UNIT 1 FEATURES OF WRITTEN AND ORAL COMMUNICATION

Structure

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1.0 OBJECTIVES

In this Unit you will learn about:

- Basic forms of communication
 - Verbal and Non-verbal
- Styles of communication
 - The Relater
 - The Socializer
 - The Thinker
 - The Director
- Internal business correspondence
- Types and functions of internal business correspondence
 - o Downward, non-interactive internal business correspondence
 - Memo
 - Office Order
 - Circular
- How to write them?

1.1 WARM UP

Activity 1

- 1) Before we begin to learn about the modes and styles of communication, it is important to know what does the word *communication* means. Does it mean:
 - sharing/ exchanging information, feelings, thoughts etc. with others?
 - imparting/transmitting news, information, ideas, motions etc.?

- being connected with eachother
- succeeding in conveying one's meaning?

Does the word 'communication' mean any one of the above meanings or all of them? Well, it means all of the above.

- 2) Think about the following:
 - i) How can you communicate effectively?
 - Think of an instance when your meaning was distorted because of miscommunication.
 - iii) Did it create a 'comedy of errors' or lead to a 'sad situation/sorry state of affairs'?
- 3) How will you react when faced with the following situations? Give your answers in both media, verbal and non-verbal. The first one has been done for you.
 - i) Your grandparents have come to visit you.

You will greet them verbally by saying 'namaste', 'salaam' etc. The non verbal greeting would be a warm hug, a welcoming smile and/or touching their feet in respect. The communicative mode is thus a mix of both formal and informal.

- ii) You have gone with your friends to see a film. You meet your teacher at the theatre who is going to administer a test the next day.
- iii) You meet an old friend unexpectedly at a restaurant.
- iv) You want to complain to the municipal authorities about the increasing menace of stray animals in your area.
- v) Your boss has asked you about the marketing strategies your team has adopted regarding the latest product of the company.
- vi) You have to visit your boss who has lost his father recently.

You must also mention whether you want to use the formal or informal mode of communication or both.

1.2 MAKING A CHOICE: DIFFERENT STYLES OF COMMUNICATION

Read the text below and then answer the questions that follow:

Styles of Communication

The way in which we express ourselves is our style of communication. Consider the situation of a delay in the departure of a Rajdhani train. The different ways of reacting to this situation are:

- a) Some people become very angry and show it through their facial expressions and body gestures. They may walk up to the customer help desk and shout at the person sitting behind the counter, using bad language and a rude tone.
- b) Others may react in a passive way by shrugging their shoulders and resign themselves to a long wait.
- c) Some others may walk up to the counter and try to enquire about the cause of delay. They may probably be given the option of refund of fare or a food voucher and they will, in all probability, walk away smiling.

The situation is the same for all groups yet the reactions are differently conveyed. In order to communicate effectively it is important to understand our own style of communication which could fall into any one of the above categories or be a combination of these styles.

The Relater

For such people the focus is relating to people and building interpersonal relationships. They are easy to work with and are cooperative. They are ready to provide a listening ear and help out others. They do not like conflicts, disagreements or arguments and prefer to have matters sailing smoothly. They may not be amenable to change if it upsets their smooth pattern of working (this could work negatively).

How to deal with them:

- Share personal experiences or common interests with them
- Build a rapport with them
- While discussing any matter, impress upon them and focus on how any changes that are required may benefit relationships

The Socializer

They are enthusiastic, expressive individuals who value relationships, social acceptance and personal prestige. They are useful to have on a team as they can motivate others and work well in a group. Their focus on the larger picture rather than on smaller details can prove to be negative at times. They dislike routine and prefer change and challenges. For them, disagreements are a matter of spirited discussion rather than a setback. They often make decisions based on their intuition rather than on facts.

How to deal with them:

- Try and keep pace with them
- Be patient and bring them to the main subject when they stray from it
- Involve them in group activities
- Keep a watch on them if they have been assigned any job independently

The Thinker

They are systematic, logical people with a tendency to focus upon facts and figures. They approach problems in a precise methodical way and prefer to work independently. They could lose sight of the larger picture in their efforts to focus on details. Emotions and conflict have no place in their scheme of working. They are not very open to change and need time to adjust to it.

