

Paper: 101 / Subject: Communication Skills

Total Hrs/Week: 2

Credits 2

Aim:

Objective is to guide/help students in improving their English communication skills.

Prerequisite:

Basic School English

1. Introduction
  - 1.1. Spoken and conversation for Greetings, Requests, Invitation, Permission, Thanks etc.
  - 1.2. Basic Sentence patterns
  - 1.3. Agreement between Subject and Verb
  - 1.4. Basic rule of Composition
  - 1.5. Paragraph Development
  - 1.6. Vocabulary Development
  - 1.7. Model Auxiliary
  - 1.8. Active and Passive voice
  - 1.9. Conjunction and prepositions

### 2. Writing Skills

- 2.1. Guidelines for effective writing
- 2.2. Writing style of application
- 2.3. Personal Resume
- 2.4. Business letter and Memo including Requests, Complains, asking quotation etc.
- 2.5. Technical Report writing

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### 3. Speaking and Discussion Skills

- 3.1. Components of Effective talk / presentation
- 3.2. Planning of content of a talk / presentation
- 3.3. Use of Visual aids
- 3.4. Effective speaking skills
- 3.5. Discussion skills

### Reference Books:

1. Handbook of practical Communication skills – Chrisle W. JAICO
2. Basic Managerial Skills for all – S. J. McGrath - PHI
3. Reading to learn – Sheila Smith & Thomas M. Methuen (London)
4. Communication conversation Practice – Tata McGraw Hill
5. Communication in English – R. P. Bharnagar & R. T. Bell – Orient Longman
6. Good English – G. H. Vallins – Rups & Co.
7. Let's talk English – M. I. Joshi
8. Essentials of Business Communications – Pat & Sons, S. Chand

## Chandni Koral P Communication Skills

H.....! How's it going?  
Not too bad, busy as ever.  
H..... How are things?  
Oh fine. You know how it is.

### MAKING A REQUEST

When you ask someone to do something for you, or ask if you can do something, it's important to sound polite.

In our daily life we come across many situations where we have to make a request or a command. There are different levels of politeness in making a request. You have to know them because they will help others to understand what you want to convey. Otherwise, there is a probability of taking your request as a command. The following are some of the ways how you can request something.

Give me some money.  
Will you lend me some money, (please)?  
Can you lend me some money, (please)?  
Could you lend me some money?  
Do you think you could lend me some money?  
I wonder if you could lend me some money.  
Would you mind lending me some money?

If you could lend me some money, I'd be very grateful/I'd appreciate it.

In the above list, the first is the least polite way of making a request and the last is the most polite. They are arranged in the ascending order (मत्ती श्रम्मी).

It is important to understand that using the proper degree of politeness is very important otherwise it sounds awkward. For example, if you say 'Would you mind fetching me some water?' to your servant, it looks odd and he/she will be offended. Also, when you want to ask something (pen for example) from a stranger, say 'Will you lend me your pen?' as it will sound rudeness and he will understand it as a command instead of a request. Hence, before you ask something, identify the closeness of the person with you and make the request in correct form.

Here are some of the common ways that you can do this.

Bring someone to do something for you.  
"Could you open the door for me, please?"

"Would you mind opening the door for me, please?"

"Can you open the door for me, please?"

Speaking tip: could and can are followed by the verb without to. Would is followed by the verb and -ing.

### Introduction

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Asking if you can do something

"Can I use your computer, please?"

"Could I borrow some money from you, please?"

"Do you mind if I turn up the heating?"

"Would you mind if I turned up the heating?"

Speaking tip : Could is more polite than can.

"Do you mind if..." is followed by the verb in the present tense but "Would you mind if..." is followed by the verb in the past tense.

When you're using these two sentences, don't use please, it's already polite enough!

### INSTRUCTIONS AND REQUESTS

When you want someone to do something, you use an instruction or a request. Requests are more polite than instructions, but sometimes requests are made using the grammar of instructions, and sometimes instructions are made using the grammar of requests. Finally some requests are made as statements and these are even more difficult. It is very important to use the right construction when you are speaking to someone. Otherwise you will seem rude or sarcastic.

\* The difference between requests and instructions.

#### Instruction

Grammar: An instruction (also called an order or an imperative) is always in the infinitive without "to", so it is rather like a present simple tense. However, the subject of an instruction is always "You", but mostly it is understood, not spoken. Sometimes a vocative (name) is used to show who the instruction is given to.

For example:

"Rajni, (you) show me your homework."

Orders demand obedience. Often they are given by important people to less important people. Instructions are given by people showing how to do something. Because people like to think they are independent, they often get angry with people who give them orders. So usually we use the grammar of requests. However, people do not mind (and usually obey) written instructions, so you often see these.

For example :

"Click here." (On web pages) "Push / pull" (on doors). "No smoking"

You can get books full of instructions. These are called manuals.

You will hear instructions less often. You might get them at work.

For example :

"Come in early for the meeting tomorrow, Mahesh."

Or from government employees, such as policemen :

For example :

"Step out of your car, Mr."

If the person being given the imperative needs to be told who he is, the name is said first or last:

For example :

"Jay, eat your carrots!"

"Be quiet, Sima!"

### Requests

Grammar. Requests are questions, so they use the grammar of questions (the auxiliary is changed with the subject, and the sentence finishes with a question mark). Since the person making the request wants someone to do something, it is polite to ask if they are able to do it. Therefore people making requests often use modals of ability.

For example :

"Can you pass me the salt, please?"

"May I have the salt?"

To make the request even more polite, a subjunctive may be used (if you are not sure about subjunctives, don't worry - they are like past tenses here).

For example :

"Could you pass me the salt, please?"

"Might I have the salt?"

We use a request when a person can choose whether or not to do it. Good people almost never give orders to strangers. Sometimes a person will make a request instead of giving an order because it is more polite. sometimes, even a request is too strong, and we use a suggestion, or an indirect request. Also some requests can be given as instructions to people you know well.

For example :

"Can I see you in my office, Jay?" (instruction as request)

"Please would you open your suitcase, Madam." (instruction as request)

"Come to the party tonight. It will be fun." (request as instruction)

"Kiss me, quick!" (request as instruction)

"Why don't you shut up?" (strong instruction as suggestion)

"Would you like to come this way?" (polite request as suggestion)

"Is there any more tea?" (indirect request for tea)

"Have you got any change (ပူဇ္ဈာလ - လက်)?" (indirect request for money by beggars)

### Introduction

Please

"Please" is often used with requests or instructions to make them more polite. It is a shorter form of the older expression "If it pleases you". "Please" comes at the beginning or end of a sentence, as with names, but it does not usually come before the name at the beginning or after the name at the end.

For example :

"Sushma, please come here."

"Sushma, come here please."

"Come here please, Sushma."

"Please come here Sushma."

are all different ways of saying the same thing. If it is a boss speaking to his secretary, this would be an instruction. If it is a boy talking to his girlfriend, it is a request.

Register

When talking to people they do not know, or to people they need to be polite to (such as their employers) good people use indirect requests, suggestions or very polite requests.

For example :

"Excuse me, that's my foot." (Translation : Get off my foot! Now!).

"I can't swim." (Translation : Help, I'm drowning!)

"May be you should leave now." (Translation : Get out.)

"Perhaps you would like to pay now?" (Translation : Pay.)

"Could you pass me the salt, please?"

"May I take this chair, please?"

People in official positions often make polite requests when they are commands.

For example :

"Would you leave now, please Sir?"

"Would you like to explain why you were driving too fast?"

(Notice that the grammar is same as for offers but the meaning is completely different.)

An official way of giving orders is to use simple or passive future tenses.

For example :

"Male workers will wear ties at all times."

"Female workers are to be properly dressed."

## How to make Requests / Offers / Communication Skills

We use the neutral register when talking to people we know casually, perhaps at work. Requests are usually with modals, and sometimes instructions with a preliminary question. If it is likely a request will be refused, it is made as an indirect request.

For example :

"Can you pass me that book please Kalpana?"  
"May I use this now?"

"Would you do me a favour, Ram? Open the window."

"I wouldn't mind a cup of tea. Is it your turn?"

"Have you finished with that newspaper?" (Translation : Can I read it?)

The informal or casual register is used with people we know well. Requests here are often given as imperatives, or as very simple indirect requests. Imperatives are often very strong, or even threats, and sometimes use question tags. Imperatives are often friendly. For example :

"Give me another cup of tea, Love."

"Pass the ketchup."

"It's too noisy in here."

"It's your turn to buy the drinks."

"Be quiet, will you?"

"Don't ever do that again, or else!"

"Come on, you go first."

"Enjoy your food!"

### ANSWERING REQUESTS AND INSTRUCTIONS

**Formal Agreement :** To show that you are going to do as you have been asked, you should respond. If it is to someone with the right to give you orders, the response can be "Yes," followed by a title. If responding to a request, you can use "certainly", "by all means" or "of course". If you are being asked to stop doing something you shouldn't, you can apologise.

For example :

"Come here, please."

"Yes, Mrs. Shah"

(Or for husbands) "Yes, dear."

"Can I come in please?"

"Of course, surely"

"Oh, Yes, by all means. Please do."

### Introduction

**Formal refusal -** It is not usual to refuse a formal request or instruction. Instead, if you want to say "no" you should ask the reason, or explain why you can't do it, and apologise.

For example :

"Come here!"

"What's the matter?"

"Is it very urgent?"

"No, sorry, I can't, I'm on the phone."

"I'm afraid that's impossible, I was told to stay here."

**Informal and casual agreement -** With friends and family, responses can be very relaxed. Often people granting a request will use a less formal register to show they are friendly and don't mind doing something.

For example :

"Come here!"

"Sure"

"Coming".

It is the same with informal refusals.

For example :

"No"

"I'm busy"

(or even insulting) "get lost!"

Okay,

Do you understand that? (Question)

There's some exercises next. (Indirect Request)

Please, could you press the blue triangle to go on. (Request)

### ASKING FOR AND GIVING PERMISSION

When you ask for permission to use something that belongs to someone else, you have to do your best to be polite. It is desirable to use the word "please."

**Asking for Permission :**

"Can I go out, please?"

"May I open the window, please?"

"Please, can I have a look at your photo album?"

"Please, may I taste that hot spicy dish?"

"Do you mind if I smoke?"

Would you mind if I asked you something ?

Is it okay if I sit here ?

Would it be all right if I borrowed your mobile phone ?

#### Giving Permission :

Yes, please do.

Sure, go ahead.

Sure.

No problem.

Please, feel free.

#### Refusing to give permission :

No, please don't.

I'm sorry, but that's not possible.

I'm afraid, but you can't.

#### Dialogue :

Shyama, an eight years old, is asking her mother for permission to use the computer :

Shyama : Please mum, can I use the computer ?

Her mother : No, dear you can't. It's time to go to bed.

Shyama : May I read a story before I sleep ?

Her mother : Sure ! But sleep early.

Shyama : Thanks a lot mummy.

Some other common phrases are

Can I ask you a question ?

May I have a piece of cake ?

Could I get you to turn off the lights ?

Do you mind if I smoke ?

Would you mind if I asked you something ?

Is it okay if I sit here ?

Would it be all right if I borrowed your lawn mower ?

#### Giving Permission

Sure.

Go ahead.

No problem.

#### Introduction

#### 1.2. BASIC SENTENCE PATTERNS

The number of simple sentence patterns is small. A sentence must have a subject (a noun or a noun phrase) and a predicate (verb or a verb followed by an object or a complement).

શ્વરી મણુષી એટા (નામ/ચર્ચિતામ) અને વિધેય વર્ણણ લોભ બે (ક્રી + પ્રકૃ).

#### The Construction of a Sentence :

##### Subject

The subject of a verb is usually a noun, a pronoun or a noun phrase. The subject should be in agreement with the verb.

દાખલાની કાર્ડ નામ/ચર્ચિતામ લોભ અને તે દ્વારા ચારે મજાની આપવી જોઈએ.

The dogs are barking. (Plural).

The dog is barking. (Singular)

##### Verb

There are three types of verbs :

ક્રીપ્રકારણ લોભ બે :

- લોભક : Linking verb (Pattern S + LV + Cs for the explanation of the linking verb).

- અન્સ્ટ્રક્ટ : Intransitive verb (Pattern S + IntrV + (Adv) for the explanation of the intransitive verb).

- સંપ્રક્રમક : Transitive verb (Pattern S + TrV + Od + (Adv) for the explanation of the transitive verb)

##### Complement

A complement usually follows a linking verb; The complement tells us more about the subject.

વિધેય વર્ણણ જોક દ્વારા એટી આપે છે અને કરી રિશે વધુ કરે છે.

S LV Cs  
My father is a doctor.

Sometimes an object can also have a complement.

અને પણ વિધેય વર્ણણ લીધી શકે.

A transitive verb requires a direct object and the direct object is followed by an object complement.

સંપ્રક્રમક દ્વારા અત્યારે કરી લોભ બે, જે પણી કરી રિશે, આપે છે.

S LV Od Co  
Rakesh considered her talented.

### Communication Skills

#### Object

Objects are of two types, direct object and indirect object and occur only after transitive verbs.

ગુણ કે પ્રકારના છે : પ્રત્યક્ષ (મુખ્ય), અપ્રત્યક્ષ (ગૌણ); હોશા સર્વક ડિયા પણ.

S TrV Od (Adv)

She has read this novel recently.

An indirect object also comes immediately after the main verb, but is usually followed by a direct object.

પ્રત્યક્ષ કર્તૃ મુખ્ય ડિયાએ પણ આવી શકે પણ તેના પણ મુખ્ય કર્તૃ આવે.

S TrV Oi Od

She asked him a question.

#### Adverbial

An adverbial can be a one-word adverb, a noun phrase, a prepositional phrase or a clause.

Ravinder lives there. (adverb)

I read this novel last week. (noun phrase)

Salma is sitting in the library. (prepositional phrase)

I met him while he was leaving the room. (clause).

### BASIC PATTERNS

#### Pattern 1 - SVA

Subject (S) + Intransitive Verb (IntrV) + Adverbial (Adv)

S IntrV

Aashna sainted.

S IntrV Adv

Kavya laughed loudly.

#### Pattern 2 - SVCA

Subject (S) + Linking Verb (LV) + Subject Complement (Cs) + Adverbial (Adv)

S LV Cs

Prakash is in the library.

The complement may be an adjective, a noun, a preposition phrase or an adverb.

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#### Pattern 3 - SVOA

Subject (S) + Transitive (TrV) + Direct object (Od) + Adverbial (Adv)

A transitive verb requires a direct object to complete it. A direct object is a pronoun or a noun.

રાણું ડિયાપદે મુખ્ય કર્તૃની જરૂર પડે જે નાના/સર્વનાન બૈધ અને ડિયાન વિનાની કર્તૃની પૂર્ણવાચી આવે.

S TrV Od

Kapil Dev hit the ball.

→ A direct object can be an answer to 'what' or 'whom'.

He addressed (whom) the audience.

→ It is possible to use an adverbial with a transitive verb.

He addressed the audience in the hall. (Adv)

#### Pattern 4 - SVOOA

Subject (S) + Transitive Verb (TrV) + Indirect Object (Oi) + Direct Object (Od) + Adverbial (Adv)

There is a group of verbs in English which require two objects, an indirect object, and a direct object.

સેવાની ડિયાએ મુખ્ય કર્તૃની ગૌણ વિનાની કર્તૃની જરૂર પડે. ડિયાની દોષે કે કોઈ માર્ગ પૂર્ણવાચી ગૌણ કર્તૃની પડે.

S TrV Oi Od (Adv)

He gave his daughter a present on her birthday.

The indirect object indicates to whom or for whom the action of the verb refers to. It can be a noun or a pronoun. It may often be replaced by a prepositional phrase beginning with 'to' or 'for'.

#### Pattern 4a

Subject (S) + Transitive Verb (TrV) + Direct Object (Od) + to/ for + Noun or Pronoun (N) + Adverbial (Adv)

The indirect object can be used after the direct object with 'to' or 'for' used before it.

ગૌણ કર્તૃ આગળ રહ્યે કે for મુખ્ય કર્તૃ પણ કર્તૃ મુખ્ય કર્તૃ આવે.

Dwiti bought me a book.

Dwiti bought a book for me yesterday.

There are some verbs which cannot have an indirect object before the direct object, as we saw in Pattern 4.

અનુભૂતિયાની ઉપર મુજબ ગૌણ કર્તૃ આવે નહિએ.

e.g. She explained me the situation.

Verbs such as admit, announce, declare, demonstrate, describe, explain, introduce, mention, propose, prove, repeat, report, suggest, etc. follow only pattern 4a.

#### Pattern 5: - SVOCA

Subject (S) + Transitive Verb (TrV) + Direct Object (Od) + Object Complement (Co) + Adverbial (Adv)

S TrV Od Co Adv  
The school elected Rakesh Secretary on Monday.

The object complement can be a noun/pronoun or an adjective.

#### \* Simple, Compound and Complex Sentences :

Sentences are divided into three types, depending on the construction of sentences in terms of clauses - simple, compound and complex.

Consider the following set of sentences:

- I opened the door. I saw a ghost.
- I opened the door and saw a ghost.
- When I opened the door, I saw a ghost.

The three sets of sentences given above mean almost the same, but they are constructed differently. Sentence (a) is a sequence of two simple sentences, (b) is a compound sentence and (c) is a complex sentence.

As you know, a sentence consists of one or more finite clauses. A clause is a grammatical unit which necessarily has a verb phrase in it. The easiest way of finding out the number of clauses in a sentence is to count the number of verb phrases in it. The number of clauses is the same as the number of verb phrases in it. ક્રાંતિક વાક્ય બને નિઃ - એવા ક્રાંતિક વાક્યનું વાક્ય બને શકે નાથી. માટે ક્રાંતિક સંખ્યા જોતી કે કોઈ વાક્યનું વાક્ય.

A simple sentence consists of a single clause. That is, it has a single verb phrase in it. In example (a) given above, opened is the verb phrase in the first sentence and saw is the verb phrase in the second sentence. અને વક્તવ્ય વિના ક્રાંતિક.

In example (b), 'and' is the co-ordinating conjunction used and the two clauses are seen as equal in rank. Co-ordinating conjunctions establish grammatical equality between two clauses. Such clauses are called co-ordinate clauses. A sentence which consists of two or more co-ordinate clauses is called a compound sentence. ક્રાંતિક વાક્યનું એવી વાક્ય અને (ઓન, માનિએન) એટેજન હોય કે ક્રાંતિક વાક્યનું એવા વાક્યોનું હોયાં એવા.

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In example (c) above, 'when' is the subordinating conjunction used. A clause beginning with a subordinating conjunction is called a subordinate or dependent clause. The other clause, which can stand by itself, is called a principal or independent clause. In some sense, a subordinate clause is seen as lower in rank to the principal clause. Therefore, such a sentence is characterised by grammatical inequality of the two clauses. A sentence which consists of one principal clause and one or more subordinate clauses is called a complex sentence. એમને વાક્ય એવું હોય કે એક વાક્યનું વિના એવું હોય કે એક વાક્યનું વિના એવું હોય કે એક વાક્યનું વિના.

#### Conversion :

(1) Conversion of a simple sentence into a complex sentence.

નામનું વિના - નામી, noun, adj., adv. scilicet ut-vidi એવો.

When we convert a simple sentence into a complex sentence, we must use at least two clauses and one of them must begin with a subordinating conjunction. This can be done by expanding a phrase or non-finite clause into a finite clause. Here are some examples.

- Simple - He pleaded total ignorance in the matter.  
Complex - He pleaded that he was totally ignorant in the matter.
- Simple - Despite his protests, the management went on with its original plan.  
Complex - Though he protested, the management went on with its original plan.
- Simple - This is not the way to introduce the chief guest.  
Complex - This is not the way in which we should introduce the chief guest.

(2) Conversion of a complex sentence into a simple sentence

નામ વિનાનું કોણું રેખી એ એ નામ વિના (ઓન એ બાબુ) રહેવા હો.

For converting a complex sentence into a simple sentence, we generally need to express the meaning of the subordinate clause using just a word or a phrase.

- Complex - Wars should be avoided so that democracy succeeds.  
Simple - Wars should be avoided for the success of democracy.
- Complex - I am responsible for whatever I decide.  
Simple - I am responsible for all my decisions.
- Complex - The report that he behaved in an irresponsible manner shocked me.  
Simple - The report of his irresponsible behaviour shocked me.

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- Complex** - Even if you are cautious, you might make some mistakes.  
**Simple** - Despite your caution, you might make some mistakes.  
**Complex** - I rushed out of the room when I heard the deafening sound of the explosion.  
**Simple** - I rushed out of the room on hearing the deafening sound of the explosion.

(3) Conversion of a simple sentence into a compound sentence मुख्य वर्तमान विकल्प तेव्हा कृति (मात्रा अनुभव) वर्तमान विकल्प तेव्हा कृति. लेखन वार्ता. For converting a simple sentence into a compound sentence, we should have at least two clauses joined by a co-ordinating conjunction like 'and', 'or', 'but'.  
**Simple** - In spite of his problems, he completed the assignment in time.  
**Compound** - He had problems, but he completed the assignment in time / He had problems and still / (yet) he completed the assignment in time.

- Simple** - In addition to offering useful advice, the manager helped me in getting the job.  
**Compound** - The manager offered me useful advice and also helped me in getting the job.  
**Simple** - On hearing the deafening sound of the explosion, I rushed out of the room.  
**Compound** - I heard the deafening sound of the explosion, and I rushed out of the room.

(4) Conversion of a compound sentence into a simple sentence मुख्य वर्तमानी विकल्प मुख्य अन्य, विकल्प फळ अन्यांसे. For converting a compound sentence into a simple sentence, we need to remove the co-ordinating conjunction and use only one clause.

- Compound** - He is a foreigner and yet he speaks Marathi well.  
**Simple** - In spite of being a foreigner, he speaks Marathi well.  
**Compound** - You must study hard or you will not do well in the examinations.

**Simple** - You must study hard in order to do well in the examinations.

(5) Conversion of a complex sentence into a compound sentence संकेतान्वय विकल्प अन्यांसे (कृति-विकल्प जोड वापर).  
**Complex** - Though he was tired, he continued with his journey.  
**Compound** - He was tired and yet he continued with his journey.

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- b. **Complex** - If you do not co-operate with the investigating team, you will be dismissed from the job.  
**Compound** - Co-operate with the investigating team or you will be dismissed from the job.  
(6) **Conversion of a compound sentence into a complex sentence**  
a. **Compound** - He wanted to get married soon and registered himself at a marriage bureau.  
**Complex** - He registered himself at a marriage bureau because he wanted to get married soon.  
b. **Compound** - I have tried to read this book several times, but I was never able to go beyond the first ten pages.  
**Complex** - Even though I have tried to read this book several times, I was never able to go beyond the first ten pages.

