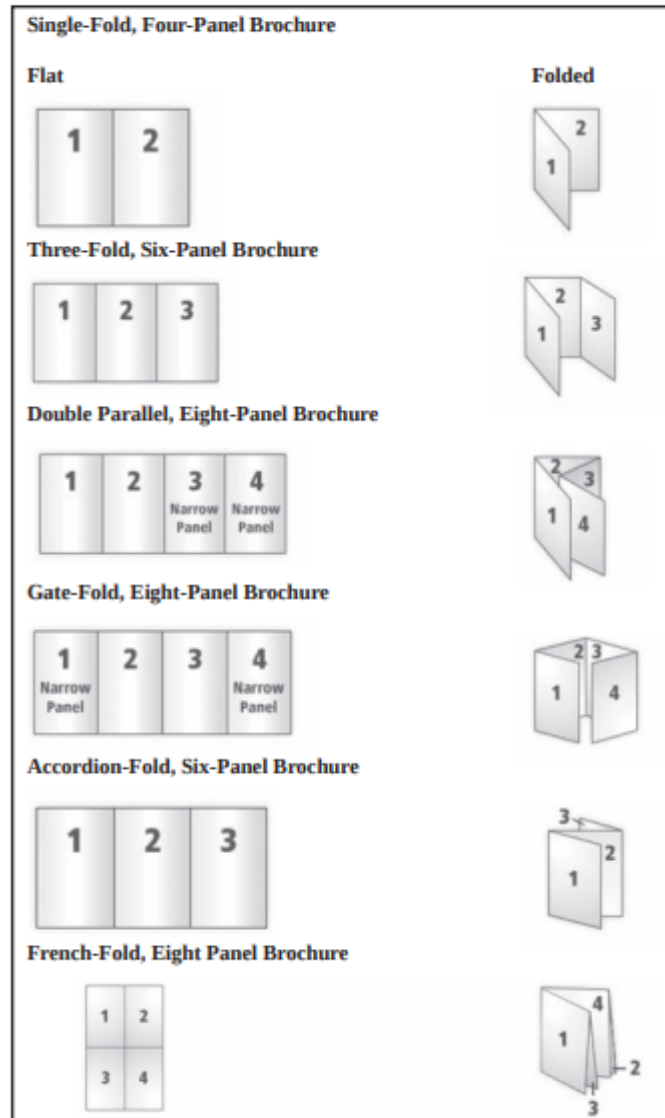


Diagram 11.1: Folds in Brochures

Tri-fold:

A tri-fold is a popular form of the brochure; it suits various purposes. It uses an A4 size sheet of paper. It is folded in such a way that each face is of $\frac{1}{3}$ of the A4 size sheet. The sheet is folded inward from either end over the middle. In the tri-fold, you get printable six faces, 3 on the front and 3 on the back. All these six faces are used to print the matter. Hence, it leads to planning the content for all these six faces. Content, in the form of texts, graphs, or pictures, is distributed and arranged on these faces meticulously.

See the diagram of a trifold brochure given below, it shows all the six faces and how purposely each is used.

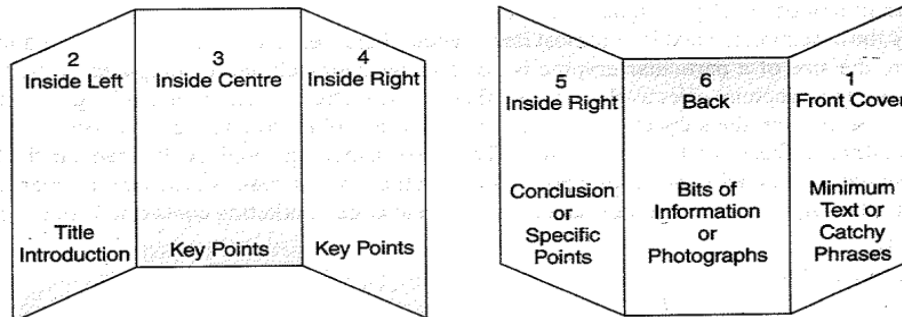


Diagram 11.2: Trifold Brochure



Example 11.2 : Brochure

Folding the two ends inward over the middle, each of $\frac{1}{3}$ of A4 is scoping 6 individual pages or faces.