How to deal with them:

- Present new ideas in a logical format backed with data and evidence
- Do not rush them in conversation or in work
- In case of changes taking place, help them by presenting a logical explanation as to why the changes are necessary

The Director

Such people tend to be forceful, dominating and aggressive. They are bold, direct and don't believe in a soft approach. They believe that achieving a goal is more important than focusing on the ways to accomplish it. It is not a matter of concern for them if a few people are hurt in the process. For them, people and emotion are secondary to the

Business Writing

goal. They handle conflict mainly by imposing their ideas upon others. They may not be able to work as a team as they are confrontational and not open to listening to other people's views.

How to deal with them:

- Do not ramble, get to the point directly
- Communicate your ideas clearly and quickly
- Relate your ideas to the set goals
- If working in a group with them, try to maintain peace and amicability as such people disrupt smooth functioning with their aggressive behavior

The Check Your Progress 1

1)	Ans	swer the following questions:
	i)	Mention any two characteristics of relaters and say how you can handle them.
	ii)	Does 'socializers' mean socially acceptable people? What are the ways of dealing with them?
	iii)	Thinkers are obviously people who think their way through things. Does this mean that they have intellectual abilities but no heart? How will you deal with them?
	iv)	Suppose your colleague at work is dominating and aggressive in his manner, into which category or type would you put him/her? What will you do to ensure smooth functioning of work?

- 2) Find words from the passage which mean the same as the words/phrases given below:
 - i) Responding
 - ii) A gesture to show disinterest
 - iii) To accept something because you feel that you cannot change the situation
 - iv) Willing to do something
 - v) A special bond / an affinity
 - vi) Showing great energy and determination
 - vii) Instinct, unexplained feeling
 - viii) Someone behaving in an insistent and forceful way without caring for other's feelings

Theorem 2 Check Your Progress 2

Look at the table given below. Some parts are filled in while others remain empty. Fill in the gaps with suitable and appropriate information. You will have to assess and think about the information asked for. Check your answers with the 'Answers' provided at the end of the Unit.

Factors	Types	Socializers	Thinkers	Directors
How to recognize them	Helpful, like positive attention, want people to like them			
Tend to ask: Why, How, What, Who? (Choose the correct question type)		Who? (The personal, dominant question)		What? (The result oriented question)
What they dislike	Don't like people to be uncaring towards them, hate rejection	Don't like boring explanations, or too many facts and figures		
Reaction to pressure		Become argumentative and try to sell their ideas		Become more dominating and take charge and control
Best way of dealing with them			Provide lots of data and information	
Like to be measured by	Friends, close relationships			Results achieved, goal oriented
Best results with		Inspire and encourage them to better and bigger accomplishments	Structure a framework or "track" to follow	

1.3 WRITTEN COMMUNICATION

Activity 2

Given below is a list of messages in telegraphic form. You have to write them out in complete sentences. The first one has been done as an example.

 Consignment arrived rail freight yesterday stop one package damaged another defective.

The consignment of goods has arrived by freight railway yesterday. However, one package is in a damaged condition and another contains defective goods.

- ii) garment company rep expected Delhi 9.00 flight
- iii) no response from computer maintenance company stop send reminder letter or phone
- iv) Sewa Company cheque cleared SBI stop supply goods earliest
- v) purchase Dell computers stop normal order procedure
- vi) receive Managing Director at IGI Airport 18 hours flight from Hong Kong stop take him company guest house stop arrange room and food earlier

Activity 3

Read the two passages given below. Can you identify their writers and the receivers? Do you think a response is required for them? Give reasons.

1) **MEMORANDUM**

To: Managers (Sales, Production, Finance, Quality Control)

From: MD

Date: 24/02/20xx

Subject: Export batch of garments, no. GT-01/08 to Singapore

We have been informed by Serangoon Garments; Singapore that the last batch of garments sent to them has the following problems:

- ★ Edges of garments have not been interlocked.
- ★ Some colors do not correspond to the ones we had asked for.
- ★ A few garments are defective.
- \star The total number of garments is less than the original order.