**1.3. AGREEMENT BETWEEN SUBJECT AND VERB**

Verb of sentence must agree to the number and person of the subject. दियापास तेना वर्तमान पुढी अनुभव लेवू झाईजो. दाता. The pipe carries the water. (असी वर्ती pipe कृ.पू. ए.वां. ठे ठी दियापास पूढा अनुभव ठे.)

We design building and bridges. असी वर्ती we कृ.पू. ए.वां. ठे ठी दियापास वर्ती अनुभव ठे.) कलाचार उद्योग तेव्ही prepositional phrase लेवू ती तेना वचनावृत्तशास्त्र वर्ती. दाता. The representatives of the union are coming. (असी वर्ती वर्ती अनुभव ठे.)

Following are some rules of Subject - Verb Agreement :

1. Avoid error of proximity :  
 i. The basics of English were taught by him. (not 'was')  
 ii. The Cost of Mangoes is high in February. (not 'are')
2. Two or more noun or pronoun joined by 'and' take plural verb.  
 i. Gold and silver are precious metals.  
 ii. My sister and her friend are watching a movie.  
 iii. X and Y go to temple everyday..
3. Two or more singular nouns or pronouns of the same person joined by 'either or', 'neither nor', 'nor', 'or' take singular verb.  
 i. Either my brother or my sister has prepared this project.  
 ii. Neither my father nor my mother is educated.

**Communication Skills****Exception to the rule :**

If two or more nouns or pronouns of different number or person are joined by 'either/or', 'neither nor', 'nor', 'or' the verb agrees to the nearest noun or pronoun.

- i. Either he or I have done this.
- ii. Neither my friend nor you are invited.
- iii. Either Vinita or her parents want to attend the party.
4. Singular noun or pronoun joined by 'with', 'as well as' take singular verb.
- i. BBA as well as B.C.A. is offered here.
- ii. The king with his courtiers is to remain present at the carnival.
5. Words like 'either', 'neither', 'each', 'every', 'everyone', 'one', 'none' + of + plural noun take singular verb.
- i. Each of the students was given homework.
- ii. None of them has agreed with me.
6. Words like 'news', 'pains', 'means' take either singular or plural verb.
- i. No news is good news today.
- ii. No news are good news today.
7. Words like 'politics', 'mathematics' take singular verb.
- i. Mathematics is a difficult subject.
- But,
- i. Three chapters of Mathematics are difficult.
8. When the proper noun is plural, verb is always singular.
- i. The United States of America was a super power in the past.
9. Plural noun that show 'quality', 'quantity', 'amount', 'distance' and 'time' etc. take singular verb.
- i. Thirty Five Kilometers is a long distance to walk.
- ii. Fifty kilograms of rice is enough for our family.
- iii. Rs. 120/- is not a big amount for such a precious book.
- iv. Three years is a long time for me to wait for you.
- \* Choose the correct form of the verb that agrees with the subject.
1. Akshita and her brothers (is, are) at school.
2. Either my mother or my father (is, are) coming to the meeting.
3. The dog or the cats (is, are) outside.
4. Either my shoes or your coat (is, are) always on the floor.

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- Dwiti and Tamanna (doesn't, don't) want to see that movie.
5. Benito (doesn't, don't) know the answer.
  6. One of my sisters (is, are) going on a trip to France.
  7. The man with all the birds (live, lives) on my street.
  8. The movie, including all the previews, (take, takes) about two hours to watch.
  9. The players, as well as the captain, (want, wants) to win.
  10. Either answer (is, are) acceptable.
  11. Every one of those books (is, are) fiction.
  12. Nobody (know, knows) the trouble I've seen.
  13. (Is, Are) the news on at five or six?
  14. Mathematics (is, are) John's favourite subject, while Civics (is, are) Andrea's favourite subject.
  15. Eight dollars (is, are) the price of a movie these days.
  16. (Is, Are) the tweezers in this drawer?
  17. Your pants (is, are) at the cleaner's.
  18. There (was, were) fifteen candies in that bag. Now there (is, are) only one left!
  19. The committee (debates, debate) these questions carefully.
  20. The committee (leads, lead) very different lives in private.
  21. The Prime Minister, together with his wife, (greets, greet) the press officially.
  22. All of the CDs, even the scratched one, (is, are) in this case.

**1.4. BASIC RULES OF COMPOSITION****Sentence Fragments Vs. Complete Sentences**

Before writing anything, the writer must first understand the difference between a complete sentence and a sentence fragment. A complete sentence is composed of a subject and a verb.

Example (A): Driving home from work.

Example (B): Driving home from work, Tarun stopped to fill up gas.

In the two sentences above, Example (A) has a verb in the form of a gerund but no noun, while in Example (B), the sentence has both a verb and a subject. **Subject/Verb Agreement**

In standard English, a singular subject must have a singular verb and a plural subject a plural verb. Examples (C) and (D) show correct subject/verb agreement, and Example (E) highlights incorrect use.

### Communication Skills

Example (C): *The team is going to the championship game.*

Example (D): *The teams are going to the championship game.*

Example (E): *Dramatic stories tell the reader what will happen early.*

#### Simple/Compound Sentences

A simple sentence has one subject and one verb. This type of sentence describes one idea or thought that can stand on its own. A compound sentence joins two simple sentences together by using coordinating conjunctions, i.e., 'and', 'or', 'but', 'for'. A comma must be placed before the coordinating conjunction in a compound sentence. Mastering the construction of these two types of sentences allows the writer to communicate more effectively. The following are examples of simple and compound sentences.

*Jayesh reads books.*

*Ramesh walked to the park, but his wife drove.*

#### Essay Format

The five-paragraph essay is a standard composition format for basic writing. The first paragraph, better known as the introductory paragraph, contains the topic sentence, i.e., the thesis statement. The next three paragraphs are the body of the essay, and each of these paragraphs should support your thesis. The final paragraph is the conclusion of the essay which briefly summarizes, but never restates, the thesis statement and should reflect a finished, well organized product.

#### Introductory Paragraph

The introductory paragraph tells the reader what he should expect to learn from the essay (topic sentence) and a general idea of the points you will be making. When constructing this paragraph, automatically have three ideas of support to discuss. These three ideas will be listed in your thesis sentence. For example, in an essay regarding high gas prices, a good thesis sentence would be, "High gas prices have forced me to get a part-time job, forgo vacation and carpool to work." These three points let your reader know exactly what you will be focusing on.

#### Body Paragraphs

The points discussed within the body of the paper should be structured in the order they are listed in the thesis sentence. From the example above, Paragraph two should focus solely on the reasons high gas prices forced you to get a part-time job, paragraph three on forgoing vacation and paragraph 4 on carpooling to work. Within each paragraph, create sentences that support your point of view through facts and examples.

#### Conclusion

Conclude your essay as precisely as you can. Here you want to recap your thesis statement to remind your reader what you set out to do. Briefly and generally

### Introduction

discuss the points that you made in the essay. Your conclusion should be written with the belief that you have proven everything you wanted to prove in your essay.

#### 20 BASIC RULES OF COMPOSITION IN SHORT

1. Always avoid alliteration.
2. Prepositions are not words to end sentences with.
3. Avoid clichés.
4. Remove ampersands & abbreviations, etc.
5. It is wrong to ever split an infinitive.
6. Parenthetical remarks (however relevant) are unnecessary.
7. Foreign words and phrases should not be avoided.
8. Never generalize.
9. Comparisons are very bad.
10. Don't be redundant or use more words than necessary. It's highly superfluous.
11. Be more or less specific.
12. One-word sentences? Eliminate.
13. The passive voice is to be avoided.
14. Even if a metaphor sings, it should be derailed.
15. Nobody needs rhetorical questions.
16. Employ the vernacular.
17. Analogies are avoided.
18. Contractions are not proper.
19. Eliminate quotations.
20. Exaggeration is a billion times worse than understatement.

### 1.5. PARAGRAPH DEVELOPMENT

#### Importance

#### What is a paragraph?

Paragraphs are the building blocks of papers. Many people define paragraphs in terms of length: a paragraph is a group of at least five sentences, a paragraph is half a page long, etc. In reality, though, the unity and coherence (व्यापकता) of ideas among sentences is what constitutes a paragraph. A paragraph is defined as "a group of sentences or a single sentence that forms a unit". Length and appearance do not determine whether a section in a paper is a paragraph. For

instance, in some styles of writing, particularly journalistic styles, a paragraph can be just one sentence long. Ultimately, a paragraph is a sentence or group of sentences that support one main idea. Here, we will refer to this as the "controlling idea," because it controls what happens in the rest of the paragraph.

Before determining what the composition of a particular paragraph will be, you must first decide on a working thesis for your paper. What is the most important idea that you are trying to convey to your reader? The information in each paragraph must be related to that idea. In other words, your paragraphs should remind your reader that there is a recurrent (पुनरावृत्ति) relationship between your thesis and the information in each paragraph. A working thesis functions like a seed from which your paper, and your ideas, will grow. The whole process is an organic one – a natural progression (संवृत्ति) from a seed to a full-blown paper where there are direct, familial relationships between all of the ideas in the paper.

The decision about what to put into your paragraphs begins with the germination (जड़ीबूल) of a seed of ideas; this "germination process" is better known as brainstorming. There are many techniques for brainstorming; whichever one you choose, this stage of paragraph development cannot be skipped. Building paragraphs can be like building a skyscraper (विशाल भवन): there must be a well-planned foundation that supports what you are building. Any cracks, inconsistencies (विवर्णितात्मा), or other corruptions of the foundation can cause your whole paper to crumble (पतली चट्टु).

Every paragraph in a paper should be :

- Unified – All of the sentences in a single paragraph should be related to a single controlling idea (often expressed in the topic sentence of the paragraph).

- Clearly related to the thesis – The sentences should all refer to the central idea, or thesis, of the paper.

- Coherent – The sentences should be arranged in a logical manner and should follow a definite plan for development.

- Well-developed – Every idea discussed in the paragraph should be adequately (पूर्ण) explained and supported through evidence and details that work together to explain the paragraph's controlling idea.

#### 5-STEP PROCESS TO PARAGRAPH DEVELOPMENT

Let's walk through a 5-step process to building a paragraph. Each step of the process will include an explanation of the step and a bit of "model" text to illustrate how the step works.

#### Introduction

Step 1 : Decide on a controlling idea and create a topic sentence:

The first step in developing a paragraph is the formulation of the controlling idea. A controlling idea is the main idea, writer's attitude or evaluation of something. This idea directs the paragraph's development. Often, the controlling idea of a paragraph will appear in the form of a topic sentence. Just as an essay has a thesis sentence that expresses the controlling idea of the essay, a paragraph has a topic sentence that states the controlling idea for the paragraph. Sometimes, one may need more than one sentence to express a paragraph's controlling idea. For example,

If the subject of paragraph Writing is The Festival I like...

My favourite festival is Janmashtami, the birthday of Lord Krishna. (Topic sentence)

Step 2 : Explain the controlling idea :

Now, the writer explains his/her thinking about the main topic, idea, or focus of the paragraph. The writer gives supporting ideas to the topic sentence so that the reader understands how to interpret the information presented in the idea statement or topic sentence of the paragraph.

In our family the religious sentiment is rather strong, and not surprisingly, for there are three people all above sixty i.e. my grandfather, his younger brother and grandmother. The result is that all religious festivals are celebrated with great devotion and religious ceremonies. Janmashtami, however, has great fascination for me for reasons not at all religious.

Step 3 : Give Example/s :

The example serves as a sign or representation of the relationship established in the idea and explanation portions of the paragraph. Paragraph development progresses with the expression of some type of support or evidence for the idea and the explanation that came before it.

I like two things about it, both giving me untold pleasure - The birth scene and preparation of sweets.

Step 4 : Explain the example/s :

The next movement in paragraph development is an explanation of each example and its relevance (प्रत्येक) to the topic sentence and rationale that were stated at the beginning of the paragraph. This explanation shows readers why you chose to use this/or these particular examples as evidence to support the major claim, or focus, in your paragraph.

Continue the pattern of giving examples and explaining them until all points/examples that the writer deems (पूर्ण) necessary have been made and

explained. NONE of your examples should be left unexplained. You might be able to explain the relationship between the example and the topic sentence in the same sentence which introduced the example. More often, however, you will need to explain that relationship in a separate sentence.

*The birth scene is presented through a decorated cradle and plenty of fragrant flowers and green leaves as well as lot of colourful draperies gives me immense pleasure to put together. Half a dozen kinds of sweets preparation for those who observe a fast keep my mouth watering all the time when they are being made.*

Step 1: Complete the paragraph's idea or transition into the next paragraph. The final movement in paragraph development involves tying up the loose ends of the paragraph and reminding the reader of the relevance of the information in this paragraph to the main or controlling idea of the paper. At this point, you can remind your reader about the relevance of the information that you just discussed in the paragraph. You might feel more comfortable, however, simply transitioning your reader to the next development in the next paragraph.

*I don't have to wait for the midnight hour, when Lord Krishna was supposed to have been born and when the fasting devotees first taste the delicious sweets. For, while all the adults are busy visiting temples, I get plenty of opportunity to eat the sweets and keep watch on thieving cats.*

## 1.6. VOCABULARY DEVELOPMENT

A form to which a rule of word-formation is applied is called a BASE (as distinct from STEM) and the chief processes of English word-formation by which the base may be modified are :

### (1) AFFIXATION

- (a) Adding a prefix to the base, with or without a change of word-class (e.g.: courage - encourage)
- (b) Adding a suffix to the base, with or without a change of word-class (e.g.: drive - driver)

### (2) CONVERSION

- i.e. assigning the base to a different word-class without changing its form [zero affixation, e.g.: drive (v) - drive (n)]

### (3) COMPOUNDING

- i.e. adding one base to another (e.g.: ink-pot - inkpot).

Once a base has undergone a rule of word-formation, the derived word itself may become the base for another derivation; and so, by reapplication, it is possible to derive words of considerable morphological and semantic complexity. A moderately complex example is the word *unfriendliness*, the derivation of which we set out as follows :

- |                             |                       |
|-----------------------------|-----------------------|
| (1) friend                  | NOUN                  |
| (2) friend-ly               | NOUN - ADJECTIVE      |
| (3) unf[(friend)-ly]        | ADJECTIVE - ADJECTIVE |
| (4) (un-[(friend)-ly])-ness | ADJECTIVE - NOUN      |

There are possibilities for mixing processes of derivation in the same word; for instance, compounding and affixation are both found in *colourblindness*, a word derived from the compound adjective *colour-blind*, by the same rule which derives *happiness* from *happy*.

Apart from these major word-formation processes, English calls upon a number of minor devices-reduplication, clipping, blending as means of forming new words on the basis of old.

### Note

We distinguish the base of a derived word from the STEM, which is the part of the word remaining after every affix has been removed: *friend* in the above example. In a word which has only one affix, such as *friendly*, the STEM (*friend*) is also the base; *friendly* is the base, but not the STEM of *unfriendly*.

In order to improve our mastery of vocabulary, it is necessary to understand how longer words are formed from shorter words by adding certain elements and also how sometimes words are made by combining two independent words or by shortening a longer word.

The common method of forming words in English is to add some elements before or after the base word. These are called affixes — Prefixes or Suffixes.

Prefixes and suffixes are grammatical and lingual "affixes". Prefixes are affixed before and suffixes after a base word or word stem to add information. For example, with the word "prehistoric", the prefix is "pre-" meaning "before", the base word is "history" meaning "recorded events and knowledge", and the suffix is "-ic" meaning "relating to the science of".

In other words, "prefix" simply refers to an attachment before or in front of, in this case, a shorter word or stem. In lingual terms, a "stem" is the main part of a word to which prefixes and suffixes can be added and may not necessarily be a word itself.

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**26** A prefix is a group of letters added to an attachment after the end of an existing word stem, serving to form a new word or functioning as an inflectional ending, for example, "s" or "es" to make for plurality.

The following are some important prefixes and suffixes in English. Their approximate meanings are given below along with a few words illustrating them.

#### Some Important Prefixes

1. ambi-two, both, double બાંધ
  2. anti-opposite, against વિનિયોગ
  3. auto-self અભિ
  4. bi-two, double દુષ્પત્ર
  5. bio-concerning life જીવની
  6. chrono-concerning time સમયની
  7. co-with, together સાથે
  8. con-together સાથે
  9. counter-against, opposite વિરોધી
  10. de-remove, reduce કાલે
  11. dis-showing negative or opposite વિનિયોગ
  12. extra-beyond પાછે
  13. hyper-more than usual અધ્યાત્મિક વિધુ
  14. inter-between માઝે (સંદર્ભિદ)
  15. micro-small મુશ્કેલી
  16. mini-small મિની
  17. mis-badly or wrongly અભ્યાસ
  18. mono-one, single એક
  19. non-showing negative નિય
  20. out-beyond, further પાછે
- ambivalent, ambiguous, ambidextrous  
anti-war, anti-rust, anti-corruption  
autobiography, autosuggestion  
bi-weekly, bisect, biannual, biennially  
biology, biography, bioscience  
chronology, chronic  
co-worker, co-operate, co-pilot, coeducation  
Concurrent  
counter-attack, counterfoil  
decentralise, devitalisation, demotivation  
discontinue, dishonest, disrespect  
extra-constitutional, extra-marital,  
extra-ordinary  
hypertension, hypersensitive, hyperactive  
hypersensitivity  
international, inter-departmental, intercity  
microscope, microprocessor, microwave  
mini-skirt, minimise, mini-lunch  
misrepresent, misinformation,  
miscommunication  
monotonous, monologue, monotheism  
non-co-operation, non-smoker, non-violence  
custard, outshine, outgrow, outrageous,  
outspoken

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21. over-too much, above, પણ વધું  
additional
  22. post-after પછી
  23. pre-before પહોંચ
  24. pro-for, in favour of પાછળાં
  25. re-again ફરી
  26. semi-half, partial અંદરૂં
  27. sub-below, under, less important પણે
  28. super-above, more અધ્યાત્મ
  29. tele-distant દૂર
  30. un-showing negative or opposite વિનિયોગ
  31. under-very little અંદરૂં
  32. vice-person next: in rank વિપરીતાની, વિનિયોગ
- overpopulation, overtime, overcoat, overdrift  
post-war, post-mortem, postmodern  
pre-marital, preview, pre-natal  
pro-American, pro-vice Chancellor  
rewrite, repeat, review, restatement  
semi-circle, semi-darkness, semi-solid  
sub-zero, sub-inspector, subordinate  
superfast, superordinate, supernatural  
television, teleprinter, telephone  
unnoticed, unlucky, unwanted, undone  
underdeveloped, underestimate, underrate  
vice-captain, vice-chancellor, vice-president
- Some Important Suffixes**
1. -able/-ible-having the quality of something રજીતાની
  2. -al-concerning something ની વિધુ
  3. -an/-ian-person connected something ની જીવે સંબંધિત વિધુ
  4. -ance/-ence-action, quality or condition of something જુદી
  5. -ancy/-ency-quality or something જુદી
  6. -ant/-ent-something or someone that કિયા જાએ સંબંધિત વિધુ
  7. -ar-concerning something ની વિધુ
- readable, comfortable, probable, permissible, possible, Terrible  
historical, political, cultural  
*Moral, Moral, Virtual*  
Indian, electrician, musician, historian  
*American, Asian, African*
- tolerance, transference, resistance, patience  
transparency, expectancy, urgency  
*Honorability, Residency*  
resistant, recipient, claimant, pertinent  
*accident, patient, important*  
muscular, circular, molecular, cardiovascular, *Popular, Military, Regular*

### Communication Skills

8. -icide-killing someone/ something હત્યા	insecticide, suicide, pesticide, patricide, fraticide, regicide, homicide
9. -cy-the quality of being-ગુણ	privacy, accuracy, transparency
10. -ee-someone who is (-ed)	payee, employee, examinee, devotee
11. -en-(adjective) made of બનિયે	golden, silken, lighten, darken (verb)
12. -er/-or-sonic something શાસ્ત્રી	everene
13. -ess-the female લાલ	was, acti
14. -free-without બાળ	freedom, independence
15. -ful-having the quality ગુણી	faithful, wonderful, plentiful
16. -gamy-marriage વિવાહ	poly monogamy
17. -hood-the condition or time of being જીવન	childhood, adulthood, likelihood, knighthood
18. -ie-connected with બાંધ્યું	psychic, photographic
19. -ify-make or become બનાવું	solidify, magnify, specify, classify, justify
20. -ion-the condition of being at a junction જોડિયે	satisfaction, stratification, condition, Tension
21. -ise/ize-/make બનાવું	idolise, regularise, crystallise, specialise
22. -ish-belonging to a nation or having the quality of (used pejoratively) ભૂષણાંજુ	Irish, slavish, childish, foolish, punish
23. -ism-the philosophy of having the quality of વિદેશી, ગુણ	communism, heroism, socialism, terrorism
24. -ist-person believing in the principle/philosophy of; studying the specified subject વિદેશી	communist, fascist, linguist, physicist, chemist, Chemist, dentist
25. -ity-having the quality of ગુણી	regularity, electricity, unity, minority
26. -less-without બાળ	careless, speechless, needless
27. -let-small size of બાળી	booklet, pamphlet, quartet, Amulet

### Introduction

28. -logy-scientific study of શાસ્ત્ર  
 29. -ment-act or result of કાર્ય, પરિણામ  
 30. -ness-condition of being - ગુણ  
 31. -ocracy-government of સરકાર  
 32. -er/-or-having the quality of વિદેશી  
 33. -proof-not having the effect of - નિ રૂપે અસરનીં  
 34. -ship-having the position or skill of ગુણ  
 35. -y-full of or typical of વિદેશી
- geology, phonology, ornithology  
 acknowledgment, management, government  
 goodness, carefulness, kindness  
 democracy, bureaucracy  
 mischievous, dangerous, famous, new  
 rust-proof, sound-proof, leak-proof,  
 water-proof/Bullet Proof  
 Lectureship, kingship, comradeship, friendship  
 windy, cloudy, starry, rainy, hailing, hooly

In some cases, the prefix or suffix can be easily separated from the base. For example, in the word 'renew', the prefix 're' can be separated from the base 'new', but in a word like 'prepare', the prefix 'pre' cannot be separated from 'pare', because 'pare' is not an independent base in English. However it is still useful to know that the prefix 'pre' has the meaning of 'before' even in the word 'prepare'. A good way of improving your vocabulary is to try to identify prefixes and suffixes and relate them to their meanings.

Another common method of forming words in English is to combine two or more bases. For example, in the word 'classroom' we have two bases-class and room. Each of them can be used independently as a word. Such words are called compound words.

એ ડેરી, કિયાંદો મારો / જોડી સમારો-રાખો. બનાવો શકાય.

Examples of compound nouns :

classteacher, artgallery, postcard, nightlamp, poet-critic, mother-in-law, airbus

Examples of compound adjectives :

sky blue, bullet-proof, hand-washed, long-awaited

Examples of compound verbs :

Whitewash, springclean.