- On the **'front cover'** (pg 1): give - minimum text or catchphrase
- On the **'inside left'** (pg 2): print - Title Introduction
- On the **'inside center'** (pg 3): space - Key Points
- On the **'inside right'** (pg 4): space - Key points
- On the **'inside right'** (pg 5): give - conclusion or specific points
- On the **'back'** (pg 6): come - bits of information or photographs.

Depending upon the purpose and layout they can be - bi-fold or tri-fold or more than that.



Example 11.3: Pamphlet/booklet



Example 11.4: Pamphlet/Booklet

Brochures are also used to disseminate information to the participants of seminars, conferences, symposiums, etc. In such a case, the content may need to be given in larger quantities than usually given through a commercial brochure. Hence, such brochures can be in a booklet form consisting of four to five pages.

Booklet Brochure	
Page 1	Subject of the event, organizer's name, designation, dates, venue and name of the sponsors or supporter, if any.
Page 2	A note introducing the subject, giving backgrounds information and highlighting the need for the organization of the event.
Page 3	Specific objective and topic for discussion, registration details, and preliminary agenda.
Page 4	Details of special arrangements for sightseeing, guest programme.
Page 5	Registration proforma and other details of registration.

Brochures must justify the need of serving comprehensible and sufficient information. Arranging the data into groups and categories you can set out a brochure logically. Details arranged logically makes sense to the reader and can fit the content in the six pages easily.

Arranging the text, a designer must give ample space to graphics, it should not encumber the text. A brochure must not be overwhelmed with text hence much white space can be given in between. Incorporate logos and pictures in between the text part makes the reading easier.

Designers can use the fonts of handwriting, and formatting tools like bold and italics to capture the attention of the reader and highlight the information. Coordination of colors integrated with text and graphics can make the whole brochure look visually appealing. Each page of a brochure can be given distinct designs. Designing a brochure is a skill and knowledge.

11.4 Qualities of a Brochure

Brochures are one of the marketing tools used to influence or convince people to buy or to take necessary action. It may succeed in its aim, it should be influential and convincing and hence need to be designed well. Following are given different qualities a brochure may have to look appealing and work as an effective marketing tool.

- Focus on disseminating information on a specific topic or area.
- It may act as teasers to get attention.
- Use persuasive language, motivational.
- You can add anything you want to say about your firm and capabilities.
- Describe a firm's capabilities, aims, points of view, facilities, all in the best light.
- Supply valuable information that highlights the benefits to the target group. It must serve all the information that the target person must know and get compelled to take the desired action.
- Clarify the objective. You may repeat it.
- Position the guiding and impelling factors at the places they could drive the thrust of your brochure more effectively.
- Do not try to tell everything, instead try to create an overall impression through one brochure. Let the major points stand out for they are read out first. Use dots or bullet points to stand out from the text or features. It can successfully convey the message the earliest way.
- A brochure must be about a single product or service.
- You must have a plan for your brochure before you draft it.
- You must have a clear idea about the target audience.
- Plan how you will publish and distribute the brochure.
- You can give a solution to the problem your specific product or service offers.
- Demonstrate what your organization is for and how different you are in your activities.
- You can gain the reader's attention by giving an important point or explaining an unusual concept.
- Incorporate graphs, charts, or photographs to give an overall idea.
- The text must be grammatically correct, well-organized, and up-to-date. It must not be overwhelming.

- Use a catchy heading and subheadings to present the textual information. It attracts the reader's attention and enhances readability.
- Use simple language comprehensible by all the levels of people. Avoid using jargon, cliches, ambiguous words, and complicated sentences.
- The text must sound persuasive, inviting, intelligent, competent, and friendly.
- Instead of 'I' use the 'we', 'our', or 'us' to make people realize it's the team of the organization that runs it.
- Using action verbs you can make the language sound persuasive. Action verbs are like: 'try us', 'contact us' 'take action now!' 'do not miss it!'.
- Adjectives can be useful in describing the services and products. For example, 'the best', 'outstanding', modern, accountable, professional, dynamic, flexible, tailor-made, progressive, efficient, effective, competent, eminent, etc.
- Graphs, charts, drawings, photographs, pictures, clip charts, designed logos etc. are used in brochures or booklets/pamphlets. They make the brochure appear attractive and content informative and comprehensive for the reader. In preparing a brochure, the text is of the utmost importance. Hence, ensure the graphics do not encumber the text.