We need to address this problem at the earliest. All concerned managers are expected to come to my office at 11.30 am tomorrow to review and suggest remedies for this problem. Please come with explanations and solutions.

Attachment: Copy of the letter from the Manager, Serangoon Garments, Singapore

2) Serangoon Garments Serangoon Road

Singapore

Tel: 934-23456 Fax: 934-23457

Date: 27th February 20xx

Your Ref no. 395/IG//20xx Our Ref no. 120/SG/20xx Mr. Shiv Sareen Managing Director India Garments 5, Okhla Industrial Estate New Delhi 110023

Dear Mr. Sareen,

Sub: Discrepancies in your last consignment of garments

No. IG-01/108

I have already sent a fax to you regarding the above mentioned consignment of garments received from your company at our Singapore warehouse. After inspection, I regret to say that some discrepancies have been noted. The discrepancies are, fortunately, not major, and we hope you will be able to rectify them at the earliest so that we can start selling the garments by August this year. The discrepancies are as follows:

- 1) Edges of garments have not been interlocked.
- 2) Some colors do not correspond to the ones we had asked for.
- 3) A few garments are defective and torn in some places.
- 4) The total number of garments is less than the original order.

We may be able to sell some of the unpopular colours at a discount and get the edges interlocked at our factory. We are sending back the defective pieces. We also have to request you to make suitable and necessary adjustments in the bill for the balance amount to accommodate the losses incurred on these counts.

Yours truly,

Hwang Cho

Manager Serangoon Garments Singapore

1.4 READING: LETTERS, MEMOS, OFFICE ORDERS AND CIRCULARS

Read the text below and then answer the questions that follow:

The importance of using language correctly and clearly in order to communicate effectively through writing is undeniable. Barbara Tuchman (noted historian) rightly remarks that it takes two persons to fulfill the function and purpose of the written word. However, "this function can be largely met only when the writer keeps the written form simple, concise and brief".

For composing effective business letters, take care to adhere to certain guidelines. These principles form the backbone of any effective writing and are as follows (you have already looked at a letter in the Warm Up section):

Business Writing

- Be clear select words carefully in order to make sense. Do not use high sounding, pretentious words or vague, outdated phrases like "We beg to acknowledge the receipt ..."
- **Be courteous** use the appropriate level of formality. Use a salutation suitable to the status of the recipient at the beginning of the letter and at the end too.
- **Be concise** use few, effective words instead of being verbose. Do not repeat yourself and include relevant material only.
- **Be concrete** your message should be specific, definite and vivid rather than vague or general. Use the active voice rather than the passive.
- **Be considerate** use the 'you attitude' where the focus is on the reader.
- Be complete include all facts, data and necessary information that the reader requires for correct understanding and for making the response that you want from her/him.
- **Be correct** use grammatically correct language. Other than accuracy in spelling and punctuation, use accurate facts, figures and words.
- **Be gender sensitive** avoid the use of sexist language, e.g. 'The chairman of the company delivered the valedictory speech'. Change this to 'The chairperson ...'.
- Be original to make business letters more appealing, particularly for sales promotion, and on special occasions such as the introduction of a new product, it may be a good idea to achieve originality of form, expression and style.
 Stereotyped forms and phrases should be replaced by more natural forms.

1001/109	
Can you add more guidelines?	
	•
	•
	•
	•
	•
	•

1.4.1 Downward, Non-interactive Internal Communication

Memo

Memorandum

Activity 4

You have already seen what a memo looks like in the 'Warm up' section. The word 'memo' or its complete formal equivalent 'memorandum' has more than one meaning if you look at a dictionary. It comes from the Latin word *memo rare* which means to mention or tell. Hence its meaning is usually taken in the sense of a message.

Have you noticed that the memo given earlier contains no mention of the company name? How will the receiver know the origin of the message? The message is not sent on the company letterhead because it is sent within the company. Generally, companies use plain paper or printed memo forms to send any message to another department or to another office (of the same company) located in another city. The memo is less formal than a business letter and contains no salutation. It is concise in form and content and may contain direct imperatives depending upon the nature of communication.