Sometimes a word belonging to a particular part of speech is used as another part of speech and it gets established in the language. For example, the word 'bottle' was originally a noun in English, but later it came to be used as a verb.

### Communication Skills

The same happened to the words 'motor' and 'cash' as exemplified by the following sentences.

કોલ્ડ ડ્રિક્સ નવીં વપરાય. હે. ગેલ. રૂણાલ :

Cold drinks are bottled in this factory.

They motorized the distance in about five hours.

I have not cashed the cheque yet.

Similarly, the auxiliary verb 'must' is often used as a noun in modern English. must નવીં દીકે વપરાય. હે. For example,

Hard work is a must for success.

Sometimes two bases are combined in a word as in compounding, but the word retains only a part of one or both the words. Such words are called 'blends'. For example, the word 'Mc-lieure' is a combination of 'medical' and 'care', but only a part of the word 'medical' is retained in the blend. The word 'brunch' is a combination of the words 'breakfast' and 'lunch' and only some part of each of the two words is retained.

અનુભૂતિ અનુભૂતિ અનુભૂતિ નવીં શુદ્ધ કરી રહેયાં.

### SPELLINGS IN ENGLISH

Writing (and therefore spelling) is a representation of the spoken word. The spoken word is not a representation of writing. Because accents and pronunciation can change easily and quite quickly, whereas what is written in books and dictionaries remains "fixed" for years, as well as for various historical reasons, there is often little correspondence between spoken English (pronunciation) and written English (spelling). English spelling therefore often appears to be totally illogical. The following rules can help you to decode the mysteries of English spelling. But remember, even the best rules have their exceptions.

#### 1. Using I Before E :

Use *i* before *e*, except after *c*, or when sounded as "a" as in "neighbor" and "weigh."

EXAMPLES : believe, chief, piece, and thief; deceive, receive, weigh, and freight.

COMMON EXCEPTIONS : efficient, weird, height, neither, ancient, caffeine, foreign

#### 2. Dropping the Final E :

Drop the final *e* before a suffix beginning with a vowel (*a, e, i, o, u*) but not before a suffix beginning with a consonant.

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#### Examples:

rice + ing = riding

guide + ance = guidance

hope + ing = hoping

entire + ly = entirely

like + ness = likeness

arrange - ment = arrangement

COMMON EXCEPTIONS : truly, noticeable

#### 3. Changing a Final Y to I :

Change a final *y* to *i* before a suffix, unless the suffix begins with

#### Examples:

defy + ance = defiance

party + es = parties

pity + ful = pitiful

try + es = tries

try + ing = trying

copy + ing = copying

occupy + ing = occupying

COMMON EXCEPTIONS : journeying, memorize

#### 4. Doubling a Final Consonant :

Double a final single consonant before a suffix beginning with a vowel, if both of these conditions exist :

(a) a single vowel precedes the consonant;

(b) the consonant ends an accented syllable or a one-syllable word.

#### Examples :

stop + ing = stopping

admit + ed = admitted

occur + ence = occurrence

stoop + ing = stooping

benefit + ed = benefited

delight + ful = delightful

We double "l, f, and s" after a single short vowel at the end of a word.

e.g. call, tall, toss, miss, stiff, stuff.

Exceptions : us, bus, gas, if, of, this, yes, plus, nil, pal.

**Communication Skills**

6. "q" is always written as "qu". It never stands by itself :  
e.g. quick, queen, quarrel.
7. To form plurals of words with a hissing ending, add "es" :  
e.g. after "s, x, z, sh, and ch".  
e.g. buses, foxes, buzzes, wishes and churches.
8. Words ending in an "o" preceded by a consonant usually add "es" to form the plural :  
e.g. potatoes, volcanoes.  
Exceptions : pianos, solos, Eskimos
9. Nouns ending in a single "l" change the "l" to a "v" before adding "es" to form the plural :  
e.g. leaf - leaves; wolf - wolves.  
Exceptions : dwarfs, roofs, chiefs.
10. When "c" is followed by "e", "i" or "y", it says "s". Otherwise it says "k" :  
e.g. centre, ceiling, circle, cycle,  
cottage, cave; cream, curious, clever.
11. "P" comes before "e" when it is pronounced "ee", except when it follows "c" - or when sounding like "a" as in "neighbour, or weigh" :  
e.g. brief, field, priest.  
receive, deceive, ceiling.  
Exceptions : neither, foreign, sovereign, seized, counterfeit, forfeited, leisure.
12. "full" and "fill" joined to another root syllable, drop one "l" :  
e.g. useful, cheerful, until.
13. For words ending in a single "l" after a single vowel, double the "l" before adding a suffix, regardless of accent :  
e.g. cancelled, traveller, signalling, metallic.  
able" or "ible" endings :  
Use "able":  
After root words.  
e.g. available, dependable.
- After root words ending in "e".  
e.g. desirable, believable, usable (drop the "e").

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After "p",

e.g. reliable, sociable.

When other forms of the root word have a dominant "a" vowel.  
e.g. irritable, durable, abominable.

After a hard "c" or "g",

e.g. educable, practicable, navigable.

Exceptions : formidable, inevitable, memorable, probable, portable, indomitable, insuperable;

Use "ible" :

After non-root words,

e.g. audible; horrible, possible.

When the root has an immediate "ion" form.

e.g. digestible, suggestible, convertible.

After a root ending in "ns" or "miss".

e.g. responsible, comprehensible, permissible.

After a soft "c" or "g".

e.g. legible, negligible, forcible, invincible.

Exceptions : contemptible, resistible, collapsible, flexible.

**1.7. MODEL AUXILIARIES****BASIC****BE, HAVE AND DO**  
Beri ڪڻ : be, is, are, am, was, being, were, been (اُنے isn't, aren't, wasn't, weren't ڪوئي ڌڻا نهیں نہ ٿا رکھن ڙپ)

Have-ڻ : have, has, had, having (اُنے haven't, hasn't, اُنے hadn't ۽ ڌڻا رکھن ڙپ)

Do-ڻ : do, does, did, done; doing (اُنے don't, doesn't, didn't ۽ ڌڻا رکھن ڙپ)

پُرپ (person) اُنے ڦان (number) ڳڙا ٿئ (tense) ڳڙا ڦاک (verb) ڦاک ٿئ (verb)

پاتھیت اُپا چان (auxiliary verb) ۾ ڳڙا ڦاک ٿئ (verb) ۾ ٻڌا ٿئ (verb) ٿئ (verb).  
پاتھیت اُپا چان (auxiliary verb) ۾ ڳڙا ڦاک ٿئ (verb) ۾ ٻڌا ٿئ (verb) ٿئ (verb).  
پاتھیت اُپا چان (auxiliary verb) ۾ ڳڙا ڦاک ٿئ (verb) ۾ ٻڌا ٿئ (verb) ٿئ (verb).



## Communication Skills

- ..... they seeing each other ? (Did / have / were)  
 ..... they continue seeing each other ? (Did / have / were)  
 ..... you learn anything ? (Hadn't / didn't / weren't)  
 ..... he in my American History class ? (didn't / wasn't / hasn't)  
 I realized that I ..... learned a thing (= anything).  
 ..... (didn't / wasn't / hasn't)  
 ..... your sister living in Paris for a while ? (hadn't / wasn't / didn't)  
 What time ..... you start this lesson ? (I started ten minutes ago.)  
 (don't, didn't, did)  
 My mother and my father ..... work anymore. They are retired. (do  
 not, does, doesn't)  
 My brother ..... so many things at home. He is lazy. (does, doesn't,  
 do)  
 ..... the supermarket open on Fridays ? (I think it does.) (does, did,  
 do)  
 ..... you like to eat frozen food every day ? (Does / Did / Do)  
 ..... you like the pasta my husband made last week ? (Did / Does /  
 Had)  
 ..... you always eat at the same restaurant ? (Was / Did / Do)  
 ..... you have breakfast this morning? It's almost noon! You must be  
 starving. (Havè / Had / Did)  
 I ..... know what to say now. (didn't / wasn't / don't)  
 I ..... know what to say at the meeting yesterday. (didn't / wasn't /  
 don't)  
 I ..... know what to say next time I see him. (doesn't / don't / didn't)  
 I ..... know what to say if he called me. (didn't / don't / doesn't)  
 ..... he have a house at the beach? (Yes, he has a nice house at the  
 beach.) (do, does, doesn't)  
 What ..... he eat for breakfast? (He eats corn flakes.) (do, did, does)  
 What time ..... she come? (She usually comes at five.) (did, does, do)

## MODAL AUXILIARIES

Verbs like 'can', 'may', 'might', 'should' and 'will' are called modal auxiliary verbs. Each modal auxiliary verb is associated with a number of meanings and you should be particular about the correct use of these verbs.

analogous finites જ્યારે શક્યતા, શક્તિ, રૂણ, કરુણ, પરિણિપ જ્યા તાપ વાસી કરુણ વાપરાય છે. એરે તે modals કહેવાય છે.

## Introduction

- E.a.t. (ability) I can read Russian.  
 (જ્યારું મારું could કે was able to અરે ભરિયા મારું shall / will be able to  
 વાપરાય છે.)  
 can'જાન જૂંદે છે, આ અર્થમાં તે લક્ષ્યાચૂંચાય છે, આ વાર્તાની રૂંગ કાઢાય જાય.  
 You can go now. You can come tomorrow.  
 આ અર્થમાં, may પણ વાપરી શકાય છે, પણ તે જો ત્યે હજુ હજુ અનુભવાયાં હોય.  
 You may go now.  
 could વિનિયોગ અર્થમાં વાપરાય છે, અરે તેનું બાબે Might પણ વાપરી શકાય  
 કે વધુ વિનિયોગ છે.  
 E.a.t. could I borrow your pen? Might I borrow your pen?  
 can શક્યતાની, અર્થ પણ ઘરાવે છે. આ અર્થમાં વિચાર ચાલીની તેનું બાબે માય  
 પણ વાપરાય છે.  
 E.a.t. He can be in his office now.  
 He may be in his office now.  
 પણ પ્રાણીયાં can કું સ્થાન આ અર્થમાં may કું શકે નથી.  
 can'તુ જૂંદાન તરીકે could વાપરાય છે, અરે તેનું બાબે might વાપરી શકાય છે.  
 E.a.t. He could be ill. He might be ill.  
 can + be + વિશેષજ્ઞાની રૂંગની અયારે કેવી લક્ષ્યિકતા હોયનો અર્થ છે.  
 E.a.t. He can be rude sometimes.  
 (occasionally, frequently, often વજેરે પણ વાપરાય છે.) જૂંદાન માટે could વાપરી  
 શકાય છે.  
 be-ના સ્થાને get કે seem કે seem કે become પણ આલી શકે છે.  
 E.a.t. He can get rude sometimes.  
 રાખાન્ય શીતે લખિશ્યકાળ સૂચયા. 2 અને 3 પુરુષ હાથે will વાપરાય છે, પરં  
 શક્યતાની વિચાર, મનાઈ, કરુણ જેવા તાપ વધતું કરી શકાય છે.  
 E.a.t. You shall have a new bicycle. (વધણા).  
 આ શીતે shall, p. પુરુષો રાખાન્ય લખિશ્યકાળ હાથે will વધન, મનાઈ, કરુણ  
 જેવા તાપ વિશેવાય વાપરાય છે. પણ હું, રાખાન્ય લખિશ્ય પણ will થી (સિચાર કે મનાઈ  
 રચના) સૂચયાનું વલશ વપટું જાય છે. વિનિયોગ માટે પણ will વાપરાય છે.  
 E.a.t. Will you clean blackboard, please?  
 shall સૂચના કે સેચાનો પ્રસ્તાવ સૂચયા વાપરાય છે.  
 E.a.t. shall we go for a walk? (સૂચન).  
 shall I carry it for you? (સેચાનો પ્રસ્તાવ)

3. You must work hard.

4. You must go to school.

5. You must help your parents.

6. You must go to the park.

7. You must help them.

8. You must not be late.

9. You must not ignore the poor.

10. You need not do it.

11. You must not be tired.

### Exercise - 1

Complete the following sentences using the modals on the list below:

can / not      must / not

should / not      ought to

have to / don't have to      has to / doesn't have to

1. If someone faints, you ..... loosen their clothing, not tighten it.

2. You ..... use this ticket any time. You ..... use it today.

3. If you want a table for ten, you ..... phone the restaurant.

4. You ..... wash lettuce before making a salad.

5. We ..... take a taxi. We don't have enough money.

6. In my country, students ..... wear uniforms at school.

7. People ..... brush their teeth after every meal.

8. Sue gave me a letter to post. ..... forget it.

9. You ..... anything before asking your father.

10. We ..... walk on the grass in the park.

11. If you don't describe the thief well, nobody ..... identify him.

12. You ..... call the doctor if your flu goes on for longer than a week.

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13. You ..... wear those red socks, they do not match your green ones.
14. Our mother is awfully lonely now. We ..... spend more time with her.
15. Little children ..... go to bed late.
16. You ..... borrow people's things without asking them first.
17. You ..... fill in an application form if you want to go to university.
18. In England, you ..... be over eighteen if you want to have a driving licence.
19. If you have heart trouble you ..... smoke.
20. You ..... drive on the right in Turkey.
21. I ..... study English because I have passed the English course.
22. You ..... be so noisy when people are trying to sleep.
23. You ..... wear a coat when the weather is cold.
24. You ..... drive a car if you don't have a driving licence.
25. You ..... smoke inside the hospital.
26. If you haven't got a passport, you ..... go to the UK.
27. You ..... take an aspirin if you have got a terrible headache.
28. You ..... keep dangerous chemicals in a safe place.
29. The little boy doesn't have a fever, so he ..... take medicine.
30. You have failed the test again. You ..... be ashamed of yourself.
31. We ..... forget that the children of today who are the world leaders of tomorrow.
32. Children ..... play with sharp knives.
33. A person ..... be rich in order to lead a happy life.
34. The student is feeling well, he ..... see a doctor now.
35. If you want to be a doctor, you ..... go to medical school for many years.

### 1.8. ACTIVE AND PASSIVE VOICE

General information about the passive

- In the active voice, the subject of the verb is the person or thing that does the action.
- Vijay constructed this house in 1986.
- In the passive, the subject (or in other words the object in the active) has the focus. The action is 'done' to the subject in the passive.
- This house was constructed in 1986.

*Communication Skills*

We can only passivise transitive verbs. Intransitive and linking verbs cannot be passivised.

We form the passive by adding be + past participle.

*English is spoken all over the world.*

If the subject in the active voice is important as an agent, it is mentioned us by + agent in the passive voice.

*The building was inaugurated by Governor.*

We may have an 'unknown', 'unimportant' object in the active voice. In such a case, we may not repeat the subject in the active voice in the passive voice.

*This building was constructed in 1832.*

Passive of the simple present is formed by adding be + past participle verb.

Simple present.

Simple past: *He helped me.*

will + the main form of the verb: *I will help you.*

Passive of the present continuous: and *is being done*.

We form the passive form of the present continuous as follows:

the present continuous: be + -ing + the past participle

the past continuous: be (was/were) + being + the past participle

*They are building a new school in Gomti Nagar.*

*A new school is being built in Gomti Nagar.*

*Someone was washing cars in the evening.*

*Cars were being washed in the evening.*

Passive with the modals

The basic modal form in the passive voice is modal + have been + past participle.

*Mary can do it.*

*It can be done by Mary.*

*Someone might have already dispatched letters.*

*Letters might have already been dispatched.*

The passive of sentences with ditransitive verbs

A ditransitive verb has two objects - the indirect object and the direct object.

If we change such an active sentence into the passive, it is possible to get

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two passive versions. However, it is more usual to make indirect object the object of the passive voice.

*Someone gave me an apple.*

*I was given an apple.*

*An apple was given (to) me.*

The passive verb works with facts and beliefs.

Subject + passive form of the verb + to be with verbs such as *know, believe, suppose, think*. For example,

*There is believed to be a monster in the jungle.*

Subject + passive form of the verb + to + infinitive with verbs such as *allow, consider, say*. For example,

*Mukesh is alleged to have stolen a car.*

The passive voice is generally used when the agent or doer of the action is unimportant because it is very general (e.g. people, they and someone) or because it can be easily guessed from the context. For example,

*Some of the luggage has been stolen from the clock-room.*

*It is generally believed in the west that 13 is an unlucky number.*

*Exercise - 1*

Rewrite the following sentences so that the verbs will be in the passive voice.

1. Julia rescued three cats.
2. The students handed in the reports.
3. They play handball.
4. The girls had lost the match.
5. Steven has forgotten the book.

6. John collects money.
7. Anna opened the window.
8. We have done our homework.
9. Could you feed the dog?
10. I will ask a question.
11. He can cut out the picture.
12. The sheep ate a lot.
13. William will not repair the car.
14. We do not clean our rooms.
15. Did Sue draw this circle?

**Exercise. - 2**

Rewrite the following sentences so that the verbs will be in the active voice.

1. We are taught grammar by Ms Sullivan.
2. He was praised by the teacher.
3. The injured were taken to the hospital by the firemen.
4. The town was destroyed by an earthquake.
5. The teacher was pleased with the boy's work.
6. The building was damaged by the fire.
7. By whom were you taught French?
8. You will be given a ticket by the manager.
9. The streets were thronged with spectators.
10. We will be blamed by everyone.
11. The trees were blown down by the wind.
12. The thieves were caught by the police.
13. The letter was posted by Alice.
14. We were received by the hostess.
15. The snake was killed with a stick.

**1.9. CONJUNCTION AND PREPOSITIONS**

*John's brother and Mary's sister are my best friends.*

*I reached the station in time, but the train had already left.*

*I shall ring you up tonight or see you tomorrow morning.*

*She told me that she was too tired.*

*Unless it rains within the next few days, there will be a severe drought. I reached the station before the train left.*

Conjunctions like *and*, *but* and *or* establish a relationship of grammatical equality between the two units joined, whereas conjunctions like *that*, *if*, *unless* and *before* establish a relationship of grammatical inequality between the two units joined. Conjunctions of those of the second type may be referred to as subordinating conjunctions.

*and, but for, or* - ஈ. சுயானத்தொடர்பான ஓட்டி ஓ. - co-ordinating  
*that, when, who* - ஈ. அசமானத்தொடர்பான ஓட்டி ஓ. - sub-ordinating

**Co-ordinating Conjunctions**

The three basic co-ordinating conjunctions are '*and*', '*but*' and '*or*'. The pair '*both... and*' is similar in meaning to '*and*' and the pairs *either... or* and *neither... nor* are similar to '*or*'.

The following are the basic meanings of the three co-ordinating conjunctions. Sentences are given to illustrate these meanings.

**Uses of *and***

1. a sequence of events (நிறுவிடி ஏற்பாடு) - She opened the door and went out.
2. effect (அசை) - He touched the electric wire and got a mild shock.
3. contrast (கிரிமோக) - He promised to help me and he disappeared from the scene.
4. convenient (பகிரிய) - Everyone hated him for his tall claims about himself and that's not at all surprising.
5. condition (ஏடு) - Ask him to speak and he will never stop.

**Uses of *but***

The most important use of *but* is to show contrast. For example, *The doctors did their best to save the patient, but they didn't succeed.*

**Uses of *or***

1. choice (பிள்ளை) - You may have tea or coffee.
2. restatement (புதித்தொடர்பு) - She is very happy, or she seems to be very happy.
3. negative condition (உத்திரை விடு) - Start early or you will be late.

**Subordinating Conjunctions**

The subordinating conjunctions *if* and *unless* indicate conditions. *Unless* means *if... not* and refers to a negative condition. For example,

If you work hard, you will certainly succeed;  
unless you work hard, you will not succeed.

The subordinating conjunctions though and although introduce a contrast. For example,

Though / Although he watered the plants regularly, they did not grow well. The subordinating conjunctions when, while, and as are used to express time. For example,

Mother was cooking while the children were playing.

The subordinating conjunctions as, since and because are used to give reason of something. For example,

I was unable to write.

The subordinating conjunctions because, since, if, unless, though, although, provided that, so that, so as to, in order that, etc., are used to express something.

He started early from home.

Ex.:

Join each pair of sentences into one by using a suitable conjunction.

1. We will go for an outing. We will come if there is time.
2. We had better get ready now. We may not have time to reach the airport.
3. The meeting had to be called off. There was a lot of emergency.
4. Mr. Liew has been sick. He has been so since coming back from Japan.
5. Do not start the rehearsal yet. The chairman has not arrived.
6. The debating team is very happy. Both were declared joint-champions.
7. The players gave their best. They still did not win the match.
8. We are proud to be Indians. We must fly the National Flag on National Day.
9. The boys were unhappy with their results. The girls were also unhappy with theirs.
10. Let us be more serious in our revision. We may not perform as well as we want.

### PRÉPOSITION

‘ફોટોગ્રાફ’ એવો શબ્દ છે જે નામ કે સર્વનાળી પહેલાં આવે છે, એને વાક્યમાં એવું રહેણું ચાંપે તેનો સંબંધ દરખાવે છે. અંગેજ સાધારાં પ્રેરોની અનિવારી અનુભાવ હોય કે નામ કૃત અંથી સરચાંદ્યો નથી અને બીજું કે શબ્દી શોકર હોય. તે છે. જે વાક્યનું પડે છે.

શૈખો ‘વાક્યનું તે ત્યારે આવે છે, જ્ઞાને – (i) વાક્યનું કોઈ સિંગલી વાક્યાનું નથી. કે સુધીતા; (ii) પ્રસ્તાવ સર્વનાળી હોય; behind, across, at, among, between (સાથદર્શક), at, before, after, till, until, for, since, (સમયદર્શક), by, on, with, (વિનિયોગ), of, for, with, (કરાણદર્શક), into, up, towards, round, (પરિનિર્દેશક), to, with, of, (સ્થાનદર્શક) સામાન્ય રૂપોનું છે;

in front of (ની રામક્ષણ), in spite of (નાના મુશ્કેલી નાના), by means of (દ્વારા પદદર્શક), to (કાંઈ વાટો), for the sake of (કાંઈ વાટો), with regard to (કાંઈ વાટો), concerning (કાંઈ વાટો), particle prepositions ઓ.

અને તો યાં ક્યાં ક્યાં હાંખાં પડ.

he post-office.

Besides being hard-working, he is honest.

‘ભેદ ની વચ્ચે’ – A war broke out between the two countries.

‘શી વધુની વચ્ચે’ – Those neighbours always quarrel among

(અનુભૂતિ, કાળીનિ બેઠેને વાર્ષારો) – He was killed by a mad man.

with એટાં ‘ની મદદથી’ (ચાપન) – He cut open the cover with a knife.

in એટાં ‘ની’ (મારી જગાઓ, દેશ, રાષ્ટ્ર, વોરે) – We live in India.

at એટાં ‘ત્યાં’ (નાની જગાઓ) – I live in Ahmedabad at Shahpur.

on, at, in, by એટાં સમયના સંદર્ભમાં વાપરાય છે.

at દરખાંથી છે. Point of time. – They started at 4 a.m./dawn.

on પણ દરખાંથી છે. Point of time, પણ પણ વાપરાય રીતે – He died on Sunday.

in દરખાંથી છે. Period of time – I generally read in the morning.

by દરખાંથી છે. Duration of time – He will finish the book by evening.

in સ્થાનદર્શક પણ છે. – He is in his living-room.