Since brochures are also used as handouts or supplements in an oral presentation, in designing them, you must not forget to give:

- A detailed explanation of ideas highlighted in oral presentations;
- Devices to direct listeners to specific segments at intervals;
- Devices to give clarifications during the question-answer session;
- Follow-ups for the listeners in an oral presentation.

It depends on the competence of a writer and skills of designing that can make the brochure/pamphlet effective in its approach. The effectiveness of this business communication tool is in its comprehensiveness and how it gets the response. It is a marketing tool that should justify the purpose in its approach.

Samples are given ahead:

A message from John Swanson, Health Minister

This season it's important to not only look after our loved ones, but ourselves. Cases of the flu each year can cost not only one's health, but a family's earnings, time with loved ones, lead to more serious complications, stress and anxiety and more. It is a serious illness, and while not fatal, it is very harsh on the body. Think of yourself, along with your friends and family. Make sure you and those around you are getting their vaccinations so that we can all enjoy this winter season.

The Ministry of Health
Cleveland, Ohio

No need for appointments

Here are locations you can receive your vaccinations today:

- Vexhall Pharmacy
- Toppers Drugmart
- IBA Pharmacies

You can also visit your family doctor's office.



For more information contact us:

+1-333-555-0000
www.ministryofhealth/flu/info.com
www.infoflu.com

The Ministry of Health
Cleveland, Ohio



Are You Ready?

It's Flu Season

Protect your family and friends.

Get vaccinated.
www.getvac.com

The Ministry of Health
Cleveland, Ohio

Front Side

The Benefits of Flu Vaccinations 2020

The approximate number of flu illnesses prevented by receiving flu vaccinations during the 2020 season:

8.1 Million

That's as many people as those using the Danvers International Airport in one month



The Ministry of Health
Cleveland, Ohio



The approximate number of medical visits prevented due to vaccination during the 2020 season:

3.1 Million

That's equal to the entire population of North Central, Ohio



The Ministry of Health
Cleveland, Ohio

The approximate number of flu hospitalizations prevented due to vaccination during the 2020 season:

83,000

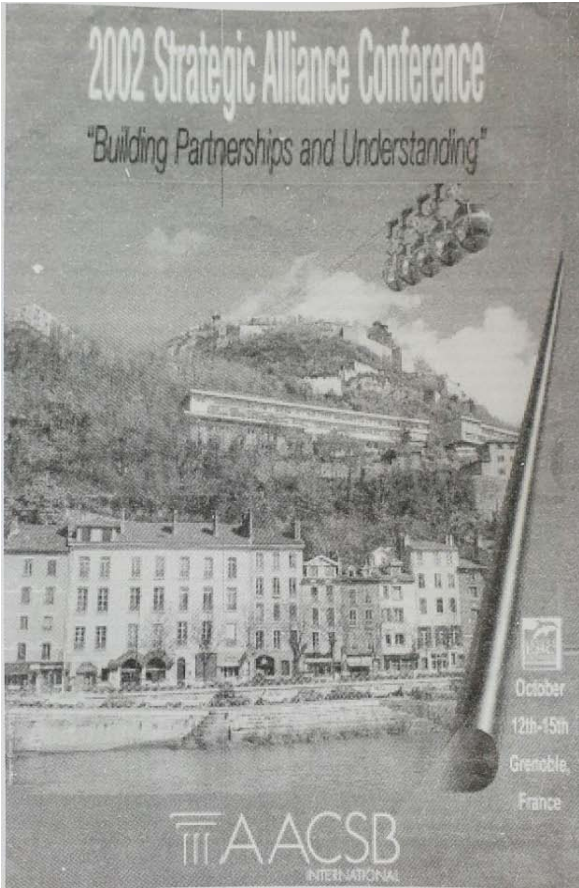
Enough to fill every registered bed in the state of California



The Ministry of Health
Cleveland, Ohio

Back Side

Example 11.5: Brochure



Learn What It Takes to Globalise Your Business School

The Strategic Alliance Conference highlights strategies, processes, and opportunities to hone collaborations and develop harmonious partnerships between business schools for international business and management programs.