Features of Written and Oral Communication

Definition: "A memo is a short, official, written statement prepared for a specific person or a committee within the organization, in order to give information about a particular matter" (Sinha 2001: 101)

Features of a Memo

- The memo carries the word MEMORANDUM on top of the page whereas a business letter makes use of the company letterhead. The memo form contains space beneath the heading for writing the name (and/or designation) of the sender and receiver(s), the date and the subject.
- It is often short, running to a few lines. Sometimes, it may be a few paragraphs long, though it rarely exceeds a page. However, a memo does not, necessarily have to be confined to one page. A letter is usually a page or more in length.
- It is less formal than a letter. It has no salutation at the beginning or at the end. Unlike a letter, it has no inside address and the designations of the receivers is written informally such as 'Managers: Sales, Prod' etc.
- A memo states its purpose directly, while a letter usually refers to a previous communication and leads to the main message by stating the context first.
- Politeness markers, which are an indispensable part of a business letter, are less used in a memo. A request is made directly (e.g. 'Please come to my office') and not indirectly as in a formal letter (e.g. 'I hope it will be possible to'). However, it must be remembered that polite expressions are not dispensed with altogether. Courtesy is never cast aside as it is an integral part of any business communication.

Uses of a Memo

- To make announcements, requests, policy measures, reminders, suggestions, acknowledgements, etc.
- To confirm decisions taken in meetings or telephone conversations
- To inform employees about new policy decisions
- To circulate in-house reports of different kinds like investigation reports, progress reports, etc.
- To seek explanations
- To request action, information or suggestions
- To issue instructions
- To keep a permanent record of any matter that should be known to all employees. It helps to keep the record straight and protects the sender from future apprehensions and controversies.

Writing a Memo

A memo should be brief and state the main message directly. The modern style of memo writing favors a direct approach and avoids words that do not contribute to the communication. There should be a subject line which clearly defines what the memo is about. The sentences should be short and simple. Use the active voice as far as possible. Write about the main purpose of communication and avoid personal opinions. State your subject precisely and itemize the points if there is more than one. Highlight important information. Use separate paragraphs for each point and begin each paragraph with a bullet, letter or number. An effective memo is one which connects the purpose of the writer with the interests and needs of the reader.

Avoid Saying

"This is in continuance with the decision taken in consultation with the workers' union about providing recreational facilities in the factory premises. The workers can now use the new recreational facility constructed next to the cafeteria from the first of next month."

Instead Word it Like This

"Workers can use the newly constructed recreational facility next to the cafeteria from the 1st of September."

1.4.2 Office Order

When any matter like withdrawing the rights of employees, imposing restrictions on them, conveying information about transfers, postings and promotion / retrenchment, or about granting / withholding annual increments or about disciplinary action taken against a particular employee needs to be communicated, an office order is issued. A polite tone and simple, clear language is used. Facts and reasons should be given while no personal comments should be made in an office order. Unlike the memo, the office order is not addressed to the concerned receiver but it is about her/him. Usually the third person is used and details are given about the person and the action to be taken. It has the following format:

- 1) The company letterhead (this is optional as this form of communication is usually sent within the organization)
- 2) The reference number of the order
- 3) Date of the order
- 4) The heading of the written communication, in this case 'OFFICE ORDER'.
- 5) The text of the message
- 6) The signature of the person issuing the order
- 7) The names and designations of persons to whom copies of the order are being sent

Definition: An office order is a written formal downward communication which is normally used to convey information relating to employees' rights and service conditions.

It is important to remember to choose your tone and words carefully while drafting an office order. Use courteous and polite language. Words should be effectively used in clear and concise sentences. The tone and language should be objective. Given below is the format of an office order.