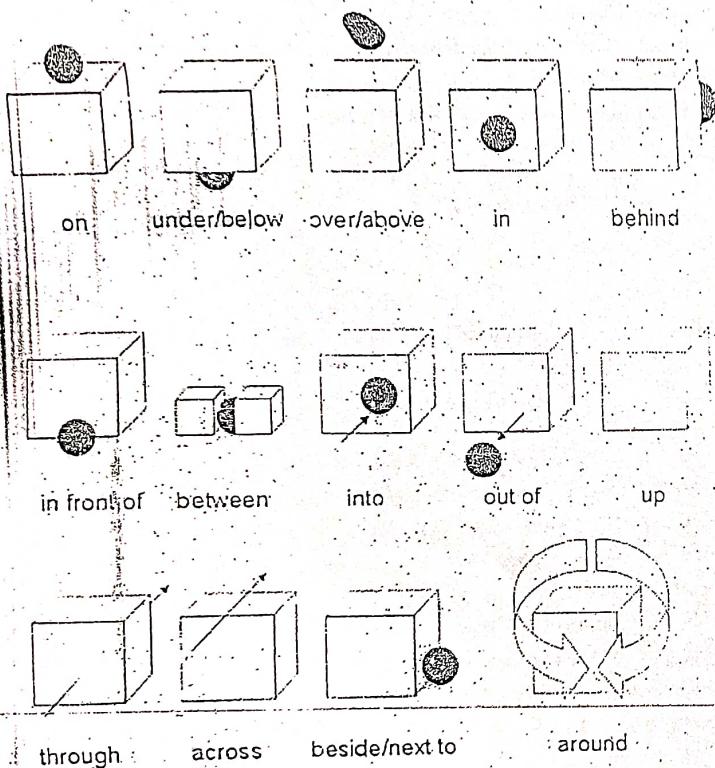
into ગતેસ્થાનથી છે. – He came into the room.

on પણ સ્થાનદર્શક છે. – The book is on the table.

upon ગતેસ્થાન સ્થાનદર્શક છે. – He threw his book upon the table.

within સમયસ્થાન છે અને અંગુઠ સમયાં (પહેલાં) એંઝે દરખાંથી છે. – You must finish within a week!

The following picture explains the usage of prepositions.



through      across      beside/next to      around

ઓક્સન્ એક ગ્રંથી. જુદી-જુદી શેન્સન્સાં વપરાય છે તે જુઓ :

**about :**

- (1) We talked about books. (ની રિષે)
- (2) About ten thousand people attended the meeting. (આરારે)
- (3) She is anxious about her son's health. (ની અંગે)
- (4) I am in doubt about her date and time. (ની બાબતાની)

### Introduction

(5) They put fence about the field. (ઝોડુંઘરાં)

(6) The books are lying about the room. (જૂલીંબાઈ - અંતરાલ)

(7) He plays about the school, instead of studying. (ખોખોયારી)

**above :**

- (1) The sky is above our heads. (ફેલ ઊંડે)
- (2) His character is above suspicion. (ફેલ પ્રેરણ)
- (3) Above 200 people were there. (ટ્રિસાં - રંગાયારી)
- (4) He is far above me in knowledge of Indian history. (થી આગામી)

**after :**

- (1) Bus after bus passed by without stopping. (એડ પુછી ચોંડ)
- (2) Day after day we worked hard. (દાયારી - અધ્યાત્મ)
- (3) He died four days after he fell ill. (ફુલી - સમૃદ્ધાની અધ્યાત્મ)
- (4) The policeman ran after the thief. (ની પાછાં, ગતિ)
- (5) He came after me. (ફુલી - સમૃદ્ધ)
- (6) He failed after all. (આપણ ઉંડ)
- (7) He is a man after my heart. (ના-નુકૂલ - હૃતીંદ્રિયાની અધ્યાત્મ)

**against :**

- (1) We should guard against catching cold. (ની ચાર્ચ - બચાવાની)
- (2) The people rebelled against the government. (બિલુંદાની)
- (3) Don't lean against the wall. (ને ટેક - અંકોલીની)
- (4) He saved money against a rainy day. (ને માટે - તૈયારીના)
- (5) He beat against the door. (ઓપર - ના કંકળ જારીની)

**at :**

- (1) He aimed his gun at the target. (ની તરફ - એન્ટોક્સટાની અધ્યાત્મ)
- (2) She gazed at the lovely scene. (ની તરફ - વ્યાપક અધ્યાત્મ)
- (3) He hinted at my folly. (ની તરફ - ઘાન કોરણાની અધ્યાત્મ)
- (4) I was amazed at the news. (દેરો)
- (5) The teacher was annoyed at the student's stupidity. (ની વિશે - ક્ષેપી.)

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- (6) We got up at dawn. (રાત્રિના)
- (7) You should not shout at me. (માર્ગે)
- (8) He lives at Shahpur in Ahmedabad. (શહેરના)
- (9) He was not at home. (ઘરના - અવિદેશભાગ અથી)
- (10) The two countries are at war. (કાંપની - ગુંજામ)
- (11) The soldiers rushed at the enemy. (દર્દિક - અર્ધામ)
- (12) He is good at Mathematics. (ની વિજ્ઞાનના)
- (13) He knocked at the door. (ઉપર ના જીવા અથીના)
- (14) The car was at full speed. (સ્પ્રાટિ - રાત્રા)
- (15) The train is travelling at the rate of 50 kmph. (ની દરી)
- (16) My memory was at fault. (કાંપની જોણા અથીના)

before :

- (1) I walked before him. (કાંપિ)
- (2) I must see you before Monday. (રાત્રા)
- (3) He stood before the judge. (રાજક)
- (4) Before God, I tell the truth. (દાદરાત્રા)

behind :

- (1) He hides behind the tree. (રાત્રા)
- (2) The train was behind time. (રાત્રા)
- (3) He left nothing behind him. (પૂર્વનુ - બાકી રહેવા દેવું)

beyond :

- (1) It is beyond my reach. (પરોચની પદર)
- (2) He lives in a village, about 15 kms. beyond Ahmedabad. (પેલી બાજુ - રાત્રા)
- (3) The beauty of the Taj is beyond description. (થી પર)

by :

- (1) I was tired by the evening. (રાત્રા - ત્યાર રૂધીના)
- (2) I have rented the house by the year. (ની દરથી - ની શરતથી)
- (3) The streets are lighted by electricity. (રાત્રાના)

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- (4) He sits by me at school. (સ્કોલ - માર્ગે)
- (5) I came by the main road. (અફને - અંગેન)
- (6) Send the parcel by post. (રાત્રાન - લાર)
- (7) You are late by half an hour. (રાત્રા - માર્ગે)
- (8) We won the match by 50 runs. (સ્પોર્ટ)
- (9) The song was sung by a professional singer. (કાંપિ)
- (10) Some motorists prefer to travel by night. (રાત્રા - દરારાયા)
- (11) I know him by sight, but I've never spoken to him. (કાંપિ)

for :

- (1) I apologized to my friend for my mistake. (ની કાંપિ)
- (2) The child begged for some sweets. (ની ખેડ)
- (3) I certainly feel for that old man. (ની જાંબાળના)
- (4) They must start for home. (લક્ષ્યના અર્થામ)
- (5) He is searching for the lost pen. (લેટ)
- (6) His ability for organizing is great. (ની કિંગ)
- (7) He is responsible for the accident. (કાર્યકુણ)
- (8) I voted for the Congress (I). (ની વોટેશના)
- (9) I bought the car for Rs. 50,000. (રાત્રા)
- (10) You may not translate word for word. (અસખર - તી તેન)
- (11) This medicine is good for headache. (ની માર્ગે ઉપાય)
- (12) I mistook her for her sister. (ની લેટ)
- (13) I am preparing for my M.A. (ની લેટ / કાર્યકુણ)
- (14) The place is suitable for picnic. (અનુકૂળ)
- (15) He is not fit for the post. (વાયકના અર્થામ)

from :

- (1) He was absent from school yesterday. (મિલી)
- (2) Your method is different from mine. (થી - તથાતના અર્થામ)
- (3) The soldier is exempted from guard-duties. (થી બાંધાતના અર્થામ)
- (4) The lion escaped from the cage. (માંશી - અંગર અથીના)

- (5) I get much benefit from my reading. (સુપરના અધ્યાત્મિ)
- (6) This overcoat will protect me from cold. (મી રાત્રે)
- (7) He works hard from morning to evening. (સપ્તાહ - મી શુદ્ધી)
- (8) He is suffering from fever. (પક્ષી - બોકારા ફોલ.)
- (9) He has become weak from hunger. (આ કારણ)
- (10) The beggar moves from one house to another. (સ્થળ - મી શુદ્ધી)
- (11) A hat protects the head from sun. (માટી - મી રાત્રે ઉપાય)
- (12) Wine is made from grapes, but door is made of (not 'from') wood. (નાલ એવું)
- (13) We were dirty from the journey. (આ પરિણામના અધ્યાત્મિ)
- (14) He obeyed me from fear. (આ કારણ)
- (15) The twins were so alike that it was impossible to distinguish one from the other. (લેટ પરિણામના અધ્યાત્મિ)
- in, into :** (નિઃસ્તિ - સ્તિ બતાવે છે, into સ્તિ બતાવે છે.)
- (1) I stayed in the house; I went into the house. (નિઃસ્તિ, અટિ)
- (2) There is a pencil in the box; put the pencil into the box. (નિઃસ્તિ, અટિ)
- (3) The water turned into ice. (અતિભ્યં રૂપાંતર)
- (4) Turn this from English into Gujarati. (એકથી વીજાનું રૂપાંતર)
- (5) Write in ink, not in pencil. (સુપરના અધ્યાત્મિ)
- (6) He has run into a heavy debt. (પરિણામ રૂપ)
- (7) I want to hammer the idea into your head. (સ્તિ)
- (8) His manners deceived me into believing him a gentleman. (પરિણામ રૂપ)
- (9) He was taken into custody. (અપિકરણ)
- of :**
- (1) Her father will never approve of that marriage. (બોકરા રંગ, બોકરા રૂપું)
- (2) She complained to me of his rudeness. (આ વિશે)
- (3) I took leave of my friend with a heavy heart. (સીંહાસ્ન)

**Introduction**

- (4) He comes of a noble family. (આં - જેવા અધ્યાત્મિ)
- (5) He lives 20 kms south of Ahmedabad. (સ્થળચારક)
- (6) He is lame of one foot. (આ અધ્યાત્મિ)
- (7) Have I asked too much of you? (from જેવા અધ્યાત્મિ)
- (8) He is hard of hearing. (આ અધ્ય)

**on :**

- (1) He is very keen on going. (આ વિશે)
- (2) She insisted on going with me. (અલેનું હો, આજો પેંચ)
- (3) He frowned on gambling. (આ નાલ)
- (4) All eyes were bent on her. (આ તરફ)
- (5) I will come on Tuesday. (point of time)
- (6) The cap is on his head. (આ પર - સ્થળ)
- (7) He stood on his right. (આ અંગ)
- (8) The house is on fire. (સ્તિ)
- (9) I went there on business. (બિઝુ)
- (10) I can't come, because I am on duty. (સંબંધ)
- (11) Did you come on foot or on bicycle? (સુપરના)
- (12) He went on with his work. (સાચાના)
- (13) He is on the select committee. (આ ચાંપા લેનુ)
- (14) He lives on fruits. (આ ખાંચાય)
- (15) The farmer works on his farm. (સ્થળ - માનવ - લેણ લાગે)
- (16) The pictures are on sale. (આ નાલ - ફોર ના અધ્યાત્મિ)
- (17) I have the chair on loan. (લેનુ)
- (18) It is a good book on English grammar. (આ બાબ - સ્પેચ પર)
- (19) I listened to the commentary on the radio. (રાયન)
- (20) Please turn on the T.V. (બોકરા હોય રાત્રે બોકરા રૂપું, ડિવિએ વિશે)

**off :**

- (1) The island lies off the coast. (આ દૂર)
- (2) He is off duty. (આ વિશે)
- (3) I took the book off the shelf. (અંગરો દુરાના અધ્યાત્મિ)

- over :  
 (1) He hit the ball over the boundary. (वी पेटे पार)  
 (2) There is a bridge over the river. (across ना अर्थम्)  
 (3) He spread his handkerchief over his face. (on जैवन् अर्थम्)  
 (4) I am over forty. (वी वधु)  
 (5) He jumped over the fence. (आरपार)
- to :  
 (1) Your advice is very helpful to me. (ना माटे)  
 (2) He does not attend to his lessons. (चोक्कर शब्द, चोक्कर भेपी.)  
 (3) I am in debt to him. (ला ग्राह्ये)  
 (4) Such behaviour leads to trouble. (अति)  
 (5) France lies to the south of England. (देशार्थुचु)
- under :  
 (1) The boy is sitting under the tree. (नी दीछे)  
 (2) He is under twelve years old. (वी ओडु़ु)  
 (3) You must act under rules. (ना मुजब)
- with :  
 (1) Under the circumstances, I cannot see you today. (ध्यात्मा देता)  
 (2) The matter is under discussion. (तब्बेक्ष)
- under :  
 (1) The food is under repair. (स्थिति)
- under :  
 (1) Leave the dog with me. (साथे)  
 (2) With all his boasting, he failed. (उत्ती)  
 (3) He cut the bread with a knife. (साधन)
- under :  
 (4) I have been associated with him for many years. (शोक्कर शब्द, चोक्कर भेपी)  
 (5) He fills his time with reading. (साधन् इपु)  
 (6) A passing car covered us with dust. (वी)

## Introduction

ग्रोप : उत्ताप उत्तापी गोड. जे अर्थमा वी जूला जूला भेपी. वी के - जात साथ अने निष्ठय राखे.

दाता,  
agree with (a person), agree to (a thing),  
part with (a thing), part from (a person),  
reconcile with (a thing), reconcile to (a person),  
interfere with (a person), interfere in (a thing).

चोक्कर शब्द, चोक्कर भेपी. जे ल. के, अने ते ये जे राख्या वा नीके तेवा अगल्या शब्दी-नी यादी वा दूरी यादी राख्यो.

## ग्राम :

ability in or for something	access (प्रवेश) to a person or place
affection (भृगु) for a person	abundance (ज्युपाल्य) of
acquaintance (प्रियंका) with	admission to a place
advantage of or over	ambition for
alliance (सांघिय) with	allowance (प्र॒देश) for
appetite (दृष्टि) for	approach (प्र॒स्तुति) to
aptitude (ग्राह्य) for	anxiety for
attachment (आश्रित्य) to	aversion (अप्प्राप्य) to
authority on or over	blindness to
capacity for	charge (शुल्क) of
charge (उत्तरोप्ति) with	claim on or to
comment upon/on	compare to
comparison with	compassion (सहाय्यता); for
complaint against	confidence in
consideration (विचार) for	control over
craving (अनुराग) for	competition with or to
conformity (सुसंगतता) with	distrust of
distaste for	engagement with
encroachment (धृपाश) on	exposure (प्रवृत्ति व्यवृत्ति) to
enmity (क्षमन्तप्त) with	exemption (ज्ञेता) from
exception (विप्रवाद) to	familiarity (परिचय) with
familiarity (परिचय) with	fond of

## Communication Skills

fondness for  
gratitude (સુધી) for or to  
hailed (હુલ્ય) for or of  
influence over or with or on  
longing (નોખાના) for  
objection (વાંચ્ય) to  
prejudice (પૂર્વજ્ઞ) against  
quarrel with or between  
submission (સામેટારી) to  
yearning (નોખાના) for  
zest (બેણ્ય) for

**દ્વિરોધાત્મક અને કાર્યો :**

abide (બિયાદુ) by  
accountable (જરૂરાતાર) to  
alien (અખરિશ્યાન) to  
with (a person)  
anxious for or about  
astonished (અભિભૂતિત) at  
bound in or to or for  
confident of  
content with  
convenient (અનુભૂળ) to  
efficient (અભિભૂતિ) in  
destined (અધિનિર્ણિત) for or to  
devoid (રહેણ) to or of  
different from  
distinct (અસરા) from  
endowed (અભૂતિપ્રદ) with  
favourable, with  
grateful (અર્થ) to

glance (નોંધ કર્યી) at  
guarantee for  
indulge (અધેરાય) in  
jurisdiction (-પાય-એ) over  
neglect (બેદાકારી) of  
partiality (પદાવાત) for  
proof against  
regard (ધૂત) for  
victory over  
zeal (ગ્રસ) for

acceptable (સ્વીકાર્ય) to  
alarmed (સાધ્ય) at  
angry at (a thing) /  
annoyed (નારાજ) with  
ashamed of  
bent (કરણાયારું) on  
capable of  
consistent (સુરૂંગાત) with  
contrary (ઝડપ) to  
cure of  
deprived (ફેફ) of  
devoted (સમર્પેત) to  
disgusted (અરાંઘ) with  
dubious (શંકાયા) of  
essential to  
furnished (ફેલ પડ્યો) with  
hidden from  
hopeful of

## Introduction

indifferent (બેદાકી) to  
inspired with  
interested in  
irrelevant (બાબતી) to  
kind to  
negligent (બેદાકાર; બેદાવ) of  
oblivious (અભેન્ટ) of  
parallel (સાંચાર) to  
popular with  
vexed (ઝડપી) with

## સાધારણ :

abstain (થી દૂર રહેણ) from  
acquit (આકેયાયી ચુકા કર્યું) of  
apologize (પાકુ ખંગાવ્યું) to  
appeal to  
approve (પાંચે કર્ય) of  
attribute (ને અરણાયત કર્યાય) to  
beware (રહેણીએટ રહેણું) of  
bear (શરૂ કર્યું) with  
blame for  
call on (a person) (શુદ્ધાત રેખી)  
complain of or against  
comply (રાન્યુધું થય) with  
deal with (a person) (સંબંધ)

deliver (ભેદાય) from  
desist (નાની આફાદાય) from  
dispose (નિકાલ કર્યું) of  
dissuade (શાબદી રસ્તી) from  
embark (બાયા-બાયા) on  
entrust to or with  
exchange for or with  
exclude (નાના રખ્યું) from

ignorant of  
impatient to  
intent (બન્દોચ્ય) on  
jealous of  
liable (ખરાખારી) to or for  
overcome with  
overwhelmed (અત્યાર જી) with  
preferable to  
responsible to or for.

accuse (આરોપ કર્યું) of  
agree with or to or upon  
argue with  
attend to or upon  
assure (અન્તર્યો ગાપવી) of  
avenge (દર દર્શાવ કર્યું) on  
bestow (વરસાવ્યા) on  
boast (દિલાસ કર્યું) of  
charge (આરોપ) with  
condole (અખારાન, આપવ્ય) with  
consent (સંજ્ઞી આપવી) to  
deal in (a thing) (ખ્યાપા)

deprive (ફેફાય) of  
die of or from  
distinguish from or between  
dream of  
enter into or upon  
excel (અનિયત લેખ) in  
exult (અન્તેત અન્તે. થયો) in or  
over

Communication Skills	
fall among or in or into or under	fight with or on against
feed (ખેલવાનું) with or on	flirt (દૂરવાતિ) with
guard against or from	grieve (દુષ્ટ થવું) for or at
hanker (અનન્દનું) after	hinder (અપરોધનું) from
hesitate (અચકાનું) at	impress of or against
identify with	insist (અપાણ રહાયો) on
inquire into or of or about	invest in or with
interfere (અનાંગનીશી કરવી) in or into	involve (સંશોધનું) in
jeer (બાંધી દૂષયાં) at	labour at or with or under or in
laugh at	listen to
live in or on or with or upon by	or within
long (લાંબાનું) for or after	look at or after or into or for or through or over
marvel (અનુભૂતિ પાડવી) at	match (મુલાખાનું) with
meddle (અધ્ય પારનું) with	meditate (ચિંતન કરવું) on
mourn (કરવું) for	part (અંતર થવું) from or with
offend (મુશી કરવી) against	perish (અંત થવી) by
partake (અભાગ કેવી) of	plead (એલા કરવી) with
pass over or by or for	point out or at
pine (ખૂબનું) for	ponder (ચિંતન કરવું) on or over
plot (અનુભૂતિ પદનું) against	prevail (અધ્યાત્મ થવું) on or over
preside at or over	protect from
prevent (સોસનું) from	provide (ન્યૂઝ પાડવું) for or
profit by	provoke (બાંધેરવું) to
against or with	quarrel with or over or about or against
qualify (અપાણ થવું) for	reckon (ગણાન કરવી) on or with
reason (એલા કરવી) with or against or about	recover from
rebel (બાંધી કરવી) against	reflect (અનાત કરવું) upon
reconcile (અનાધાન કરવું) to or with	refrain (અટકાવવું) from
refer (બાંધી કરવી) to	

### Introduction

rejoice (હુલ-િસ જાગુયો) at or in	relieve (હુલ થવું) of or from
remind of	repent for or at
reprimand (અન્યો આપણી) for	rescue (ઓસર્વ) from
rob of	run after or through or over or down
rule over	save from
scoff (હાસી બસાવ્યો) at	search for or into
sentence (સંજા કરવી) to	shudder (હુલ થાયું) at
side (પણ કેવી) with	sick (દુષ્ટાની) of or with
stand (ની પદપ્તે ઉલ્લા રહેવું) by	stare (ચાઢીને જોઈ રહેવું) at
stick (ખાંધી રહેવું) to or at	stoop (ફીલ પડવું) to
strip (એટિ રહેણ કરવું) of	subscribe (સુનો આપણી) to
sue (કેસ કરવી) for	sympathize with
talk of or about or over or with	trample (દુષ્ટ) upon
tide (અન્ધી પણ થવું) over	triumph (ડેરૂ મેળવ્યો) over
trifle (ઓસરાં કરવી) with	trust in or with
venture (સુનેન કરવું) upon	vie (શીખાન કરવી) with

### Exercise - 1

Fill in the blanks with these words : against, at, by, for, from, in, like, near, of, on, to, up, with.

- She is doing a degree course ..... a university.
- His trousers were washed ..... the washing machine.
- We had to climb slowly ..... the hill.
- His house looks ..... a temple.
- How many ..... the members will join the trip ?
- Don't lean that ladder ..... the wall.
- I don't usually feel tired ..... the morning.
- Have you heard anything ..... him yet ?
- My house is quite ..... to your school.
- Put this ..... your drawer and do not let anyone see it.
- A university is where you study ..... a degree.