Key issues of critical value integrated throughout the conference include:

- How to meet the needs of business with globally developed students;
- New models for international alliances;
- How to find and create unique partnerships;
- Strategies to build on unique competitive advantages; and
- How to make money on international programs.

This unique event will highlight themes of interest to management education stakeholders, such as:

- New Management and Management Education Models and Trends
- Forming, Revising, and Implementing Global Strategies
- Managing and Developing International Operations
- Bringing Together International Collaborative Initiatives

"Worldwide demand for business education continues to grow, sparking dramatically different market environments and global pursuits for faculty. Globalization is changing the contours of business education."
 John Fernandez,
 President and CEO,
 AACSB International

Keynote Speakers

André-Benoit De Jaegere, Vice President, Cap Gemini Ernst & Young (France)
 Vice President De Jaegere is recognized for his expertise in strategy development, client relationship management, restructuring, infrastructure and services network management, and strategic management piloting. His main sectors of expertise involve education, oil and gas, hydro-electricity, chemicals, industry services, and transport.

Angel Cabrera, Dean, Instituto de Empresa (Spain)
 Before joining Instituto de Empresa, Prof. Cabrera led several change management projects with Andersen Consulting (now Accenture), and taught or held leadership positions in several universities. In January 2002, the World Economic Forum nominated him Global Leader for Tomorrow.

"Management schools are facing a new challenge: they must develop with the increasing heterogeneity of students. This motivates the creation of a new type of school, a school with no boundaries that will develop by means of 'off-site' campuses and e-learning. Today, globalization is a reality for business schools."
 Thierry Grassez, Dean and Director General of the Grenoble Graduate School of Business

This conference is appropriate for management educators from North America, Europe, and other world regions, including:

- Deans
- Associate Deans
- Program Directors
- Faculty

Experienced learners of international faculty, administrators, and business school deans will especially benefit from the event.

Social Activities:

- Saturday, October 12, 2002, Welcome Reception
- Sunday, October 13, 2002, Reception and Dinner
- Monday, October 14, 2002, Wine Tasting Reception and "1900" One-Man Play
- Tuesday, October 15, 2002 Dinner Gala Reception and Dinner at Château de Sassenage

C o-hosted by AACSB International – The Association to Advance Collegiate Schools of Business and the Grenoble Graduate School of Business, the 2002 Strategic Alliance Conference sessions will be conducted at the Grenoble Graduate School of Business and the Grenoble World Trade Center. Lodging is available at several nearby hotels. Refer to the AACSB International web site for selection details. <http://www.aacsb.edu>

Preliminary Agenda

SATURDAY, October 12	
12:00 – 18:00	Registration
18:00 – 20:00	Welcome Reception
SUNDAY, October 13	
Times Vary	Optional Tours: 1. Walking Grenoble Tour 3. Vineyard Visits 2. Alpine Excursion 4. Chamonix and Mont Blanc
15:00 – 18:00	Registration
18:00 – 18:30	AACSB International Remarks
18:30 – 19:30	Reception
19:30 – On	Dinner
MONDAY, October 14	
08:00 – 17:15	Registration
09:00 – 10:15	Track I - Plenary Session: <i>New Management Models & Trends</i>
10:15 – 11:00	Refreshment Break
11:00 – 12:15	Track II: <i>Forming, Revising, and Implementing Global Strategies</i> Track III: <i>Managing and Developing International Operations</i> Track IV: <i>Bringing Together International Collaborative Initiatives</i>
12:30 – 14:00	Luncheon and Plenary
14:00 – 15:15	Tracks II, III, IV - 3 Concurrent Workshops
15:15 – 16:00	Refreshment Break
16:00 – 17:15	Tracks II, III, IV - 3 Concurrent Workshops
17:15 – 18:30	Free Time
18:30 – 20:30	Wine Tasting Reception and Play
20:30 – On	Open Evening
TUESDAY, October 15	
08:00 – 17:15	Registration
09:00 – 10:15	Track I - Plenary Session: <i>New Management Models & Trends</i>
10:15 – 11:00	Refreshment Break
11:00 – 12:15	Tracks II, III, IV - 3 Concurrent Workshops
12:30 – 14:00	Luncheon and Plenary
14:00 – 15:15	Tracks II, III, IV - 3 Concurrent Workshops
15:15 – 16:00	Refreshment Break
16:00 – 17:15	Tracks II, III, IV - 3 Concurrent Workshops
17:15 – 19:30	Free Time
19:30 – 22:30	Dinner at Château de Sassenage
22:30	Program Concludes

Visit www.aacsb.edu for detailed information and to register

Optional Tours (Sunday, October 13)

Additional fees apply. Advance registration is required.