No	India Garments New Delhi OFFICE ORDER	Date:
Text of message		
To:		
		Signature
		(Designation)
Cc: a) b)		

GOVERNMENT OF PONDICHERRY OFFICE OF THE COLLECTOR-CUM-DISTRICT ELECTION OFFICER KARAIKAL DISTRICT: KARAIKAL

No.: KKL/CK/PA/2006/159 Dt. 03.03.2006

OFFICE ORDER

Sub: Elections – 2006 – Ban on Issue of Free Pattas, beneficiary services, etc. ***

As directed by the Chief Electoral Officer, Pondicherry in the meeting held in the Chamber of Collector, Karaikal on 03.03.2006, you are directed to freeze any further distribution of pattas, benefits under other beneficiary schemes, etc. and such things shall remain suspended stopped until the General Elections for Pondicherry Legislative Assembly, 2006 is over.

(SUDHIR KUMAR)

COLLECTOR
CUM
DISTRICT ELECTION
OFFICER
KARAIKAL DISTRICT

To The Dy. Collector (Revenue) Karaikal

Copy to:

- 1 The Chief Electoral Officer, Pondicherry
- 2 All Heads of office, Karaikal for compliance
- 3 Office copy

1.4.3 Circulars

The word 'circular' has its root in the Latin word 'circularis' which means to disseminate information in a circle in order to reach a wider audience. Circulars are written when employees of a company have to be informed of changes in policy procedures, events taking place within the company, posts for internal appointment or about new schemes/ventures undertaken by the company. It is a well-known fact that "all business messages have a general purpose: to inform, to persuade, or to collaborate with your audience" (Bovee *et al* 2006: 81). It is important to remember this as the "purpose determines both the amount of audience participation you need and the amount of control you have over your message". That is why circulars have to be carefully planned, composed and completed so that the relevant information is clearly communicated to the intended receivers. They can be physically distributed or mailed. The format of a circular is as follows:

- The letterhead of the company
- The descriptive label of the message (in this case 'CIRCULAR' and its reference number)
- The date
- The subject line
- The text of the message
- Name and designation of the sender

Activity 5 1) As the Finance Manager of your company, write a memo about the decisions arrived at in a meeting between the MD and you. The decisions were about the guidelines for executives traveling on company business. Company executives will travel in economy class in planes and AC two tier i) class in trains. ii) They will stay at 3-star hotels. iii) The Travel Department of the company will make all arrangements for their travel including booking of tickets and hotel reservations. The executives can withdraw cash up to Rs. 10,000/- as advance for iv) incidental expenses. v) Hotel bills shall be settled directly by the company. Payments unrelated to company business shall be made by the executive. 2) Draft an office order for the following situation: Ms. Sheela Nair, Deputy Manager Sales, was promoted to the next higher grade of Senior Manager on 26th of July 20xx. 3) Write a circular on behalf of the Delhi Transport Authority for the purpose of informing all bus commuters that Grey-line buses have been taken off the roads because of traffic violations and the recent spate of accidents involving them. It has also decided to introduce more DTA buses on all major routes. **©** Check Your Progress 3 Now that you have read about some types of downward, non-interactive internal communication, answer the following questions briefly in your own words: 1) What are the principles of effective business correspondence?

2)	When are memos and office orders written?	Features of Written and Oral Communication
3)	What is the difference between these two kinds of communication?	
4)	List 3 characteristics of a memo.	
5)	Enumerate at least 3 differences between a memo and a business letter.	
6)	What factors should be kept in mind while drafting a memo or an office order?	
-,	The second secon	
7)	What is the purpose of writing a circular?	

8) Make the following memo brief and write it in the proper format:

Funky Toys Garments has threatened to break off business relations with us because of the last batch of defective toys sent to them by our company. The problems with the above mentioned consignment were:

i) some of the teddy bears were not properly stitched and were coming apart.

We are human and we do make mistakes. But it is important to look into the

- ii) Some of the dresses of the dolls were torn in places.
- iii) The number of dolls was less than ordered

priority. You a at 11.00 am w from severing	iately and decide hare requested to conit it workable solutions with us.	me to my office to ons and concrete	omorrow i.e. 28 th suggestions to sto	of February, op our client

1.5 GRAMMAR: THE ORDER OF ADJECTIVES

Read the following sentences from the text:

- 1) They are enthusiastic, expressive individuals..
- 2) Such people tend to be forceful, Dominating and aggressive.
- 3) "this function can be largely met only when the writer keeps the written from simple, concise and brief"
- 4) <u>vague</u>, <u>outdated</u> phrases..
- 5) use few, effective words...