## Communication Skills

12. Which of these roads will lead ..... the church ?
13. He sometimes quarrels ..... the neighbour.
14. I think there is a salesman ..... the door.
15. Her next birthday will be ..... a Sunday.
16. Even the new drug could not cure him ..... his illness.
17. He was given a ten-year prison sentence ..... armed robbery.
18. The cat likes to rub its head ..... my legs.
19. The store was robbed because there was no guard ..... duty.
20. My father has a car ..... yours.
21. His sister holds a degree ..... physics ..... Oxford.
22. The new factory is expected to come online ..... May.
23. If you go ..... a river you go towards its source.
24. Many of us eat ..... fork and spoon.
25. The mob stoned her ..... death.

## Exercise - 2

Fill in the blanks with these words: about, across, after, along, among, behind, beside, off, since, through, under, without.

1. The referee ordered two players ..... the field.
2. I could see her ..... the window.
3. He sings whenever he is ..... the influence of alcohol.
4. We have not met ..... early last year.
5. She came up and sat ..... me.
6. Police want to know all ..... it and are calling for witnesses.
7. Innocent civilians were ..... the casualties.
8. Please shut the door ..... you.
9. How long can you survive ..... light or heating ?
10. Who is looking ..... you when your parents are not in ?
11. She was carrying her handbag ..... her arm.
12. We parked the car ..... the fence.
13. He had to push his way ..... the crowd to get in.
14. The robbers jumped ..... the train while it was still moving.
15. We enjoy driving ..... the highway.

## Introduction

16. Books were scattered ..... the room.
17. We are not allowed to talk ..... ourselves.
18. He has completed this degree course ..... too much trouble.
19. There is only one bridge ..... this river.
20. Do you believe in life ..... death ?

\*\*\*\*\*

Date: 13/6/87

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## 2. WRITING SKILLS

- 2.1 Guidelines for Effective Writing
- 2.2 Writing Style of Application
- 2.3 Personal Resume
- 2.4 Business Letters and Memo Including Requests, Complaints, Asking Quotations etc.
- 2.4.1 Introduction
- 2.4.2 Importance of Business Letters
- 2.4.3 Appearance of Business Letters
- 2.4.4 Structure/Format of Business Letters
- Occasional Parts
- 2.4.5 Explanations of Parts of a Business Letter
- 2.4.6 Seven C's of an Effective Letter
- 2.4.7 Types of Business Letters and Their Importance
- 2.4.8 Inquiry Letter
- 2.4.9 Reply to Inquiry Letter
- 2.4.10 Order Letter and Cancellation of Order
- 2.4.11 Complaint Letter
- 2.4.12 Dealing with a Complaint (Adjustment Letter/Reply to Complaint Letter)
- 2.4.13 Inter-office Memorandum
- 2.5 Technical Report Writing

### 2.1. GUIDELINES FOR EFFECTIVE WRITING

The writing process which consists of : (a) thinking (b) planning (c) organising (d) drafting (e) revising (f) editing

#### Importance of Effective Writing

To write internal memos, correspond with clients, or help design sales materials. Writing beautiful prose and poetry is a talent. Writing effectively, however, is a skill that can be learned.

#### Organize Your Writing

Whether you are writing a memo to your co-worker or a report for your boss, you should decide what information you want to convey. Here is how to

#### Writing Skills

do this:

1. List each item you need to discuss in your memo or report.
2. Put them in order – from most to least important
3. Write a brief summary of your entire memo – this will be your first paragraph.
4. Expand on each item listed in step 1.
5. If any action needs to be taken by the recipient, state that in your closing paragraph.

#### Some Tips

**Good Writing is Concise**: The best writing focuses on key points and eliminates unnecessary words, and paragraphs. The key to making writing concise is proofreading and editing.

**Good Writing is Persuasive**: Effective business writing compels the reader to follow your recommendations through the cumulative weight of your clearly expressed arguments.

**Good Writing is Correct in Tone**: The best writing uses the language and jargon of your target reader in a way that seems natural, not forced. Jargon from your business is explained or eliminated.

**Good Writing is "Inviting to Read"**: Persuasive documents are easy for the reader to scan and understand. This means no long paragraphs, and frequent "visual breaks" like pictures or this table.

**Don't be redundant**: It is not necessary to say "2 p.m. in the afternoon" or "the expectant pregnant woman." Saying "2 p.m." or "2 in the afternoon" or "the expectant woman" or "the pregnant woman" all convey what you want to say and are less wordy.

**Pay attention to grammar**. A good dictionary should be nearby, along with a thesaurus. A thesaurus will allow you to keep your writing fresh by helping you find a variety of words to use. Many of these resources are available online.

**Proofreading** is one of the most important things you can do. Since you probably do most of your writing on a computer, you have access to automated spelling and grammar checkers. Beware though — some words, used in the wrong context may be missed by computerized spell checkers. For example the sentence "To employees attended too meetings two learn about the software," would pass through the spell check without any misspellings being detected. Have someone else proofread your document, if possible. If time allows, put your composition away, and proofread it later, or even better, the next day.

Here are some ways on how to develop good writing skills in English.

If you are an avid reader, then this should not be a problem for you. Reading books helps you get a better grasp of the English language. You're able to see how people use certain words or construct sentences apart from the examples on your language handout or reference. Plus, you'll also gain more confidence in your own writing style.

If you are not a fan of books, you can always read short stories or feature articles online. Even some magazines will help you develop good writing skills in English.

### 3) Start Writing :

If you want to develop good writing skills in English, you're going to have to write something at some point. A lot of people who keep journals are able to practice their English very well. I suggest you do the same as well.

If you prefer typing to actual writing, that's not a problem either. Your writing skills will not be impaired by whatever method you choose to use. Writing in a notebook will not necessarily make you a better writer than typing on your computer. However, stick to the one you're more comfortable with.

### 3) Put Your Work Out There :

Part of the ways on how to develop good writing skills in English is feedback. How else would you know how good or bad your work is unless you show it to others? A lot of people fear this stage because they don't really want to hear others criticize their work.

It's natural to be a little apprehensive about showing your work to others, which is why I suggest you only show it to those people who you really trust. They will give you the honest feedback you need without mocking you for your efforts.

Even successful authors need to keep learning how to develop good writing skills in English. You can't remain stagnant just because you're too lazy to read or write or too afraid to hear what other people think. You have a lot more potential than you realize.

## 2 & 2.3. WRITING STYLES OF APPLICATION AND PERSONAL RESUME

To ensure success in the highly competitive world, the need for highlighting qualities above the rest requires a conscious effort from the probable candidates. Biodata, résumé, curriculum vitae – though these three words are used interchangeably, the underlying purpose is to market one's skills for a job. Biodata, résumé and curriculum vitae serve the same purpose, but the target audience varies. Résumé and curriculum vitae give a brief description of the positive elements that augments one's capabilities like educational qualifications, previous occupations,

etc. It generally points out all the information pertaining to every aspect of one's educational and professional "course of life". As curriculum vitae are generally used while seeking jobs in academic institutions, it is supposed to contain every single aspect of expertise gained from educational courses and professional experiences that can strengthen one's prospects in getting the job. As the targeted audience includes the people in the educational sector, the curriculum vitae also include the various publications authored by the prospective candidate. The term curriculum vitae is more popular in the European countries. A curriculum vitae is a marketing tool. With your CV you will be able to promote yourself. Imagine the CV as being a brochure that will list the benefits of a particular service. The service being your time and skills! When writing a CV look at it from your employer's point of view. Would you stand out against the competition (the other candidates) and would the manager want to talk you for a possible job? You have to ask yourself these questions when writing your CV or curriculum vitae.

Résumé, on the other hand, highlights those achievements which are crucial to the job applied for. Personal, educational and professional experiences significant to the role form part of the résumé. Résumé is prominently used in the industrial sector where the task of drawing attention to one's significant achievements is unavoidable to succeed in the highly competitive sector. It is moulded to suit the requirements, targeting a selected audience. It can be prepared chronologically in order of the time of the accomplishments, or can be arranged in order of priority of each key skill or achievement accomplished. Résumé can be of help when the expertise gathered is wide and varied, and pointing out the key functional expertise becomes the need of the hour. Résumés vary from job to job and from role to role. Résumés are used while making a switch in one's career.

Biodata contains all information from the personal details, educational qualifications supported by details of educational institutions from where the knowledge was gained, professional details including the work accomplishments, salary last earned, etc. Personal details like the height, weight, etc might become a part of the biodata depending on the target audience. In India, biodata is used while seeking matrimony, and during the times of initial employment where professional skills could be negligible.

In India, even though these three terms are used interchangeably the focal point is to uplift one's position as a probable employee. With a huge population applying for any role in the country, emphasizing one's skills for the required job might call for the job of an expert. There are many organisations that help the candidates in preparing a winsome résumé and a covering letter. Recognition of the differences in these terms helps in using the right document to the right job.

**WHAT IS A RESUME ?**

A resume is a one or two page summary of your skills, accomplishments, experiences, and education designed to capture a prospective employer's interest. The purpose of a resume is to secure an interview. It is the primary tool of your job search and may take several drafts to prepare effectively. This article is designed to assist you by offering suggestions and guidelines for you to use as you construct, write and print your resume.

**BUILDING AN EFFECTIVE RESUME****Self-Assessment**

Before you can write an effective resume, you must first be able to identify your skills and abilities as well as your special needs relating to the work environment, salary, geographic location, and people environment. This step will help you to develop a career objective. The following exercises will help you identify some things about yourself, which you may want to express in your resume.

**Self-Assessment Exercise**

- A. List at least 10 skills which you have developed in each of the following areas : Education / Work / Internships or Volunteer/ Extracurricular. Use action words to develop one-liner summaries.
- B. Circle each of the skills noted in part A that you would like to use in your employment. Are there other talents you possess that you would like to use on the job? If so, add them to the list of circled skills. Now rank these skills in order of those you most want to use.
- C. Make a list of what you consider to be 5 great accomplishments in your life. What personal qualities helped you reach each goal?

**Career Exploration**

Collecting information regarding the required skills and qualifications of occupations, which interest you, is an extremely important step. This information will help you decide if and how these requirements relate to your own skills and needs. Using the books available at your institution's career-centre or making an appointment with a counsellor can be helpful in identifying and exploring careers and can also help you in developing a career objective.

**III. Writing The Resume**

As you organize your resume, keep in mind the needs of the employer who will be reading it. Consider what s/he is looking for in a candidate and make it easy for the reader to pick out those skills by selecting appropriate categories, using underlining, boldfacing or capitalizing and presenting relevant experience and skill areas higher on the page. Competencies Sought by Employers illustrates common transferable skills and qualities.

Keep in mind the following suggestions as you begin developing your resume:

1. Sell yourself. Create a good first impression by highlighting skills and abilities appropriate to the position.
2. Use active language. Check out our on-line list of action words to spice up your resume. Articulate marketable skills acquired through your positions. Example: Salesperson, Janata Shoe Store, Navasari. Assisted clients with selection of shoes, developed and promoted special marketing events, trained new employees, monitored cash. Store increased in sales by 7 percent in 6-month period.
3. Be consistent. Choose a pattern of spacing, an order of information presentation or a format of highlighting and be consistent throughout.
4. Present information in reverse chronological order within categories. List education and work experiences starting with the most recent first.
5. Check for grammar. Misspellings and poorly constructed sentences communicate negative impressions about a candidate.
6. Ensure that your resume is neat and visually appealing. Choose high quality paper in white, off-white or other conservative colours. Have the final version professionally reproduced.

**MAKE YOUR RESUME UNIQUE**

Feel free to develop your own categories to highlight your special relevant experiences and skills. It is frequently useful to separate your related or professional experiences from your other work experience by creating separate categories for these content areas. In this way, you can call more attention to your relevant skills by putting them in categories closer to the top of the resume so they are read first.

**Here Are Some Examples :**

- Student Teaching Experience
- Related Experience
- Experience With Children
- Related Courses
- Community Volunteer Work
- Workshops & Conferences Attended
- Technical Skills
- Special Skills
- Computer Skills

## Accomplishments

Professional Memberships

Military Experience

Language Proficiencies

Additional Information

In place of Related Experience you might wish to indicate your Field of Experience in the category heading.

Examples : Business Experience, Engineering Experience, Human Services Experience, Sales Experience, etc.

## RESUME CONTENT AREAS

The following categories can be used as guideline to assist you in organizing a resume. In constructing a rough draft, do not be concerned with length. Remember, categories may be omitted or added in later revisions. There is no absolute correct way to organize your resume. Creativity is encouraged. The following are descriptions of the basic categories of the standard resume:

### Name, Address and Telephone :

Present yourself with the name you use in your personal and business life (nicknames should be avoided). If you have a campus address that does not apply during vacations or after graduation, you should present both a college and permanent address. Use your parents' home address, a post office box, or someone who will know where to contact you at all times. Also, always include phone numbers with area codes. If you have an e-mail address, you might want to include that as well.

### Objective or Profile :

The objective is one of the most important parts of a resume and should not be overlooked. It informs potential employers that you are moving in a certain direction, relates your work preference(s), and serves as a focal point from which to review and analyse your resume. It should be brief, clearly stated, and consistent with the accomplishments and demonstrated skills as documented on your resume. If you are considering more than one professional goal, you should consider developing more than one resume, each presenting a different objective.

### Example :

Position teaching science and/or math at the secondary school level.

The profile is a summary in one sentence, maximum. It gives you the opportunity to present your strengths in the very beginning of the resume.

### Example :

### Profile Marketing...Finance...Management

- Eager to contribute to the growth of a progressive company with quality products or services.
- Qualified by business education, customer service and administrative experience.
- Professional appearance and advanced interpersonal communication.
- Highly motivated, strong work ethic; available as needed for training, travel, overtime, etc.
- Financed 80% of college tuition and expenses; additional 20% through scholarships.

In writing the major areas of your resume, it is important to emphasize your abilities and accomplishments more than past duties. You may also want to indicate how well you performed. This will help infuse personal qualities such as character and personality into your resume.

### Education :

This category is particularly important if you have not had a great deal of work experience. Remember, your most recent educational experience should be listed first. Include your degree (B.Sc., B.Com., B.A., etc.), major, institution(s) attended, date of graduation, minors or concentrations, and any special workshops, seminars, related coursework or senior projects.

### Work Experience :

Many students have limited paid work experience, but have been involved in volunteer, internship, practicum or student teaching work experiences. The important point to the employer is what your skills are and what you can do on the job. Be sure to include all significant work experience in reverse chronological order. Note to teacher candidates : be sure to include your student teaching experience on your resume.

You should include : (1) the title of your position, (2) name of organization, (3) location of work (town, state), and (4) dates (ex. Summer 1994; 1994-95 academic year) You should describe your work responsibilities with an emphasis on achievements using action words to communicate your skills. List the most important and related responsibilities first. Identify the most relevant work experiences and describe them fully. Be brief with the irrelevant experiences.

**Communication Skills**

omit them. It is sometimes useful to divide your work experience into two categories: Relevant Experience and Other Experience. You may want to add that work was performed to earn a certain percent of college expenses. Example: Earned 75% of college expenses through the following part-time jobs.

**Additional Information**

This category is useful for displaying information that doesn't fit in any other category. Although Interests, Computer Knowledge, and Activities can be separate categories, especially if they are very strong, they can be listed here as well. Languages spoken, or any extra, relevant bit of information can be placed here as well.

**Interests:** This is sometimes used to evaluate your suitability to a geographic area or to understand your "personality type". Include this section if you have available space. Include social or civic activities, health and fitness or sports activities, or hobbies which indicate how you spend your leisure time.

**Computer Knowledge:** If using computers is a necessary skill for the job you are seeking, be sure to highlight your knowledge in this section.

**Software:** Visual FoxPro, dBASE III, WordPerfect 5.1, Microsoft Excel, FAS (Financial Accounting System) **Hardware:** IBM 3088, IBM PC, Macintosh. Activities, Honours, and Leadership are categories to include. If the activities involved were your responsibility, note detail. The employer will be interested in it. If you have developed writing, volunteer or paid leadership skills, mention them. If you have held office or club positions, mention it. Recognitions, awards, certificates, and trip roles are also mentioned.

**References:**

Be sure to list references that are willing to be a reference for you. Employers Names of former employers are listed here if there is space available. Be sure to provide at least three references. Title, address, phone number, business hours, and business references are included.

As a contract employee, you will be our calling card to your potential employer. So, it is important to make sure your resume is professional.

There are many acceptable formats and methods of preparation. This brochure offers just one...but it is what our subscribers have found continued success. If you use this format and guidelines we suggest, we can not guarantee you will land a job. But, if you stick to this format, we can assure you that your chances of getting that next assignment will have definitely improved!

**Writing Skills****BASIC GUIDELINES FOR RESUME PREPARATION****Typesetting ...**

Professional typesetting equipment produces the best presentation of your resume. Most printing companies can provide you with this service. You can also use your own computer with some type of word processing software. The quality of this method depends greatly upon the type of printer you use with your computer. A third, and often less desirable method is to use a typewriter. If you do use a typewriter, make sure that it is in good condition...and use a new ribbon.

**Printing ...**

Offset printing is your best choice for duplicating copies. All cities have quick printers that can provide that service for you. Make sure you check out some samples of their work; however, before you allow them to print your resume. If you have a laser printer attached to your computer, you can elect to print multiple copies of your resume that way. The quality of a resume which you type on your computer and produce on your laser printer should be excellent...almost as good as one that is typeset by a professional and reproduced by a printer. The major difference between these two methods is that typesetting equipment can condense more copy onto a single page. Make sure that the typed copy on your laser-printed resume can "crack" also increase if you fold it. If that happens to your laser-printed resume, mail firms flat in a 9" X 12" envelope.

**Hints...**

Include only necessary personal information.

"Under contract to" for any contract assignments you may have had. Include total number of years experience.

Give security status, if any. If your security clearance has expired, include the date of expiration.

Write job descriptions in easy-to-understand terms, and as completely as space allows.

Include your name and page number on each page of a multiple page resume (except no number on first page).

If you want to use a better quality paper, consider a white bond paper with a rag content (available from most printers or paper supply stores). Rag bond, however, should not be used if you are printing copies of your resume on a photocopier (such as Xerox), as the letters may break up on folds.

**Tips to help you shorten a lengthy resume...**

- Have it typed by a professional typesetter.
- Eliminate all extra spaces between lines (except between job assignments).
- Use narrower margins.
- Keep job descriptions to 3-5 sentences (especially for older positions). If your "length" problem is due to an extensive number of job assignments, leave the oldest positions off and type the following at the bottom of the last page of your resume: "Experience from (date) to (date) available upon request." Then prepare a "complete" resume to furnish only to firms asking for it.

**Things you "Should" do with your resume:**

- Use 8 1/2" x 11" paper.
- Make your resume as legible as possible.
- Include both a permanent contact and present address, and phone number. You may be contacted through a permanent address or phone, even after you have moved from your present address.
- Include your job discipline(s)...near your name at the top of page one of your resume and as a title to each assignment.
- Include a summary paragraph near the top of your resume. Be brief but be complete.
- Include pertinent education and/or training.
- List jobs in reverse chronological order.
- Try to keep to a maximum of two pages (see "tips" if resume is longer than two pages).

**Things you "Should Not" do with your resume:**

- Don't include personal references or hobbies.
- Don't include your Social Security Number.
- Don't include a cover sheet.
- Don't use a "Job Objective." This is normally found on a resume for someone who is seeking a "direct" position. A "Job Objective" tells the firms what you want from them whereas a "Summary" tells what you can do for them.
- Don't exaggerate your experience.
- Don't show salary or pay information.
- Don't offer explanations for leaving prior employers.
- Don't use your photograph.
- Don't use abbreviations (except those that are acceptable in the engineering/technical fields, such as IIM, CAD, E/M, etc.).

*Writing Skills***MANY CONTRACT FIRMS USE RESUME SCANNERS**

More and more contract firms are utilizing scanners to input resumes into their computer databases. Because of that, new guidelines are required that will enable firms to scan your resume. Here are a few recommendations that will make your resume "scanner ready."

- Use white paper and black ink.
- Don't underline words.
- Don't use script or other fancy typefaces.
- All letters should be of the same quality (no light or broken letters, no smudgy or filled-in letters, etc.).
- Use adequate margins (at least 1/2" on all sides).
- Don't handwrite anything on your resume.
- If using a dot matrix printer, utilize the best quality of type the printer provides (i.e. letter quality, dark copy, etc.).
- Avoid boxes or unusual configurations.

**NOTE :** If you transmit your resume by using a FAX card in your personal computer, make sure you see what you transmit. Many resumes sent by FAX have problems (extraneous characters, missing copy, strange lines, etc.). Also, the format of the received resume is often different than what you think you are transmitting. Try faxing to a friend or local fax number so you can physically see what everyone else sees!

A resume is a brief summary of your abilities, education, experience, and skills. Its main task is to convince prospective employers to contact you. A resume has one purpose : to get you a job interview.

Resumes must do their work quickly. Employers or personnel officers may look through hundreds of applications and may spend only a few seconds reviewing your resume. To get someone to look at it longer, your resume must quickly convey that you are capable and competent enough to be worth interviewing. The more thoroughly you prepare your resume now, the more time someone is to read it later.

This guide, "Preparing a Resume," will be useful if you're writing your first resume or want to analyse the effectiveness of your current one. It can also help you draft your resume and cover letters, and can give you sample resumes and related handouts. Simply drop by; no appointment is necessary.

**OVERVIEW : HOW TO PREPARE YOUR RESUME**

This document, which is divided into eight separate sections, can be read in two different ways. You can either read it all the way through, as you would

a paper version, or you can click on any of the links listed below to jump ahead to a particular section.

- Gather and check all necessary information
- Match your experience and skills with an employer's needs
- Highlight details that demonstrate your capabilities
- Organize the resume effectively
- Consider word choice carefully
- Ask other people to comment on your resume
- Make the final product presentable
- Evaluate your resume

#### 1. Gather and Check All Necessary Information :

Write down headings such as EDUCATION, EXPERIENCE, HONOURS, SKILLS, ACTIVITIES. Beneath each heading, jot down the following information:

EDUCATION usually means post-secondary and can include special seminars, summer school, or night school as well as college and university. If you are just starting college, you can include high school as well. List degrees and month/year obtained or expected; names and locations of schools; major and minor, if any; grade point average. A brief summary of important courses you've taken might also be helpful.

EXPERIENCE includes full-time paid jobs, academic research projects, internships or co-op positions, part-time jobs, or volunteer work. List the month/years you worked, position, name and location of employer or place, and responsibilities you had. As you describe your experiences, ask yourself questions like these:

- Have I invented, discovered, coordinated, organized, or directed anything professionally or for my community?
- Do I meet deadlines consistently?
- Am I a good communicator?
- Do I enjoy teamwork?

Even if you're new to a field, you aren't necessarily starting from scratch.

HONOURS. List any academic awards (scholarships, fellowships, honours list), professional awards or recognition, or community awards (i.e. for athletic skills).