All tours depart from the Novotel Hotel.

TOUR	COST	DESCRIPTION
Walking Grenoble Tour 9:30 a.m. – 4:00 p.m.	\$65 per person	Grenoble is set in a valley surrounded by three Alpine mountain ranges. Explore the historic old town, whose origins date back before the Romans arrived over 2,000 years ago. Then ride in the famous bubble cars across the river basin, up to La Bastille, the XVIIIth century fortifications used by the armies protecting the town. This site offers an incomparable panorama of the region, and lunch will be served here. In the afternoon, visit the new National Museum for Modern Art in Grenoble.
Alpine Excursion 9:30 a.m. – 5:00 p.m.	\$55 per person	A center of the French Resistance during World War II, the Vercoires mountains soar over 2,500 meters high. This is the home to one of the world's major regions for cross-country skiing. Tour the natural caves above the village of Chiroche, at an altitude of 800 meters. The group will lunch at a local restaurant in the mountains. Afterwards, visit the Chartrouse cellars in Volron, production site of Chartrouse liqueur. Enjoy samples of the finished product!
Wine Tasting Vineyard Visit 7:00 a.m. – 6:00 p.m.	\$135 per person	Hosted by the Université du Vin, which offers courses in oenology, this tour includes a discussion about "Clos de la Fônerie" wines and a lesson on tasting. The Rhône Valley is one of France's major wine-producing areas. Lunch is at the Château de Rougède, after which the discuss on leader will escort the group to a local vineyard.
Roman City and Medieval Mountain Village 8:30 a.m. – 6:00 p.m.	\$80 per person	Step back to the days when Rome ruled Europe in the picturesque city of Vienne, near the Rhone River. A walking tour will explore the magnificent Roman amphitheatre, Cybele's Roman gardens, and the Temple of Augustus and Livie. Then, enjoy lunch in a typical French countryside restaurant. In the afternoon, observe in the panoramic vistas of Front Plant. Visit the medieval village of Malfroy, one of the most beautiful in France, and the Charterhouse of Sainte-Croix-en-Val.

AACSB International and Groupe ESC Grenoble reserve the right to cancel a tour if advance registration is insufficient to support the event. Register early to avoid disappointment.

Guest Program

Cost: \$ 350 per person

Program includes:

- Saturday Welcome Reception
- Sunday Dinner
- Monday, Lyon Day Tour, with Lunch
- Monday Wine Reception
- Tuesday Gala Dinner at Château de Sassenage

Guest Day Tour of Old Lyon

8:30 a.m. – 5:30 p.m., Monday, October 14

UNESCO named Lyon a "World Heritage Site" in December 1998. This guided tour will visit:

- Fourvière Hill, Fourvière Basilica, and the Roman Theatres;
- St John's Cathedral and the Renaissance quarter in Old Lyon; and
- The Town Center and main square's scenic view on Croix Rousse Hill.

Guests will lunch at "La Brasserie Georges," one of Europe's oldest restaurants. After lunch, guests may choose to enjoy an afternoon of shopping or sightseeing, or a guided visit of the "Fine Arts Museum." The museum possesses one of the largest collections of French, Italian, Spanish, Flemish and Dutch paintings from the Middle Ages to the present. Approximately one hour of free time will be available after the museum tour to explore France's second largest city.

2002 Strategic Alliance Conference Registration

October 12 – 15 • Grenoble, France

Use a separate form for each registrant; duplicate form as needed. Advance conference and travel information is available on the Web site: <http://www.aacsb.edu>. For further information, call 1-314-872-8507, ext. 245.

Register by September 13 and Save \$200 off the on-site registration fee.