When we use more than one adjective before a noun, the adjectives are sometimes placed in a certain order. In sentences, 1 and 2 the order of adjectives is not fixed and the adjectives can be moved in each other's place. In sentences 3, 4 and 5 there is a certain order that has to be maintained. Let us briefly discuss the order of adjectives.

Some adjectives give a general opinion, examples:

Simple, vague, bad, good, nice, important.

There are other adhectives which give a *specific opinion* examples:

Food: tasty; delicious

Furniture: wooden, steel, comfortable/ uncomfortable

In sentence 3 <u>simple</u> gives a general opinion while <u>concise</u> and <u>brief</u> refer specifically to communication. Hence, <u>simple</u> comes before <u>concise</u> and <u>brief</u>.

Given below is a table which shows you the order of adjectives in most cases.

Article	Size/ quantity	Quality/ description	Age	Colour	Shape	Nationality	Material	Noun
A, an, the	Large, tall	Slim, smart, strong	Young, old	Blue, red	Oval, round	Russian, Indian	Silk, cotton	Table, field, film, woman

Therefore in sentence 5, few would come before effective.

Theorem 2 Check Your Progress 4

- 1) Put the adjectives in the correct order wherever necessary.
 - i) He is a young, smart man.
 - ii) They sat around an oval, large table.
 - iii) My sister has bought a silk, new saree.
 - iv) A beautiful, slim, tall girl came to our house.
 - v) This is a folk, old Punjabi song.
 - vi) I love this modern, lovely town.
 - vii) She is wearing a cotton, green new dress.
 - viii) It is a sunny lovely day.
 - ix) This is a bold new effort.
 - x) This is an old interesting story.
- 2) Use two or three adjectives of different categories to describe each of the following nouns:
 - i) shirt
 - ii) lady
 - iii) table
 - iv) dog
 - v) morning
 - vi) class
 - vii) year
 - viii) field
 - ix) letter
 - x) shop

1.6 LET US SUM UP

In this unit you have learnt about the basic types of communication. Now you know the difference between verbal and nonverbal communication and when to use the suitable form of communication. You have also learnt about the different styles of communication according to which people are categorized as Relaters, Socializers, Thinkers and Directors. You were also made aware about the different types of non-interactive, downward internal correspondence. You know what a memo is and the purpose of writing it. In the same way, you have learnt about an office order and a circular and their functions within the business organization. You have also learnt how to write these instruments of communication. In the grammar section we have given you practice in using adjectives in the correct order.

1.7 ANSWERS

Check Your Progress 1

- For relaters the focus is in relating to people and building interpersonal relationships. They are easy to work with and are cooperative. They can be handled by sharing personal experiences or common interests with them and by building a rapport with them.
- ii) Socializers are enthusiastic, expressive individuals who value relationships, social acceptance and personal prestige. They are useful to have on a team as they can motivate others and work well in a group. We can deal with them by trying to keep pace with them and by involving them in group activities and by keeping a watch on them if they have been assigned any job independently.
- iii) Thinkers are systematic, logical people with a tendency to focus upon facts and figures. They think their way through things. This does not mean that they have intellectual abilities but no heart. We can deal with them by presenting new ideas in a logical format backed with data and evidence and not rush them in conversation or in work. In case of changes taking place, help them by presenting a logical explanation as to why the changes are necessary
- iv) A dominating and aggressive colleague at work could be put under the category of 'director'. To ensure smooth functioning of work with such a person, we could communicate our ideas clearly and quickly and directly get to the point. We should try to maintain peace and amicability while working with them in a group.
- 2) i) Reacting
 - ii) Shrugging their shoulders
 - iii) Resign themselves...
 - iv) Amenable
 - v) Rapport
 - vi) Spirited
 - vii) Intuition
 - viii) Aggressive