SKILLS. List computer languages and software, research, laboratory, teaching or tutoring, communication, leadership, or athletic, among others.

**ACTIVITIES.** List academic, professional, or community organizations in which you hold office or are currently a member; list professional and community activities, including volunteer work. Listing extra-curricular activities or hobbies is optional.

After you have all this information down, check it for accuracy. You will need full names, in some cases full addresses, correct and consistent dates, and correct spellings.

#### 2. Match Your Skills and Experience with an Employer's Needs

**POSITION :** What kind of position do you want for this job-search? Make notes. Now match your wishes up with positions that are actually available. You can get this information through postings, ads, personal contacts, or your own research.

**EMPLOYER :** For a certain position, what aspects of your education, experience, or skills will be most attractive to that employer? List SPECIFIC coursework, areas of specialty, specific skills, or knowledge that you think would interest the employer.

#### 3. Highlight Details That Demonstrate Your Capabilities

Look over what you've written and try to select details of your education, experience, honours, skills, and activities that match an employer's needs in a few important areas.

#### 4. Organize the Resume Effectively

**PERSONAL INFORMATION :** Top centre of first page. Name (no title); addresses; phone numbers; e-mail and/or fax addresses (optional); citizenship if applicable.

**EDUCATION :** Often comes first in student resumes, especially if it is a strong asset.

**EXPERIENCE :** Here, you can use one of two formats:

**Functional :** To emphasize skills and talents, cluster your experience under headings that highlight these skills; for ex.: leadership, research, computers, etc. This format can be helpful if you have little relevant job experience.

**Chronological :** To emphasize work experience, list jobs beginning with the most recent. Some hints:

• Write all job descriptions in parallel phrases, using ACTION verbs.

• List the most important responsibilities or successes first.

• List similar tasks together.

• Emphasize collaborative or group-related tasks.

**AWARDS/HONOURS :** Use reverse chronological order; include titles, places, dates.

**ACTIVITIES** : Generally, list hobbies, travel, or languages only if they relate to your job interests. In some cases, you may wish to emphasize your willingness to travel or relocate.

**REFERENCES** : You need not put these on your resume. Instead, you can prepare a separate list of references, with complete name, title, company name, address, and telephone numbers for each individual. Usually, you give this list to prospective employers after your interview.

#### CREATING YOUR DRAFT :

Look at other resumes written for positions within your field.

TYPE each entry in a format close to the one you want to use for your resume.

**LENGTH** : for many resumes, two pages is the maximum length (NOTE : an academic resume or "curriculum vitae" is often at least five pages long).

#### 5. Consider Word Choice Carefully

In a resume, you need to sound positive and confident; neither too aggressive, nor overly modest. The following words and phrases are intended as suggestions for thinking about your experience and abilities.

Whatever your final word choices are, they should accurately describe you—your skills, talents, and experience.

Choose ACTIVE VERBS that describe your skills, abilities, and accomplishments. Examples : I can contribute, enjoy creating, have experience in organizing... While at X Company, I administered, co-ordinated, directed, participated in,... Below is a list of such verbs :

accomplish; achieve; analyse; adapt; balance; collaborate; coordinate; communicate; compile; conduct; contribute; complete; create; delegate; direct; establish; expand; improve; implement; invent; increase; initiate; instruct; lead; organize; participate; perform; present; propose; reorganize; research; set up; supervise; support; train; travel; work (effectively, with others)

**NOTE** : You can change the forms of any of these verbs to stress different aspects of your abilities and experience : organize => organized, organizing, organization.

Choose ADJECTIVES and NOUNS that describe yourself positively and accurately :

able to; administrative; analytical; (fluently) bilingual; broad scope; capable; communication skills; collaboration; collaborative; consistent; competent; complete; creative; dedicated; diversified; effective; experienced; efficient; extensive; exceptional; flexible; global; handle stress; imaginative; intensive; in-depth; innovative; integrated; able to listen; motivated; multilingual; multi-

#### Writing Skills

disciplined; a negotiator; other cultures; reliable; responsible; a supervisor; team work; well-travelled; work well with....

#### 6. Ask Other People to Comment on Your Resume

WE STRONGLY RECOMMEND that you have an advisor, potential employer, or someone in your field critique your resume. For more help, ask your family and friends to give an unbiased opinion.

**NOTE** : People may offer many different opinions. Use your own judgment and be open-minded about constructive criticism.

#### 7. Make the Final Product Presentable

Use a computer and high-quality (preferably laser) printer. If you don't have a computer or laser printer, you should either have your resume professionally produced, or use the resources that Rensselaer has to offer.

Macintosh, IBM/PCs, UNIX, and SUN workstations on campus. Depending on which system you use, you have some choice of fonts, limited layout capability (i.e. creating borders, boxes, and columns), and access to laser printers.

#### 8. Evaluate Your Resume

Hold your resume at arm's length and see how it looks. Is the page too busy with different type styles, sizes, lines, or boxes? Is the information spaced well, not crowded on the page? Is there too much "white space"? Is important information quick and easy to find?

#### CONTENT

Your resume should include :

**Education** : what your degrees are; Bachelor, Master; relevant coursework

**Work experience** : put important and relevant work experience in this space, including place of work, the dates you worked there; a brief (but detailed) description of what your duties were.

**Related Experience** : this is for unpaid activities which have a direct relevance to the job you are applying for, notably organizations where you may have been a board member; volunteer work which indicates the ability to manage, organize, and/or teach.

**Honours** : list any awards you have won as a result of relevant skills

**Languages** : list all the languages you speak

**Computer skills** : list major programs you can work with, such as MS Excel, MS Word, Appleworks, WordPerfect; list any and all programming languages you know.

**Other Information** : Be sure to also add anything else you deem relevant.

**Size** : Your resume needs to fit onto 1 page.

**Formatting :** However much a student learns in college, one more skill must be mastered before he or she begins the serious task of looking for full-time employment. In order to ensure that all those years of schooling and other experiences will pay off in the job hunt, even before contacting employers, one must learn the art of resume writing.

#### Your Resume Should Be :

- A concise and factual presentation of your credentials
- Focused on your education, accomplishments, strengths, employment history and goals
- An invaluable marketing tool
- Your introduction to a potential employer
- Brief, easy to read, and grammatically well-constructed

Resumes may be written in various formats, several are outlined below. Also listed are a few skills you may have acquired along the way. The paragraphs below will give you a brief description of a chronological format and skill based, functional format, as well as tips on cover letter writing.

**Chronological resumes** document work experience and education in chronological order, with the most recent dates first. Major categories are : Work Experience, Education, Professional Affiliations, and Awards. This format is generally used by candidates applying for jobs in "traditional" organizations or for those who are staying in the same field. This type of resume is best used when your job history reflects growth, when prior employment has been with a prestigious employer, and you want to emphasize that work experience, or when a prior job title may be considered impressive to the reader. This format may not be the most appropriate to use when your job history is irregular, you are changing careers, you have changed employment frequently, or you have little employment history.

**Functional resumes** intend to highlight your specific skills and accomplishments, which have been demonstrated through specific work related achievements. Note that your skills do not necessarily have to be presented in the order in which they were accomplished; list them by order of importance as they relate to the job for which you are applying. Major categories are :

**Technical Abilities (skills), Work History, Education, and Professional Affiliations.** This format is best used when you want to change careers, when you are returning to the job market after a long absence, when your career growth has not been good, or when you believe extended work experience is not needed or desired for the job for which you are making application. The functional resume should be avoided in traditional fields such as teaching or government or when continuous growth is important to demonstrate.

Combination Chronological/Functional resume is being used increasingly by candidates to highlight special accomplishments while giving employment history in chronological order. The combination resume also seems to be popular with employment offices. Major categories are :

#### Professional Objectives, Education, Honours, Work Experience, and Summary

Targeted resume focuses on a specific position that you are seeking. Major categories are : Job Target, Capabilities, Achievements, Work Experience, and Education. This format should be used when your job goal is clear. Since this type of format is focused on one career field, it may not be useful to you if you are exploring multiple job options and do not have time to develop more than one resume.

Curriculum Vitae format is used for academic positions. The brevity required in a resume for business type employment does not necessarily apply in academy. It is important in a curriculum vitae to include all published works, presentations made at professional meetings, awards, professional achievements, and more detail about educational studies.

The Cover Letter should amplify points that you may or may not have covered in your resume; it serves as your introduction to an organization. It should be brief and informative. Several things should be addressed:

Explain why you are writing to the organization. Whenever possible, the letter should be addressed to a specific person, with the full name and title. Make sure the name of the person addressed is spelt correctly. This person could be the Chief Operating Officer, the Human Resources Director, or one of the line managers.

If responding to an advertisement, give the date of the ad, the publication in which the ad was run, and the title of the position for which you are enclosing an application. Analyse your skills, acquired both on the job and in volunteer work, and make every effort to match your skills with those emphasized in the ad.

If sending an unsolicited resume, make every effort to explore the goals of the organization, its regular and continuing job needs, and the climate of the organization to permit you to match your accomplishments with the goals and objectives of the organization.

In closing, express a desire to arrange a time for an interview and state that you will telephone to request a time for an appointment.

#### CHRONOLOGICAL

The chronological resume is the more traditional structure for a resume. The Experience section is the focus of the resume; each job (or the last several jobs)

### Communication Skills

is described in some detail and there is no major section of skills or accomplishments at the beginning of the resume. This structure is primarily used when you are staying in the same profession, in the same type of work, particularly in very conservative fields. It is also used in certain fields such as law and academic. It is recommended that the chronological resume always have an objective or summary, to focus the reader.

**Advantages :** May appeal to older more traditional readers and be best in very conservative fields. Makes it easier to understand what you did in what job. May help the name of the employer stand out more, if this is impressive. The disadvantage is that it is much more difficult to highlight what you do best. This format is rarely appropriate for someone making a career change.

#### FUNCTIONAL

The functional resume highlights major skills and accomplishments. From the very beginning, it helps the reader see clearly what you can do for them, rather than having to read through the job descriptions to find out. It helps target the resume into a new direction or field, by lifting up from all past jobs the key skills and qualifications to help prove you will be successful in this new direction or field. Actual company names and positions are in a subordinate position, with no descriptor under each. There are many different types of formats for functional resumes. The functional resume is a must for career changers, but is very appropriate for generalists, for those with spotty or divergent careers, for those with a wide range of skills in their given profession, for students, for military officers, for returning homemakers, and for those who want to make slight shifts in their career direction.

**Advantages :** It will help you most in reaching for a new goal or direction. It is a very effective type of resume, and is highly recommended. The disadvantages are that it is hard to know what the client did in which job, which may be a negative for some conservative interviewers.

#### COMBINED

A combined resume includes elements of both the chronological and functional formats. It may be a shorter chronology of job descriptions preceded by a short "Skills and Accomplishments" section (or with a longer Summary including a skills list or a list of "qualifications"); or, it may be a standard functional resume with the accomplishments under headings of different jobs held.

There are obvious advantages to this combined approach. It maximizes the advantages of both kinds of resumes, avoiding potential "turn-off" of either type. One disadvantage is that they tend to be longer resumes. Another is that they can tend to be repetitive - accomplishments and skills may have to be repeated in both the "functional" section and the "chronological" job descriptions.

### Writing Skills

#### 2.4. BUSINESS LETTERS AND MEMO INCLUDING REQUESTS, COMPLAINTS, ASKING QUOTATIONS, ETC.

##### 2.4.1 Introduction

The art of letter writing is no mere ornamental accomplishment; it is something that every educated person must acquire for practical reasons.

There are several different kinds of letters, each of which has its own particular form. But in all kinds of letters there are six points of form to be attended.

- (i) THE HEADING : The writer's address and the date.
- (ii) THE GREETING OR SALUTATION : The formal address.
- (iii) THE COMMUNICATION OR MESSAGE : The body of the letter.
- (iv) THE SUBSCRIPTION OR CONCLUSION : The complimentary close.
- (v) THE SIGNATURE, one's official one, in one's own hand.
- (vi) THE SUPERSCRIPTION : The address of the receiver on the envelope.

(i) THE HEADING : This informs the reader where and when the letter was written. The position of the heading is the top right-hand corner of the first page - the address above and the date just below it e.g.

23, Hornby Road,  
Bombay.

24th March, 1913

(ii) THE GREETING OR SALUTATION : This depends upon the relation of the writer and the person to whom the letter is written.

To Family Members : Dear Father, My dear Mother, Dear Ramesh, etc.

To Friends : Dear Mr. Shah or Dear Sajah or Dear Ramanlal, etc.

To Business People : Dear Sirs, Gentleman, etc.

The position of the salutation is at the left-hand of the first page, at a lower level than the heading.

(iii) THE COMMUNICATION : This is the letter itself. Its style depends upon the kind of letter that is to be written. But a few hints apply to all letters.

- (a) The letter should be divided into paragraphs, to mark changes of subject, matter, etc.
- (b) The language should be simple and direct.
- (c) The matter should be completely dealt with.
- (d) Post script is a sign of slovenly thinking.
- (e) The writing should be correct, neat and clean, and the punctuation should be correct.

## **Communication Skills**

**THE SUBSCRIPTION:** A letter should not end abruptly. So certain forms of polite leave-taking are prescribed, e.g. Yours sincerely, Your sincere friend, etc. The subscription must be written below the last words of the letter and to the right side of the page; the first letter of the subscription must be capital.

**THE SIGNATURE.** This must come below the subscription, thus:

Yours faithfully,  
J. M. Shulz

**THE SUPERSCRIPTION :** This should be carefully done- the first line (giving the name and title of the correspondent) well to the left, and each line of his address a little farther to the right indented.

A.R.Madan, Esq.  
14, Park Street  
Calcutta

विष्णु अद्वितीयः

આ વિલાગમાં રંગપીણો, મિત્રો, પહુંચિત બ્યક્ટેરિઓ વગેરેને અંગત પરો, પંથાદારી  
પરો, અરજીઘરો લાખાનાની જાખતનો જ્ઞાનવૈચારિક યાચ છે. ઉપરાંત, જરાડારી અપ્ટેક્સીઓ, જાહેર  
સંસ્કૃતીઓના વદાનો અને છાપાના તરીકી વગેરેને એઠો હોય છે.

- (e) requests એટલે કે વિનંતી પરો.

(f) greetings એટલે કે અસિનંદનના પરો,

(g) thanks અધ્યાત્મ ધન્યવાદ વંકત કરતાં પરો,

(h) accepting and declining invitations, એટલે કે મળતું આપણાનાં સ્વીકાર કે અક્ષીકરણ કરતાં પરો;

(i) regrets એટલે કે પેદ વંકત કરતાં પરો અને

(j) condolences અધ્યાત્મ દિલારોજીઓ પરોનો રખાવેશ થાય છે. બીજા મેંકારના આપણા પરો પણ હોઈ શકે છે.

પણ માત્રાં અંગે તમને જાણકારી શે પણ કેટલીક વિગતો ધ્યાનમાં રાખવાની રહે છે.

## શીર્ષક (કિંડા) :

અશી પણ લાંબાનારનું પોત્તિનું નમશક્તિ હૈ છે. ચાપાના-પાપણી છેલેવા લેટરેડ હૈ છે એનું અધ્યાત્મ ઉંડે કે જીવનની મજૂરી છાપેદું હૈ છે. તાણી બાજુઓ પણ ચાલે છે. આપણે પ્રેરણાની સરનાંનું કાઢતાં લાગતાંનું લોચાંની તે સરળ બનાવું, સરનાંની લાઈનોની રાગુણ્ય ચીવાઈન (ફોલ ફોર્મ). થયેલી લોચી જોઈએ, સરનાંના પણ એક લાઈન છીને. તો રો એ રાંદેનાં તારીખનું લખની. તારીખની આગામી Date એનું વંઘનું નહિ, તારીખનાં મહિનાનું વંઘનું, આડાં નહિ ડેટેડ ગ અને તારીખની લીલીઓને અંતિ વિરાણાચિઠ્ઠો કરવાનાં

四

WITTING, BRUNN

2. અભિયાન (ડોક્ટર) :  
સંપત્ત પદો (પ્રસ્તુત વેરો) માં તરીખ પછી નીચે આવી બાજુના પાછે પ્રસ્તુત  
જો ડૉક્ટરના પદ લાગે હો રહ્યું હૈ તેનું નામ અને સરનામું (Inside Address) લાગવાનું, રહેતું હોય  
આપોના નામનાંથી પણ જોગાવ કરે રહ્યું હોયને કોઈપણ અનુભો અને વિધાનિકાની  
એવી વાતાની જરૂરી નાનું નથી. ડૉક્ટરના નામ જરૂરી પણ નથી હોય : Dear Sir આપે હાં.  
Dear Raju, જીલી અને માનુષીય પદ : Dear/Mummy/Daddy/Uncle જેમણે સરનામુખી  
શરૂઆત પરિણામ પણ નથી, જેણું નિયોગ, જો આપો દોષપાત્રી કે વિધું હોય એવી વાતાની  
પદો હોય : Dear Mr. Mehta, (એસ એસ, એ. એ.) Dear Prof. Desai. (એંડીઓફ રાણે  
સાથે નિરૂપિત હોય નથી)

3. समापन : (ट्रॉफिक्सेन्ट्री क्षेत्र)

નવું લાદાર પૂર્ણ અથેરી નિશ્ચ રહી હતાં પહેલાં આપ તમે  
આર સુધ્યાન નિયો, લાદારેનો, માતાપિતા વગેરે મારે.

Yours lovingly, Your loving + (संगप्राप्त)

ਮਿਤ੍ਰੋ ਅਨੇ ਪਰਿਚਿਤੋ ਮਾਟੇ :

Yours sincerely,

મુખ્ય લાગ પડે થએ કોષ્ટકિયેંચી કાળ પડેલા ઉપરની લાંબાં ડાઢી વાજું આપ લાવી શકાય છે..

With love / With best wishes / With kind regards.

Letters may be classified according to their different purposes.

- (i) Social Letters, including friendly letters and notes of invitations.  
 (ii) Business Letters, including letters of Application, Official letters and Letters to Newspapers.

These have different characteristics which must be considered.

### **3.4.2 IMPORTANCE 3.4.3 APPEARANCE 3.4.4 STRUCTURE**

#### **(1) ESSENTIALS OF BUSINESS LETTERS**

(1) ESSENTIALS OF BUSINESS LETTERS :  
In the olden times the scope of trade and commerce was very limited; so the businessman seldom wrote letters. Business was largely local. Even the international trade was done in a crude way.

But in the modern age, business has become international. As a result, the art of writing commercial letters has evolved.

Today every businessman has to write letters in the course of his business. The business-letter is the easiest and cheapest means available to the businessman to contact the persons he seeks to contact. Telegram, telephone, etc. are quicker than letters but not so cheap and authentic as a letter.

In the course of business, the businessman is required to write letters to make inquiries, submit quotations and order goods. He has to make complaints. He has to satisfy his customers' complaints. He has to collect his debts. He has to undertake status inquiries. In all these circumstances he has to write letters. A business letter represents the businessmen. If he fails to communicate what he is required to, it may cause loss to his business. The skill needed for letter-writing is very important. In short, letter writing has become an integral part of modern business.

A business-letter wins the goodwill of the recipient. It provides a cheap means of communication. It provides a permanent evidence of transactions. It also provides a record for future reference. Thus the art of writing a good business letter is of utmost importance to all engaged in business.

#### (2) Appearance Of Get-up of A Business Letter :

##### (The Physical Aspects of the business letter)

Modern businessmen have now realised the value of the get-up of their letters. In the past, they were satisfied if they could only convey the message to the other party. They did not take proper care of the appearance and the effect of their letter. The modern businessmen have come to believe that their letter must attract their readers. Today the physical aspects are considered to be a sort of medium of publicity for a business house. It is believed that a letter represents the character of a business house. It is rightly said, "Your letter is your ambassador", and appearance makes or mars a letter. In order to make a business letter effective, following points regarding the physical aspects of a letter are to be borne in mind.

##### (i) Paper :

Normally, white glazed papers of tough quality (Sunlit Bond paper) are selected. However, many light-coloured varieties of paper are selected by modern firms.

##### (ii) Letterhead :

By letterhead, we mean the printing of the name of the business concern, its address and the date-line at the top of the paper. Simple letterheads with only these details look better. Some firms put many more details in their letterheads, such as, the details of their activities, their telephone number, their telegraphic codes, their postbox number, etc. Letterhead is an expression of a business firm's personality. So its psychological significance is great. Nowadays expert designers prepare it. It must have impressive artistic quality. Letterheads involve relatively a little expenditure, but they are useful in building good will. Simplicity should be observed while preparing the letterhead.

#### Writing Skills

##### (iii) Typing :

In comparison to a handwritten letter, a typewritten letter is more attractive and easier to read. But a typewritten letter will be attractive only if the person puts all his skill in typing.

##### (iv) Folding & Envelopes :

Last but not the least, it is important that the paper should be so folded as to be suited properly to the size of the envelope. As the envelope carries the letter it is the first impression, so, good and attractive envelopes create good impressions.

Sometimes, window envelopes are used to dispatch business letters. One part in the middle of one side of the envelope is made of a transparent paper. The letter inside is folded in such way that the inside address—the address of the receiver is seen through the transparent window. (This saves the trouble of typing the address on the envelopes). Such envelopes are commonly used in sending shares-allotment letters, refund orders to applications who have not been allotted shares, circular letters and so on.

##### (3) Structure OR Layout OR Form Of Business Letter

The modern business houses follow a fixed structure while writing business letters. It is desirable that the recipient of the letter should not find it difficult to trace the required information. The business letter is written according to a definite plan. It tends to be correct in form too. We can't afford to be indifferent to the layout of the letter.

The business letter generally contains six regular parts :

- (1) Heading (2) Inside address (3) Salutation (4) Body or Message
- (5) Subscription : Or Complimentary close (6) Signature

These particulars can be diagrammatically represented in the following way : (Page 5.)

#### OCCASIONAL PARTS :

The following are the occasional parts of the structure. They are used only when necessary.

- (i) The Attention Line : It is generally written between the inside address and the salutation on the right, left or in the centre.
- (ii) The Personal and Other Notations : Sometimes we send a personal letter to the addressee's office-address, such letters must be marked Personal. If the contents of an official letter are to be kept secret, it must be marked Confidential or Private.

- (iii) **The Subject Line :** The subject of the letter can be mentioned between the salutation and the body.
- (iv) **The Identification Line :** or the Source reference. Written beside the left-hand margin, two spaces below or opposite the signature.
- (v) **Enclosures :** Sometimes a cheque, a bill, a form, a copy of a letter is to be enclosed with the letter. This is mentioned on the left-hand side under the body. It is useful to the dispatch clerk and also to the receiver.
- (vi) **Postscript :** It is added after the letter is signed. The writer initials or signs it. The practice of writing postscript must be considered outdated. The letter should be so well planned and written that the need to write a postscript does not arise. But it can be used to stress something.