		Received by September 13, 2002	After September 13, 2002 ON-SITE RATE*
AACSB International Member	1 st & 2 nd Attendee (per person)	\$995	\$1,195
	3 rd & Subsequent Attendee (per person) <i>Multiple discounts only apply when all registration forms are received at one time.</i>	\$895	\$1,095
Non-Member		\$1,095	\$1,295
Guest Package**		\$350	\$350

Payment must be in U.S. currency only, drawn on a U.S. bank

Subtotal Registration Fee: \$ _____

Optional Tours

Alpine Excursion
Grenoble Walking Tour
Wine Tasting and Vineyard Visit
Roman City and Medieval Mountain Village Tour

Tour Price	Number of Guests	Total Price
\$ 55	_____	_____
\$ 65	_____	_____
\$ 135	_____	_____
\$ 80	_____	_____

Payment must be in U.S. currency only, drawn on a U.S. bank

Subtotal Optional Tour Fee: \$ _____

Please print, type or attach business card.

First time AACSB International registrant check here

Date: _____

First: _____ MI: _____ Family/Last: _____

Preferred First Name for Badge: _____ Position Title: _____

Division/Department: _____

School/Organization: _____

Address: _____

City: _____ Province/State: _____ Postal Code: _____ Country: _____

Phone: () _____ Fax: () _____ Email: _____

Dietary Low Fat Vegetarian Kosher Shellfish Allergies (check only one) *Request must be made by early cut-off date.*

Physical Please check here if you require special accommodations to participate in the Seminar, attach a written description of your needs.

Accommodations All hotel accommodations and related special requests must be made directly with the hotel.

Register via

- INTERNET with credit card information:
<http://www.aacsb.edu>.
- FAX completed registration form with credit card information to 1-314-872-1782. (If you are faxing, please do not mail original form.)
- MAIL/Post completed registration form and payment to: AACSB International Conference, Box 7809st, St. Louis, MO 63178-8094. For overnight delivery please send to: 600 Emerson Road, Suite 300, St. Louis, MO 63141-6762 USA. (Both registration and payment must be received by the cutoff date to qualify for the discounted rate.)

Faxed and online registration forms cannot be processed without credit card payment.

Payment must accompany your registration form.

U.S. Federal Identification # 436036286

For wire transfer, please add: \$15.00

First Bank & Trust of Creve Coeur
11901 Olive Boulevard St. Louis, MO 63141 USA
Account # 1800283699 Routing # 0810-09428

Please include participant's name, organization, and which conference this will be attending on payment.

Charge my: American Express VISA
 Euro/MasterCard Total Amount: \$ _____

Card # _____

Expiration Date: _____

Cardholder Signature: _____
(required for charge payments)

Enclosed is check # _____ payable to
AACSB International for \$ _____
(Payment in U.S. currency, drawn on a U.S. bank)

****Guest fees include Saturday Welcome Reception, Sunday Dinner, Monday Lyon Day Tour with Lunch, and Tuesday Closing Dinner at Château de Sassenage. Guest fees do not include the educational sessions.**

Visit www.aacsb.edu for AACSB International registration policies & procedures.

Example 11.6: Brochure/Booklet

PROGRAM FEES

Summer Camp 2016 is a 10 week program beginning on Monday, June 6th and ending Friday, August 12th. Registration and weekly fees are based on your child's age and school lunch status. All fees are non-refundable. Take advantage of our pre-payment discount: one free week for one Youth Camp participant if all fees are paid in full by June 30th.

YOUTH CAMPS:

Annual Registration: \$25 per child
 Free - \$600 & 1/2 Price Additional Child(ren)
 Reduced - \$800 & 1/2 Price Additional Child(ren)
 Regular - \$1,000 & 1/2 Price Additional Child(ren)

TEEN CAMPS:

Rock Hill Teen Center:
 Annual Registration: \$25 per child
 Middle School - \$400 per teen
 High School - \$200 per teen

Extension Clubs - Catawba & Clover Teen Centers:
 Just \$25 per teen for the summer (must meet requirements)

PAYMENT DEADLINES:

Half Due - June 6, 2016
 Final Half Due - July 8, 2016

For currently enrolled After School Program members, payment may be split in 2 and the final payment will be due on August 1, 2016.

WE ACCEPT ABC VOUCHERS!