Check Your Progress 2

Factors	Types			
+	Relaters	Socializers	Thinkers	Directors
How to recognize them	Helpful, like positive attention, want people to like them	They get excited and are enthusiastic.	They ask for data, ask too many questions, and function methodically & systematically	They like to have their own way; they are decisive and have strong views and opinions
Tend to ask: Why, How, What, Who? (Choose the correct question type)	Why? (The personal non goal question)	Who? (The personal, dominant question)	How? (The technical, analytical question)	What? (The result oriented question)

What they dislike	Don't like people to be uncaring towards them, hate rejection	Don't like boring explanations, or too many facts and figures	They don't like spontaneous occurrence of things; don't like being caught on the wrong foot or being unprepared	They don't like anyone being in charge or making decisions for them
Reaction to pressure	Become silent, withdrawn and introspective	Become argumentative and try to 'sell' their ideas	Seek out more data and information for analysis and problem solving	Become more dominating, and try to take charge and control
Best way of dealing with them	Support them by caring for them	Catch their enthusiasm and express your ideas and feelings	Provide them with lots of data and information	Allow them to be in charge
Like to be measured by	Friends, close relationships	Praise, feedback and recognition	Being busy and involved in activities that lead to results	Results achieved, goal oriented
Best results with	Give them care and provide them with specific plans and activities to be achieved	Inspire and encourage them to better and bigger accomplishments	Structure a framework or "track" to follow	Give them freedom to do things their own way

Activity 2

- ii) The garment company representative is expected to arrive in Delhi tomorrow. His flight is scheduled to land at 9:00 am.
- iii) There is no response from the computer maintenance company. Please send a reminder about the complaint either through a letter or a phone call.
- iv) The Sewa Company cheque has been cleared by the State Bank of India. The goods should be supplied to them at the earliest.
- v) Place an order for the purchase of Dell computers according to the normal procedure that is followed.
- vi) The Managing Director is expected to arrive at IGI Airport from Hong Kong at 6pm. Make provision for his conveyance to the guest house. Please ensure that a room is available and order dinner.

Activity 4

Be comprehensive – ensure that you have answered all queries and discussed all ideas that you wished to communicate.

Be coherent – you must write sentences and paragraphs according to the principles of unity and coherence.

Activity 5

i) Memo about the guidelines for executives traveling on company business:

MEMORANDUM

To: Managers (Sales, Production, Marketing, Quality Control)

From: Finance Manager

Date: February 22nd 20xx

Subject: Guidelines for business travel

The following were the decisions taken regarding business travel in the meeting chaired by the MD on 20th February, 20xx.

- 1) Company executives will travel in economy class in planes and in AC two tier class in trains.
- 2) They will stay in 3-star hotels.
- 3) All arrangements including booking of tickets and hotel reservations will be made by the Travel Department.
- 4) A sum of Rs. 10, 000 can be availed as advance for incidental expenses.
- 5) Hotel bills shall be settled directly by the company. Payments unrelated to company business shall be made by the executive.

All business executives are requested to adhere to these guidelines hereafter.

Attachment: Copy of the minutes of the meeting held on 20/02/20xx

2) Office Order: (Promotion of Ms. Sheela Nair):

No: ASD/PM/CK/20xx/24 Date: 27/02/20xx

OFFICE ORDER

Sub: Promotion of Ms. Sheela Nair as Senior Manager

The MD and Board of Directors decided to promote Ms. Sheela Nair, Deputy Manager Sales, to the grade of Senior Manager in a meeting convened on 20th February, 20xx. She will now be overseeing the sales in Gurgaon and South Delhi region.