#### 2.4.5 Explanation of parts of letter

##### (1) Heading & Date :

This part of the structure contains the name of the writer, the address and the date of writing the letter.

The name is printed in the middle at the top of the letter. Sometimes a line showing the nature of the business of the firm is added below the name. The address of the writer is then printed on the right-hand two or three spaces below the name. Normally, in the first line of the address, the house number and the name of the street is written. In the second line, the name of the town is written and in the third line the date with the month is written. The date should be typed three or four line spacing below the letterhead. It is not good to abbreviate the name of the month or put a figure for it. It should be typed in full.

Incorrect : 15th Jan. 2013 or, : 15-1-2013.

Correct : 15 January, 2013 (British style)

Sometimes in ordinary routine letters some writers abbreviate the months. But the names of months (May, June, July) should not be abbreviated if possible. In the U.S.A. it is the practice to write dates in the order of month, day and year (January 15, 2013 American style). There is a modern tendency to omit punctuation marks in writing dates. Some claim that the date is not a sentence so it should not be followed by a full stop. Modern writers of business letters avoid putting a full stop at the end of the date. The date is useful for reference.

Specimen of the heading :

WESTERN TRADING COMPANY LIMITED

(IMPORTERS & EXPORTERS)

271, DHOBI TALAO, MUMBAI-2

15 January, 2013

##### (2) Inside Address :

This part contains the name and address of the recipient. It is inserted two or three spaces below the date line on the left-hand side.

The inside address should be typed in blocked paragraph form in alignment with the left-hand margin of the letter. If a window envelope is used, the inside address should be given in full (to ensure safe delivery) and it should be indicated by guide-marks.

Proper care should be taken while writing the names of individuals, partnership firms or companies.

##### Individuals :

"Mr." Or "Shri" should be placed before the name. "Esq." should be placed after the name. Both "Mr." and "Esq." should not be written with the name.

e.g. Mr. S. P. Gupta, or Shri S. P. Gupta or S. P. Gupta, Esq.

"Mr." is put in the beginning of the name of an individual. In the same way Miss, Shrimati, Madam, Dr., Professor, Colonel, etc. are written before the name. (Degrees may be placed after the name).

##### Partnership Firms or Companies :

"Messrs." is used for firms beginning with personal names.

e.g. Messrs Varma Brothers

"Messers" is not used for firms beginning with impersonal names. e.g. Jai Hind Stores.

"Messrs." is not used for Limited Companies.

e.g. The National Trading Company Limited.

"Messrs." is also not used for firms beginning with a title.

e.g. Sir Adams & Company.

The name of the recipient is followed by his address.

Usually, circular letters or the letters addressed to the public at large don't contain the Inside Address.

##### (3) Salutation :

The salutation is the complimentary greeting with which the letter is opened.

The salutation and the subscription, must always be in keeping with each other. Just below the inside address comes salutation. It is common to use 'Dear Sir', or 'Madam' for ordinary business purpose. There is a feeling that the ancient and stereotyped Dear should be dropped. But such a growing feeling has not gained ground in many countries, especially in India and England and Dear has still

## Communication Skills

reigned. And for Firms or Company "Dear Sirs" is commonly used. When a company or an organization is headed by women-married or single-either Mesdames or Mmes is used. Nowadays the practice of writing only "Sir" or "Sirs" has evolved.

Salutations are not essential to departmental letters and office memoranda. They are again dropped in the communications which are written in the third person.

### (4) Body OR Details of the Message :

The body of the letter contains the message that the reader wants to convey. It should be arranged in such a way that it should make the reader's task as easy as possible. The message should be expressed in such terms that the reader can readily understand. In order to make the message clear, write your letter in simple, clear, courteous and grammatically correct language. Your message should be to the point. The matters having no concern with the message should be avoided. In the same way you should not be about the bush while drafting a business letter. Unnecessary details should not be included in the letter.

This part is made up of three divisions :

- (a) The opening paragraph
- (b) The Main Communication or Message
- (c) The closing paragraph.

The salutation is followed by the body of the letter. Between salutation and the body, many business houses write the subject which is to be discussed in the letter. This subject is indicated in short. It is generally underlined.

- (a) The opening paragraph should arouse interest in the reader.
- (b) The main communication should be written logically in short paragraphs. All the particulars should be precise yet brief. Brevity is the most important characteristic of a business letter. The length of the message depends upon the nature of the subject-matter of the letter.
- (c) One or two sentences are enough for the closing paragraph because if you repeat what you have already said in the message part of your letter, the reader will not take any notice of it. The only important thing is that this paragraph should be impressive. The appeal must come out in this paragraph. It should be remembered that in modern business letters participial endings such as "Thanking you in anticipation" or "Expecting to receive your order" are generally avoided.

### (5) Complimentary close or Subscription :

This is a polite way of ending a business letter.

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In modern commercial correspondence, "Yours faithfully", is widely used. The use of this closure is meaningless yet conventions compel us to use it. This is placed below the closing paragraph on the right-hand side at the end of the letter. At the end of "Yours faithfully", comma (,) should be inserted. "Yours very faithfully" should never be used. "Yours truly" is old-fashioned and little used in business. "Yours respectfully" is regarded as a vulgar closure. The complimentary close is omitted from departmental letters and office memoranda.

### (6) Signature :

The complimentary close is followed by the signature of the person authorised to do so. The signature is written in ink. While signing all the letters the same style should be adopted. Most of the business heads put their signatures in illegible hand so it is now common practice to type the name of the signing authority under his signature. This practice avoids the embarrassment resulting from the misreading of the signature. Please note the following illustration.

Yours faithfully,

Gupta & Shah

B. M. Shah

(B. M. Shah)

Manager

Following points should be borne in mind while signing the letter.

- (a) When a male individual signs, he writes his name directly e.g.,

Yours faithfully,

B. P. Gandhi

- (b) In case of a partnership concern,

- (1) the name of the concern is written:

e.g. Kama & Sons

- (2) a partner signs under the name of the firm e.g.,

Kama & Sons,

B. R. Kama

(Partner).

or

- (3) an authorised person signs on behalf of the firm,

e.g. per Pro. Kama & Sons

B. M. Gupta

Manager

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- (c) In case of a limited company,  
(i) the name of the Company is written.  
e.g. Golden Tobacco Company Limited.  
or  
(2) a legally authorised person with power of attorney signs the letter,  
e.g. Golden Tobacco Company Ltd.

P.C. Sharma

Secretary

per Pro. Golden Tobacco Company Ltd.,

P.C. Sharma

Secretary.

In this case, the person signing the letter has no personal liability. But if he signs the letter as under, the liability lies with him:

P.C. Sharma

Secretary,

Golden Tobacco Company Ltd.

In the signature part of the layout of the letter, we come across the term 'per pro' - (in business, for convenience, authority to sign letters and other documents is given to a responsible employee). Such an employee signs 'per pro. or P.P.' It is written before the name of the firm or the company when a person is authorised to sign letters or other documents on behalf of such firm or company. This authority is given by a legal instrument known 'Power of Attorney'. This legal instrument is attested and signed by a First Class magistrate. The person in whose favour Power of Attorney is made can enter into contract or business on behalf of the drawer of the document. And that deal or contract is binding on the drawer of the Power of Attorney. Such power can be revoked at any time. A person who signs with such authority is said to sign "per procuracionem" (per pro. or p.p.) In this case the personal liability of the writer of a letter is excluded. The company or the firm is responsible for whatever is conveyed in the letter. But as shown above, a lot of care should be taken while signing the letter under the Power of Attorney. If the person signing is an authorised agent, the use of per pro. is unnecessary.

Enclosures :

Along with the letter, it is sometimes necessary to send cheques, bills, invoices, etc. They are known as enclosures. Hence if there is any such enclosure accompanying the letter, it is indicated in the left hand corner at the bottom of the letter, as:

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Encl : One cheque

Encl : Two Bills.

The mentioning of enclosures will ensure the safety of important documents like cheques, bill, etc. When enclosures are mentioned in a letter, in the event of the loss of enclosures, the recipient of the letter will put himself on guard and institute an inquiry about them. Mentioning Enclosures ensures the safety of loose papers or materials that accompany a letter.

Postscript :

Sometimes on account of oversight of the writer of a letter, some fact remains unmentioned after the whole letter is typed and signed. Sometimes new important development takes place and the writer has to mention the same in the letter. In such cases, the additional matter is written at the end of the letter with the remark - 'Postscript' (P.S.) before it. But in doing that the forgotten matters but recollected while going through it after it has been typed and signed should be included in that letter under the heading of 'postscript' or P.S. Nowadays it is used to stress a point. This additional matter written at the end of the letter should also be signed by the writer of the letter. Really speaking such Postscript should be avoided as far as possible because it creates a bad impression and breeds carelessness. It is always better to get the letter retyped or rewrite it after the new information or a new matter is to be added. Then again use of postscript is not recommended and creates the impression of carelessness.

2.4.6 Essentials (Characteristics) of a Good Business Letter  
or Seven 'C's:

SEVEN C'S OF EFFECTIVE LETTER WRITING

1. COMPLETENESS
2. CONCISENESS
3. CONSIDERATION
4. CONCRETENESS
5. CLARITY
6. COURTESY
7. CORRECTNESS

1. COMPLÉTÉNESS

- A. Provide All Necessary Information

Remember the five W's: Who ? What ? When ? Where ? Why ?

- B. Answer All Questions Asked

- C. Give Something Extra When Desired

More information to the incomplete and inadequate questions

e.g. Incomplete Question:

Please fax me in return the departure from Singapore to Hong kong.

Something extra like times of day, airlines flying that route, costs,

departure and arrival times.

2.

**CONCISENESS****A. Eliminate Wordy Expressions**Use single word in place of phrases*At this time - Now**Due to the fact that - Because*Omit Unnecessary expressions*Allow me to say how helpful your response was.**Your last response was helpful.*Replace wordy statements with your concise version*Please find attached the list you requested.**The list you requested is attached.*Avoid over using empty phrases*There are four rules that should be observed.**Four rules should be observed.**Avoid 'Which' and 'That' clauses whenever possible**She bought desks that are of executive type.**She bought executive-type desks.***B. Include only Relevant Material**

- Stick to the purpose of the message.
- Delete irrelevant words and rambling sentences.
- Avoid long introductions, unnecessary explanations, excessive adjectives and prepositions.
- Get to the important point tactfully and concisely.

**C. Avoid Unnecessary Repetition***Unnecessary repetition - message becomes wordy and boring**Three ways to eliminate UNNECESSARY REPETITION***1. Use a shorter name after long one mentioned once***North Central Company → North Central***2. Use pronouns or initials***American Association of Technical Analysis → it/they/AATA***3. Cut out all needless repetition of phrases and sentences**

3.

**CONSIDERATION****A. Focus on 'You' Instead of 'I' or 'We'****B. Show Audience Benefit or Interest in the Receiver****C. Emphasize Positive, Pleasant Facts**

- It is impossible to open an account for you today.
- As soon as your signature card reaches us, we will gladly open an account. (Positive)
- We don't refund if the returned item is soiled and unsalable.
- We refund when returned item is clean and resalable. (Positive)
- When you travel on company expense, you will not receive approval for first-class fare.
- When you travel on company expense, your approved fare is for tourist class. (Positive)

4.

**CONCRETENESS****A. Use specific Facts and Figures**

- Student GMAT scores are higher.
- In 1996 the GMAT scores averaged 600; by 1997 they had risen to 510.
- Eastern Europe is making progress in obtaining investments.
- In 1990, investments in Eastern Europe were about US \$30 million today, that figure has increased by 12%.

**B. Put Action In Your Verbs**

- Use active rather than passive verbs
- Put action in verbs rather than in nouns and infinitives

**C. Choose Vivid And Image Building Words***Message becomes more forceful...**If comparisons, figurative language well-chosen adjectives etc. used with care.**Her work in group was exemplary.**She could be called "the spark plug of the group".*

**CLARITY**

- A. Choose Precise, Concrete and Familiar Words
- B. Construct Effective Sentences and Paragraphs
  - Length : Average length 17 to 20 words
  - Unity : One main idea carried throughout and other closely related ideas woven to it. "I like Jim and his wife. Jim is in Paris".
  - Coherence : words are correctly arranged to express intended meaning.
  - Unclear : Being an excellent lawyer, I am sure you can help us.
  - Clear : As you are an excellent lawyer, I am sure you can help us.
  - Emphasis : Visual pictures like drawings, illustrations, graphs, pie charts, underlining, italics etc.

**COURTESY**

- A. Be sincerely tactful, thoughtful, and appropriate
- B. Use expressions that show respect
- C. Choose nondiscriminatory expressions

**CORRECTNESS**

- A. Use the right level of language
- B. Check accuracy of figures

**How to Write a Good Business Letter :**

If we want to write a good letter, we should follow the relevant matter. It should, then, be arranged in a systematic manner. A good business letter requires the ability to collect and classify information. In order to write a good letter, we should study the rules and regulations that guide us to achieve the correctness of letters. We should express our message with unmistakable clearness. It should be expressed in such a way that it can be understood by the receiver in the spirit in which we send it. Avoid using dull, flat, monotonous and uninspiring language.

**2.4.7 TYPES OF BUSINESS LETTERS AND THEIR IMPORTANCE****Introduction**

In business, the parties involved are often required to enter into correspondence for varied reasons. Some letters are written by the seller while others are written by the purchaser. A list of such letters is given below. In order to study them better the letters written by the seller and the purchaser, they are divided into two parts.

**(1) BUYER'S LETTERS****(i) Letters of Inquiry**

Whenever a trader wants goods, he gathers the details about the exact quantity of the goods and the period within which he requires such goods. Then he finds the names and addresses of the sellers from whom he can get those goods. He, then, writes letters making an inquiry about the prices, etc. of the goods. These are known as Letters of Inquiry.

**(ii) Orders**

After receiving the replies from different sellers, the buyer compares the rates of the goods he needs. Then he places his order with the seller who has given the reasonable quotation for better quality of the goods. He asks the seller to send him those goods within a stipulated time. Such letters are known as Order Letters.

**(iii) Trade Reference**

Whenever a buyer deals with a seller for the first time and purchases goods on credit, he mentions in his letter the names of individuals or firms, his Bankers who may give their opinions regarding his (buyer's) status and financial standing. Such letters are called Trade References.

**(iv) Letters of Complaints**

Sometimes the buyer is dissatisfied with the goods received from the seller. There are many reasons for such dissatisfaction : (1) goods of inferior quality. (2) goods other than asked for. (3) damaged goods. (4) goods partly lost or stolen in transit. (5) goods completely lost. Under such circumstances the buyer writes letters of complaint to the seller.

## (v) Letters to Foreign Countries :

The buyer writes such letters when he imports goods from other countries.

## (2) SELLER'S LETTERS

## (i) Letters of Quotations :

The seller receives the letter of inquiry from the buyer. Then he submits his quotations suitable to him (seller). Such letters are known as Letters of Quotation. In this letter he satisfies the buyer's queries.

## (ii) Execution of an order :

This letter is written by the seller after or before the goods are despatched. He may also write in this letter about the delayed delivery of the goods or make an substitute offer.

## (iii) Status Inquiries :

When the buyer of goods is unknown to the seller, and when he requests the seller to sell him the goods on credit, the seller requests the buyer to supply him references. The Buyer then supplies the names of individuals, or firms or his Banker to the seller. The seller writes letters to such references and collects information regarding the financial standing of the buyer. Such letters are known as Status Inquiries.

## (iv) Adjustment Letters :

These letters are written when a complaint regarding the despatched goods is received from the buyer. He informs the buyer what adjustments have been made or how the errors on his score have been rectified. If the buyer has made a complaint under some erroneous impression or belief, the seller points out what error of judgment has been committed by the complainant.

## (v) Collection Letters :

When the buyer does not make payment in time, such letters are written requesting the buyer to make the payment promptly. When the buyer ignores such letters the seller takes the advice of his lawyer, and collects his debt by resorting to the court.

## (vi) Sales Letters :

Whenever a new thing is manufactured or changes are made in the manufacture of a thing, such things are notified to the buyers informing them of the advantages, the quality, the price etc. of such a product.

## (vii) Circular Letters :

Such letters are written to the buyers when the place of business changed or the constitution of the business house is changed. They are also written when new branches are opened.

## 2.4.8 INQUIRY LETTERS

Inquiries for information about goods or services are sent and received by business all the time. When one wants to get some information about the quantity, price, availability, terms of sale etc., letter of inquiry is written.

## Hints for drafting Inquiry Letter :

- a. Mention source of your knowledge regarding products, service supplier / manufacturer
- b. Show interest in dealing with the person concerned
- c. Tell supplier / manufacturer etc. about your business
- d. Explain situation of product in your area
- e. Ask for the information you require
- f. Attract the attention of supplier / manufacturer by putting such facts which may lead supplier / manufacturer to respond you quickly
- g. State clearly and concisely what information you want — general information, price-list, catalogue and other necessary information
- h. You may ask for consideration in price
- i. Most suppliers state their terms of payment when replying so there is no need for you to ask for them unless you hope for special rate
- j. Keep your inquiry brief and concise.

**Example of Inquiry Letter :**

With reference to an advertisement in 'The Times of India', write a letter to Indian Aluminium Co. Ltd., enquiring the prices, terms of sale etc.

**Ruta Construction Consultancy**

F-79, New Empire State Building

Ring Road, Surat

① (0261) .....

E-mail - rcc@yahoo.com

Fax: 91-261 .....

1<sup>st</sup> October, 2013

Ms. Nyaraa Shah  
Head  
Marketing and Sales  
Indian Aluminium Co. Ltd.  
Surat.

Dear Madam

Sub: Inquiry for aluminium screws and fittings

I read your advertisement in 'Times of India' dated 30th September, 2013. I am very much impressed by the description of metal fitting - aluminium screws and fittings. I am interested in initiating business with you.

I am a construction contractor and consultant Surat region. The demand for aluminium screws and fittings is gradually increasing in this area. I have a large number of order and inquiries too. Please provide the following information:

Send us price-list

If possible send us one sample of each product.

My annual requirement in metal fitting exceeds Rs. 5 lakhs. Kindly let us know any special discount you offer on wholesale purchase. If I am satisfied with the quality and terms and conditions of sale, I would like to put regular order with you. Please quote your most reasonable price and also let us know the mode of payment.

Sincerely

[Signature]

(Kajal Patel)

Proprietor

**2.4.9 REPLY TO INQUIRY LETTER**

Enquiries mean potential business, so they must be acknowledged promptly. A quick reply suggests that the seller is fully conversant with business etiquette and has a genuine respect for the buyer's interest. Replies may contain terms of sale, price, discount, credit and other information.

**Hints for drafting Reply to Inquiry Letter :**

- If it is from an established customer, say how much you appreciate it. Say how you are glad to receive it.
- Express a hope of lasting and friendly business relationship.
- Answer in cheerful tone, all the questions asked in the letter of inquiry.
- If possible, add relevant information in the form of short description of goods, prices, advantages and favourable terms etc.
- Also mention if you offer any special discount or scheme; state the time for which the offer is open for acceptance.
- Stimulate the interest of the buyer.

## Example : Reply to Inquiry Letter

**INDIAN ALUMINIUM CO. LTD.**

Near Gujarat Gas Circle  
Adajan, Surat

Office No. (0261) .....  
Fax: 91-261- .....  
Website: [www.indalu.com](http://www.indalu.com) E-mail contact@indalu.com

Date: 10-10-2013

Ms. Kajal Patel

Proprietor

Kuta Construction Consultancy  
P-79, New Empire State Building,  
Ring Road, Surat.

Dear Madam,

Sub.: Reply to inquiry regarding our products

Ref.: Your Inquiry Letter NH04/00

We are thankful to you for your inquiry about our products. We are happy to know that you are impressed by our advertisement.

You will be happy to know that our construction products are approved by ISI. This reply is in reference to your inquiry dated 10/10/2013. Using our product will give you the best quality and value for money. We have the best product available in the market. We will be happy to provide you all the necessary information about our products. We will also provide you with competitive price. We are happy to offer 1% discount on all orders and 1% additional discount on all repeat orders. We will also provide you with sample of metal within a week's time.

Sincerely,  
For, Indian Aluminium Co. Ltd.

(Signature)

(Nyaara Shah)

Head, Marketing and Sales

## Writing Skills

## 2.4.10 ORDER AND CANCELLATION LETTERS

When a buyer makes inquiries to get the necessary information, the stage for him is over. The seller receives an inquiry and he replies it with obtaining an order. The buyer, if satisfied with the quotations, will place an order which amounts to the acceptance of the quotations. Even if they send order form, they enclose title (cover) letters requesting the trader to send the goods; then the order form.

The following particulars should be given while placing an order.

## 1. Quality :

The quality of the goods required by you should be very clearly stated in your order. If you describe the quality of goods in detail, you will receive the right type of goods from the seller. If your order has any reference to the catalogue or any other list of items sent by the seller, it is necessary to give the page number as well as the serial number of the goods selected by you.

## 2. Quantity :

Mention the quantity exactly in your order. State size, measurement and other details in your order. Be accurate in mentioning the quantity.

## 3. Packing instructions :

If special packing is required by the buyer, instruction should be written accordingly. Otherwise normally, the suppliers deliver the goods in suitable packings and this is mentioned by them in the quotations. The cost of such packing is also clearly shown.

## 4. Date and place of delivery :

Usually, when the order is placed by the buyer, the period of time for the delivery of goods is also mentioned by him in the letter. If, on the other hand, the time or exact date is not mentioned in the order, the seller may take his own time and he may deliver the goods at any time. So, when the goods are required urgently, the buyer should mention the date on which he requires goods.

## 5. Price and Terms :

When the business correspondence starts with inquiries, quotations etc., the prices of the goods required by the buyer are already sent before an order is placed. The mode (method) of payment of amount for the goods is also decided. But, for the sake of clarity, it is always advisable to mention both the price and mode of payment for goods in the order letter.

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### Communication Skills

If the payment for goods is to be made before the goods are despatched by the seller, the buyer should enclose the cheque or draft along with the order or under separate cover.

If the goods are delivered on Cash-on Delivery (C.O.D.) basis, the payment should be made accordingly.

6. Mode of Transport :

The seller's quotation normally contains the details about the mode of transport. But if the buyer wants the goods to be delivered by a particular mode, e.g. by Railway or Railway parcel, Road Transport, Steamer or by Post, he should mention it in his order.

7. Insurance :

If the goods are despatched within country, they are not usually insured. However valuable articles, glass, etc. are covered under insurance. Sometimes, the buyer may desire to insure the goods. In such a case he may request the seller to do so. When the goods are to be received from a foreign country they are always insured.

All the urgent orders given through a telephone or a telegram must be confirmed in writing. Where the order is for more than two items, they should be tabulated to avoid mistakes.