Schedules, weekly themes, field trips and more will be posted to our website prior to summer camp beginning. Orientation dates will be announced shortly and are mandatory for summer camp admission.
 All Clubs will be closed on Monday, July 4th.

OUR MISSION

To enable all youth, especially those who need us the most, to reach their full potential as productive, caring and responsible citizens.

OUR SUMMER LOCATIONS:

FORT MILL CLUB Springfield Elementary School 1691 Springfield Pkwy, Fort Mill 803.448.6752	NORTHSIDE CLUB Northside Recreation Center 900 Annafel Street, Rock Hill 803.324.3059
CATAWBA TEEN CENTER Catawba Reservation 985 Av. of the Nations, Rock Hill - 803.280.9766	ROCK HILL TEEN CENTER Flexible Learning Center 1234 Flint Street Ext. Rock Hill - 803.554.8511
CLOVER TEEN CENTER Blue Eagle Academy 800 Clinton Ave, Clover 803.810.8423	ADMINISTRATIVE OFFICE Rock Hill Family Resource Center 410 E. Black Street, Rock Hill 803.324.7920 (phone) 803.324.7960 (fax)

HOW TO REGISTER:

All registration takes place online at www.bgyc.org through the Parent Portal tab. Please visit the "Programs" tab under "About Us" to learn more. You may also visit our administrative office or contact us at admin@bgyc.org for more information.

SEND A KID TO CAMP

Summer Camp increases a child's self-identity, self-worth, self-esteem, and builds leadership and personal competencies. Spending a summer at camp also significantly lessens the likelihood that the child will experience summer-learning loss. Help send a kid to camp and deepen our impact on the youth of York County by making a donation or contact us to find out how else you can help today!

BOYS & GIRLS CLUBS OF YORK COUNTY

GREAT SUMMERS START HERE

JUNE 6th - AUGUST 12th
 GREAT FUTURES START HERE.

WWW.BGYC.ORG

United Way, GIOOLIO, Amazon Smile

Example 11.7: Brochure

11.5 Unit Summary

Brochures are an effective tool used in communicating publishable information to a targeted group of people. It helps an organization to advertise and introduce itself to the participants present in a seminar or conference. The brochure provides useful knowledge on products and services principally it does not give the whole information. It takes in the most important aspects only.

11.6 Key Terms

- **Conferences:** a large official meeting, often lasting several days, at which members of an organization, profession, etc. meet to discuss important matters.

- **Brochures:** A brochure is an informative paper document (often also used for advertising) that can be folded into a template, pamphlet, or leaflet.
- **Marketing strategies:** A marketing strategy refers to a business's overall game plan for reaching prospective consumers and turning them into customers of their products or services.

11.7 Check Your Progress

Subjective:

- 1) What is the use of brochures?
- 2) What are the differences between brochures and pamphlets?
- 3) How do you set the information on different pages?
- 4) How can you make your brochure effective?

Objective:

- 1) **True/False:** Brochures are also used to disseminate information to the participants of seminars, conferences, symposiums, etc.
- 2) **Complete the line:** The brochure provides useful knowledge on products and services principally it does not give _____.
- 3) **Fill in the gap:** Adjectives can be useful in describing the ____ and _____.
- 4) Short Q/A: What are different purposes of brochures?

References:

- Aruna Koneru; Professional Communication; McGraw Hill Education (India) Pvt. Ltd.
- Anjali Sethi, Bhavana Adhikari; Business Communication; TMH
- Raymond V.Lesikar, Marie. E. Flatley, Paula Lentz, Neerja Pande; Business Communication; McGraw Hill Education (India) Pvt. Ltd.
- Business English; Pearson Choudhury, Mathur, Prasad, Shahnaaz;
- Fiona Talbot; How to Write Effective Business English; London and Philadelphia
- Michael Bennie; A Guide to Good Business Communication; 5th edition; Published by How To Content, A division of How To Books Ltd, Spring Hill House, Spring Hill Road, Begbroke, Oxford

- Janet Mizrahi; Writing for the Workplace Business Communication for Professionals; Copyright © Business Expert Press, LLC, 2015.
- Meenakshi Raman and Sangeeta Sharma; Technical Communication Principles and Practice; Oxford University Press, YMCA Library Building, 1 Jai Singh Road, New Delhi 110001