Vivek Bhatia Secretary

To

Ms. Sheela Nair Deputy Manager, Sales

Copy to:

- All the Senior Managers and Deputy Managers
 (Sales, Production, Marketing, Quality Control and Finance)
- ii) The Finance Division
- iii) Office copy

Delhi State Transport Authority Scindia House, Connaught Place New Delhi-110001 Ph. 011- 23317445

CIRCULAR

Ref no: GDL/KDJ/HF/LMK/20/17 24/2/20xx

Sub: Removal of Grey-line buses from the city roads

The number of traffic violations and accidents involving Grey-line buses have increased manifold especially in the last quarter of 20xx. Due to the negligent attitude of the bus owners as well as drivers it has been decided to remove the Grey-line buses plying on all major routes in Delhi and NCR. DSTA will be adding 400 DTA buses to replace them. Any inconvenience caused to the commuters is deeply regretted.

Prashant Sharma Chairman – DSTA

Check Your Progress 3

1) The principals of effective business communication are as follows:

One has to be brief and use few and effective words instead of long winding sentences with high-sounding words. Courtesy has to be maintained with appropriate level of formality. One has to be precise and take care to include all relevant facts, data and necessary information. Focus should be on the reader and it must be stated clearly what is the response expected from him/her. Language used should be gender sensitive as well as grammatically correct with accurate spelling and punctuation. The active voice has to be used. Being original will make the correspondence more appealing and effective.

2) Memos and office orders:

Memos are short, official, written statements prepared for a specific person or a committee within the organization, in order to give information about a particular matter, e.g. to make announcements, requests, give reminders, acknowledgements; to inform about new policy decisions; to circulate in-house reports, progress reports etc; to seek explanations; to request action, information or suggestions. They are written to keep a permanent record of any matter that should be known to all employees.

Office orders are formal downward communication, which are written to convey information relating to employees' rights and service conditions. For e.g. transfers, postings and promotion/retrenchment, about annual increments or about any disciplinary action taken.

3) The difference between memo and office order

- i) In a **memo** the name and designations of the sender and receiver is given. It is addressed to the concerned receiver while an **office order** is not. The office order is about a particular person but usually a third person is used and details are given about the person and the action to be taken. The names and designations of persons to whom copies of the order are being sent are mentioned in the Office order.
- ii) The memo is usually not sent on the company letterhead whereas for the Office order the company letterhead can be used.
- iii) Politeness markers are less used in a memo whereas in an office order a polite tone should be used.

4) The memo has the following characteristics:

- i) It carries the word MEMORANDUM on top of the page and contains space beneath for writing the name (and/or designation) of sender and receiver(s), the date and the subject.
- ii) It is often brief and states the main message directly.
- iii) It is less formal than a letter as it has no salutation at the beginning or the end. Neither does it have any inside address and the designations of receivers are written informally.

5) The business letter and memo are different in the following respects:

- i) The business letter is formal with appropriate salutations while the memo is less formal and contains no salutations.
- ii) The business letter has the address of the sender and the receiver whereas the inside addresses are absent in the memo.
- iii) The business letter is sent on the company letterhead whereas the memo does not because the latter is meant for in-company communication. It is sent on a plain paper or on printed memo forms.
- iv) The business letter is usually a page or more in length whereas the memo is often concise in form and content and rarely exceeds a page.
- 6) While drafting an office order or a memo brevity and precision of the message should be given importance. The purpose should be stated directly and the active voice used as far as possible. The sentences should be short and simple. The tone and language should be objective as well as courteous. Personal opinions/ comments should be avoided in both cases.
- 7) **The purpose of writing a circular** is to inform employees of a change in company policy procedures, events taking place within the company, posts for internal appointment or about new schemes/ventures undertaken by the company.

Date: 27/2/20xx

8) **MEMORANDUM**

To: Managers (Sales, Production, Quality Control)

From: MD

Subject: Urgent meeting concerning Funky Toys.

Features of Written and Oral Communication

There is a threat that Funky Toys may break off business relations with us. This is because of the defective toys sent in the last consignment. The defects were:

- i) some of the teddy bears were not properly stitched and were coming apart.
- ii) Some of the dresses of the dolls were torn in places.
- iii) The number of dolls was less than ordered

We must look into the matter immediately and take remedial measures. Please come to my office tomorrow; i.e. 28^{th} of February at 11.00 am with practical solutions and concrete suggestions to prevent this important client relation from being severed.