Points to be borne in mind while drafting the order letter :

- (1) State that you have approved of the quotations.
- (2) State the quality and quantity of the goods. Clearly mention the make or pattern. Quote Catalogue numbers if any.
- (3) If your order contains numerous articles kindly attach a separate sheet and mention that the goods you require have been shown in the separate sheet.
- (4) State the time by which the goods should reach you.
- (5) State the mode of transport. State full directions for forwarding.
- (6) Give the details regarding the packing.
- (7) State that if the goods are not received within the stipulated time, you can cancel the order.

THE ORDER FORM :

Many business firms use printed Order Forms for placing orders. These forms are generally perforated, numbered and made up into books.

The order form has some advantages. It saves time and labour. The buyer has only to fill in the particulars. It makes the buyer supply all the necessary details.

Writing Skills

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### A Specimen of an Order Form

Order No. ....

Date .....

From To

.....  
.....  
.....

Please supply as under in strict conformity with the particulars given. The number of this order must be quoted in the Invoice.  
Particulars : .....

Sender's Name .....  
and

Signature .....

Confirmation :

It is not always necessary to confirm an order. When a seller is silent, it is presumed that the order has been accepted. However, it is advisable for the seller in dealing with a new customer to thank him and make him feel how the company values his business. It is good to confirm an order or send out an acceptance.

If the order can be executed at once no confirmation is necessary. But, if the order cannot be executed immediately or the delivery is to take some time or in case the order has been received orally over a telephone, it is necessary that written confirmation should be sent.

If an order is declined or cannot be executed, it is customary to state the reasons. It is better to decline the order politely if the person ordering the goods is financially weak.

Execution of order :

When the order has been received, the seller should despatch the goods required without delay, if the goods are in stock. But if the goods are not in stock or if there are genuine causes, the seller should inform the customer of the delay in despatch.

If the goods are not at all available or are no longer produced, the seller should acknowledge the receipt of the order but regret his inability to execute the order, or he should offer similar substitute goods.

The following points should be kept in mind while writing the letters acknowledging the order:

- (1) He should name the person who places the order.
- (2) He should mention the quantity, the quality and the price of the goods to avoid any misunderstanding.
- (3) He should mention the date of despatch, the mode of packing, the mode of transport and other necessary information, if any.
- (4) He should send the invoice with the letter and request the buyer for an early settlement of accounts.
- (5) He should express his hope that satisfaction with this consignment will lead to further orders.

#### Offering Substitute :

When the goods required are not in stock or are no longer produced, the seller would offer substitute goods for the said goods.

In most cases the seller exercises his salesmanship to induce the buyer to order the substitutes. Till that time he would suspend the execution of the order.

But sometimes the seller may take a bold step of sending the goods on approval and ask the buyer to return them carriage forward if they do not appeal to him.

The substituted goods should be as good as or nearly as good as the goods ordered. They should be near to the goods ordered in price, quality and popularity.

#### Request for extension of time :

If the seller can not supply in time, he should write to the buyer giving reasons, requesting extension and asking for confirmation.

#### Cancellation of an order

Orders once placed are generally not cancelled. But on account of unavoidable circumstances if orders are cancelled, in such cases, the buyer should communicate his decision promptly to the seller. It is advisable to cancel the order by a telegram. But the letter acknowledging the telegram must be sent without fail. Of course, cancelling the order frequently indicates a lack of foresightedness.

The cancellation is often due to undue delay in the execution of the order. In these cases, a simple statement of the reasons for cancellation is sufficient.

The cancellation may also be due to various unforeseen circumstances, such as fall in the market price, bankruptcy of the buyer or a mistake in placing the order. In such cases the following points should be noted :-

- (1) The letter cancelling the order must state clearly the reason for the cancellation.
  - (2) The letter must reach the seller before the execution of the order. If time is short, send the cancellation by a telegram.
  - (3) The letter cancelling the order should assure the seller to make good the loss of the order cancelled by future orders.
- In practice, the cancellation of an order is always accepted if the party receiving it suffers no damage, and if prospects for future orders are held out to him.

#### LETTERS FOR ORDERS

##### Placing an order for Soaps in an Order Form :

ORDER NO. 185

Date : July 26, 2013

From :	To :
Bharat Provision Stores,	National Soap Agency,
Khadia,	18A, Flora Fountain,
Ahmedabad-1	Fort, Mumbai

Please supply the following in strict conformity with the particulars given. The number of this order should please be quoted in the invoice.

Particulars				
No.	Commodity	Quantity	Price	Amount
1.	Hamam	400	7.50	3,000.00
2.	Jay	400	7.50	3,000.00
3.	Lux	300	8.50	2,550.00
4.	'Magic' det. powder	100 (bags)	18.00	1,800.00

Sender's Name

Signature

Bharat Provision Stores

D. C. Patel

Manager

## Communication Skills

Placing an order for goods

## PHOTOVISION VIDEO CENTER

653, Halar Road,  
Valsad.  
10 August, 2013

M/s Rathi & Sons,  
653, Bhulabhai Desai Road,  
Mahalaxmi, Mumbai.

Dear Sirs,

We thank you for your quotations of 2 August, 2013. The TV sets mentioned in your catalogue have impressed us favourably.

We shall feel highly obliged if you kindly send the following goods (assorted models) at your earliest:

(i) Videocon PIP Colour T.V. (51 cm)	10 Sets
(ii) Thomson Colour T.V. (53 cm)	08 Sets
(iii) ONIDA-21 T.V. (53 cm)	10 Sets
(iv) Yashica TV Model 3593 (53 cm)	08 Sets
(v) Sony Colour T.V. (53 cm)	10 Sets
(vi) BPL Sanyo VCR	06 Nos.

Please use good packing so that no TV sets or VCRs get damaged in transit.

[As we put premium on the immediate delivery of the goods, we shall allow 10 days to send the goods. If we do not receive the goods in the stipulated time, we reserve the right to cancel the order.] X

May we request you to give us a special discount as we are going to make purchases on COD basis? The goods are required urgently by some of our regular customers, so time factor is crucial. We hope that you will dispatch the goods immediately. Yours faithfully, Photovision Video Centre R. N. Dantwala So that they reach within five days. Manager We reserve the right to reject orders if goods...

## Writing Skills

Order in response to a quotation:

## MAHAVIR GENERAL STORES

917, Station Road,  
Bharuch,  
5 June, 2013.

Oriental Metal Works,  
106, Dalal Street,  
Mumbai-1.

Dear Sirs,

We thank you for your quotations of 30 May, 2013 for your stainless steel tea-sets and IFB washing machines. We are pleased to inform you that your prices are suitable to us and we place our order for one hundred steel tea-sets and 10 IFB washing machines.

Please note that the question of time is very important. So we must insist on delivery within 15 days of the receipt of this order. Please arrange like that. We reserve our right to reject the goods if they are delivered after the stipulated time.

We hope you will send the special quality of your goods. We shall make every effort to give you further business if your goods suit our needs and satisfy our patrons.

Yours faithfully,  
Mahavir General Stores  
ABC  
Manager

1<sup>st</sup> Com 10.15 to 11.15  
1<sup>st</sup> Com 11.30 to 12.30

Order if request for reduction in prices offered in quotation is granted :

**POPULAR CHEMICAL WORKS**

Jawahar Road,

Bilimora.

10 June, 2013.

Tata Salt Ltd.  
Garden Road  
Porbander

Dear Sirs,

We thank you for your letter dated 5 June, 2013 giving us quotation for A grade salt.

We are prepared to place a large order for the purchase of 10,000 tons of A grade Salt manufactured by you, provided you allow us 5 percent cash discount and cut down your price by 2 percent. We believe that this is quite reasonable in view of our large order.

We trust that you will agree with our suggestion and will send us your confirmation soon.

Yours faithfully,  
Popular Chemical Works.

ABC  
Manager

**Writing Skills**

Order with details :

**JALPA READY-MADE STORES**

69, Station Road,

Bilimora,

6 November, 2013

Hind Hosiery Ltd.,  
Bahadurgunj,  
Ludhiana.

Dear Sirs,

We have received your quotations for your hosiery goods. We agree with them. Kindly send the following goods (assorted colour and designs) per Railway.

(1) Pullovers (Ladies, 85 cms.)	05 Doz.
(2) Cardigans (Ladies, 85 cms.)	03 Doz.
(3) Shawls (54" x 30") (Ladies)	02 Doz.
(4) Sweaters (Gents, Size 90 cms.)	01 Doz.
(5) Sweaters (Gents, Size 85 cms.)	03 Doz.
(6) Handgloves (Woollen)	04 Doz.
(7) Woollen Caps	10 Doz.

Kindly pack the goods in a wooden box with plastic covers. Please pack the different varieties in different boxes. We place the order on the understanding that goods will be sent to reach us by the end of this month to meet the coming winter season. If we don't receive them in that time limit, we will be obliged to cancel the order. Please note that the goods should be of good quality.

Yours faithfully,  
Jalpa Ready-made Stores

K.M. Shah

Manager

*Communication Skills*

Order for supply of goods by instalments :

DARPAR CLOTH STORE

Station Road,

Anand

16 August, 2013

M/s. Bhavani, & Sons,  
Kalupur,  
Ahmedabad.

Dear Sirs,

We thank you for quotation of 11 August, 2013. We find both qualities and prices satisfactory.

We request you to supply 6,000 meters of OCM suiting of the designs and patterns printed on pages 72, 78, 83, 96, 111 and 123 of your catalogue.

We request you to dispatch the consignment in two equal instalments. The first instalment of 3,000 meters should reach us in ten days from the receipt of this order. The second instalment should be sent latest by 10 September, 2013.

We will be pleased to have the delivery by rail. We will send our remittances to settle the account in 40 days from the receipt of the first instalment.

Yours faithfully,  
Darpan Cloth Store,  
P.C. Patel  
Manager

CANCELLATION OF ORDER

Sometimes an order has to be cancelled. The cancellation is often due to undue delay in the execution of the order. In these cases, a simple statement of the reasons for cancellation is sufficient.

The cancellation may also be due to various unforeseen circumstances, such as fall in the market price, bankruptcy of the buyer or a mistake in placing an order. In such cases the following points should be noted.

*Writing Skills*

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- (1) The letter cancelling the order must state clearly the reason for the cancellation.
- (2) The letter must reach the seller before the execution of the order. If time is short, send the cancellation by a telegram.
- (3) The letter cancelling the order should assure the seller to make good the loss of the order cancelled by future orders.

In practice, the cancellation of an order is always accepted if the party receiving it suffers no damage, and if prospects for future orders are held odd to him.

Cancelling Order (*Having stocks*):

NUTAN READYMADE PASSES

The Ideal Traders,  
365, Kalbadevi Road,  
Mumbai.

Dear Sirs,

We are sorry to request you to cancel our order dated July 10, 2013 for 500 readymade shirts.

We have been compelled to do so as our storekeeper overlooked a portion of the stock in our godown. After placing the order, we found that the goods ordered were already in sufficient stock. Therefore, we shall not require any more supplies for the present. We beg to be excused for the trouble.

We shall be pleased to place a fairly large order with you when our present stock is sold out.

Yours faithfully,  
Nutan Readymade Dresses.  
Manager

**Cancelling an order (Bankruptcy of the Customer for whom the order was placed) :**

**SUREYAS LTD.**

M/s. Mehta, Shah & Co.

P.O. No. 123456789

Ahmedabad

Dear Sirs,

We placed an order with you yesterday for ten water-coolers. But we regret that we have been compelled to cancel that order as we are informed that our customer for whom the goods were intended has gone bankrupt this day.

We shall be glad if you will stop sending the goods and we assure you that we shall not fail to make good to you the loss of this order in a month's time.

Yours faithfully,  
Shreyas Ltd.

**Cancellation of an order : (reason having stock)**

**JANAK PHOTO STUDIO**

Pan Photo Company,  
Canning Street,  
Calcutta - 7

Dear Sirs,

We are very sorry that we have to request you to cancel our order no. 252 of 5 October, 2013 for 10 pieces of Kodak Camera, we are forced to do this

Naroda,  
Ahmedabad.  
March 25, 2013.

**Writing Skills**

because when we examined our stocks, we found that there were 15 pieces of Kodak Camera in our stock. Our clerk committed the mistake in checking the stock and as a result we placed the above order.

Please accept our apology for the inconvenience caused to you owing to our mistake.

We shall be pleased to place a fairly large order with you when our present stock is sold out.

Yours faithfully,  
Janak Photo Studio  
ABC Manager

**Cancellation of an order : (delayed delivery)**

**JANAK PHOTO STUDIO**

150, Teen Darwaja  
Bhadra,  
Ahmedabad  
10 October, 2013

Pan Photo Studio,  
Canning Street,  
Calcutta - 7

Dear Sirs,

Kindly note that our order dated 5th September has not been yet executed by you despite our reminder on telephone. We have arranged to get cameras from elsewhere. We are, therefore obliged to cancel our above-cited order to supply us Kodak Camera (10 pieces). Your carelessness in executing our urgent order has forced us to take the unpleasant step. We shall be forced to contemplate twice before placing orders in future with you.

Yours faithfully,  
Janak Photo Studio

### 2.4.11 COMPLAINT LETTER

Dissatisfaction about product, service etc. leads to writing a letter of complaint to manufacturers, suppliers, dealers, distributors, agents and even customers. Following are some of the situations causing dissatisfaction.

- Bad Packing
- Bad Services
- Late Delivery of Goods
- Frequent Late Delivery of Goods
- Mistake in Bill
- Delay in services
- Frequent Delay in Services
- Delivery of Goods in Access
- Delivery of Short amount of Goods
- Delivery of Inferior Quality of Goods
- Incomplete Work
- Delivery of Goods in Installment Instead of whole Delivery
- Delivery of whole Quantity of Goods instead of Delivery in installment
- Delivery of Damaged Goods
- Delivery of Goods after Expiry Date
- Delivery of Goods not according to Sample
- Late Payment
- No Payment
- Frequent Late Payment

#### Importance of a Complaint Letter

A complaint letter is important because it :

- puts your complaint on record with the company;
- helps preserve any legal rights you may have in the situation;
- ensures that the company knows your side of the story;
- helps to get government agencies involved in your case, if it becomes necessary, and can alert the agencies to any questionable business practices that the company may have;
- can lay the foundation for any future legal case and help you in drafting later letters, if you need to write more than one; and

- lets the company know you are serious about pursuing your complaint (some businesses may ignore your complaint unless they see something in writing).

#### What to Say

There are some important points to cover in writing complaint letter :

- Include your name, address and phone numbers at home and work.
- If it is not possible to type your letter, be sure your handwriting is easy to read.
- Make your letter brief and to the point. The letter should contain all the important facts about your purchase. First describe your purchase including any information you can give about the product or service such as serial or model numbers or specific type of service. Be sure to include the date you made your purchase and location of the store if appropriate.
- State what you feel should be done about the problem and how long you are willing to wait to get the problem resolved. Make sure that you are reasonable in requesting a specific action.
- Include copies of any documents regarding your problem such as receipts, warranties, repair orders, contracts and so forth.
- Be reasonable, not angry or threatening, in your letter. Remember, the person reading your letter may not be directly responsible for your problem, and can possibly help resolve it.
- Finally, keep copies of your complaint letter and all related documents for your own records and you may want to send a copy of the letter to the Consumer Protection.

When you feel you were mistreated by a business, it's often best to start with a complaint letter. If done correctly, you can often get action, especially if relatively small amounts are at stake.

Here are some suggestions :

1. Address the letter to a person with some real authority — someone who can fix the problem. This is usually the head of customer service, or a top officer such as the President of the company.
2. If you are getting this information from the Internet, then you must be able to type! Type your letter.

Unit - 3 - R - 2  
U - 4 - 112  
G - R - 1

3. Start out with data. State (a) when you bought the product, (b) where you bought it, (c) the name and model of the product and (d) the serial number if you have it.
4. State the problem clearly. Be brief. Do not rant and rave (even if you are feeling that way.) Be businesslike and objective. Companies get lots of letters from "crackpots," and such letters usually do not get anywhere.
5. State what you want. Do you want a refund? Do you want to exchange the product? If so, for what? Do you just want an apology?
6. Send copies of relevant documents like receipts. Do not send original receipts. Keep them.
7. Set a specific time for them to respond. A reasonable time is usually 10 business days or more.
8. Make sure you give your phone number (specify whether it is daytime or nighttime or give both), and your address, as well as your name.
9. Keep a copy of everything you send. If it's a big problem, you should consider sending your letter return receipt requested, so you can prove they got it, and when.

(Your Street Address)

(Your City, State, ZIP code)

(Date)

(Name of Contact Person, or Consumer Complaint Division [if no contact person])

(Title of contact person, if known)

(Company Name)

(Street Address)

(City, State, ZIP Code)

Dear / To whom it may concern:

RE : (account number, if applicable).

On (date), I (bought, leased, rented, or had repaired) a (name of the product with serial or model number of service performed) at (location, date and other important details of the transaction).

### Writing Skills

Unfortunately, your (product or service) has not performed well (or service was inadequate) because (state the problem). I am disappointed because (explain the problem. For example, the product does not work properly, the service was not performed correctly, I was billed the wrong amount, something was not disclosed clearly or was misrepresented, etc.).

To resolve the problem, I would appreciate you (state the specific action you want - money back, charge card credit, repair, exchange, etc.). Enclosed are copies of my records (include receipts, guarantees, warranties, canceled checks, contracts, etc.).

I look forward to your reply and a resolution to my problem, and will wait until (set a time limit) before seeking help from the Consumer Protection Department. Please contact me at the above address or by phone at (home and/or office numbers with area code).

Sincerely,

Your Signature

(Your name, printed)

### Contents of complaint letter

Following are some of the most commonly included points in a complaint letter.

- a. Mention the date of order placing, date of receiving the goods, date of receiving the bill etc.
- b. Explain the situation
- c. Mention your dissatisfaction
- d. Mention loss suffered by you - monetary loss/loss of market reputation
- e. Give Suggestions for the solution of the problem
- f. Ask for compensation
- g. Give time limit for solving the problem

Example : Complaint Letter :

You were assured of the delivery of the goods within 15 days of order placing. It is 6 weeks now and you have not yet received the goods. Write a letter of complaint to the supplier pointing out the delay and also specify the date by which you want to get the goods at the latest.

## Communication Skills

**SHIV HARDWARE**

14 - B Haus Khas Enclave  
Connaught Place  
New Delhi - 110001

Date: 01-10-2013

Mr. M. R. Malkani  
Dispatch Manager  
TSS Steel Ltd.  
Navsari - 396 450

Dear Mr. Malkani,  
Sub: Complaint for non-delivery of goods

On 23rd August, 2013 I placed an order (order no. AZ-347) with you for six dozens number 7- AX. 16 gauge steel plates and 100 feet no 5 - BZ steel pipe. While placing this order we were assured of the delivery within 15 days. But, it is 6 weeks now and till today we have not received the goods.

All these steel plates and pipes that we ordered are required by one of our customer who wants to send them to Chennai. If he does not send the goods on time, he may have to suffer financial loss and we may suffer loss of our goodwill.

Please make it sure that you dispatch the goods in a manner that we receive them not later than 5th October, 2013.

Hope your quick action in the matter.

Sincerely

[Signature]  
A. K. Sahani  
Proprietor

## Writing Skills

RIMA 17

### 2.4.12 DEALING WITH A COMPLAINT – ADJUSTMENT LETTER (REPLY TO COMPLAINT)

Most suppliers naturally wish to hear if customers have cause to complain. This is better than custom being lost and trade taken elsewhere. It also provides an opportunity to investigate, to explain and to put things right. In this way goodwill may be preserved. Receiving such complaints may also suggest ways in which the supplier's products or services could be improved. When dealing with dissatisfied customers remember the following rules:

- (a) It is often said that the customer is *always right*. This may be the case, but it is sound practice to assume that customer *may be right*.
- (b) Acknowledge a complaint promptly. If you are unable to reply fully, explain that it is being investigated and a full reply will be sent later.
- (c) If the complaint is unreasonable, point out politely and firmly why it will not offend.
- (d) If you are to blame, admit it readily, express regret and apologise to put matters right.
- (e) Do not blame any of your staff; in the end you are responsible for their actions.
- (f) Thank the customer for informing you about the matter.
- (g) Avoid use of such words or phrases as might suggest that you doubt the customer's integrity or truthfulness.

Example: Reply to Complaint Letter

**TISS Steel Ltd.**

National Highway No. 8,  
Nawada - 396 450  
(02637) - - - - -

website: [www.tissteel.com](http://www.tissteel.com)  
E-mail : [tsl@tissteel.com](mailto:tsl@tissteel.com)  
fax: 91-2637 - - - - -

Date: 05-10-2012

Mr. A. K. Sahani  
SHIV Hardware,  
New Delhi - 110 001

Dear Sir

Sub.: Regarding your complaint

Ref.: Your complaint letter dated 01-10-2013

We received your letter of the above-mentioned date complaining non-delivery of the ordered goods. We regret that you had to take trouble of writing to us. Because of the employees' strike in the factory, the production was held up for four days. We had a large number of order on hand and the production was held up. Because of this, we fell behind the delivery schedule.

We are extremely sorry for this delay which caused inconvenience to you and your customer but hope you will realize that it was only due to circumstances beyond our control.

Sincerely  
For, TISS Steel Ltd.  
(Signature)  
(M. R. Malkani)  
Dispatch Manager

Writing Skills

**2.4.13 Inter - Office Memorandum**

A memo, short for the word memorandum, comes from the Latin word *memorandum*, which means, "to be remembered." It is a compact written message designed to help someone remember something. For example, a list of groceries to be picked up on your way home from work is a memo, a simple list of things to be remembered later.

Once acted upon, a memo is often thrown away. Not so with business memos. Unlike letters, the external communications of a company, business memos are an internal form of communication and it is standard practice to save them. Confined to a single topic, each interoffice, interdepartmental and company wide memo becomes part of the institutional memory of an organization. They record daily activities and eliminate the need for time-consuming meetings. As historical documents they are often referred to when writing reports or resolving disputes regarding past activities. In short, they speed up the daily business of doing business; they keep people who need to be kept in the know, in the know.

When a business organization designs an official letterhead it often also designs an official memo sheet, complete with a company logo featured at the top of the page. Besides having a professional look and feel, preprinted memo sheets often provide specialized information fields that accommodate specific procedures for expediting in-house communications.

When a preprinted memo sheet is not available, one can easily be designed.

*Types of Memos*

There are four types of memos you might have to write, each with its own organizational format: information, problem-solving, persuasion, and internal memo proposal.

*Information Memo*

- used to deliver or request information or assistance
- first paragraph provides main idea
- second paragraph expands on the details
- third paragraph outlines the action required

*Problem-solving Memo*

- suggests a specific action to improve a situation
- first paragraph states the problem
- second paragraph analyzes the problem
- third paragraph makes a recommendation

### Communication Skills

- Persuasion Memo**
- when making a recommendation, include not only the positive details but also the drawbacks and diffuse them yourself.
  - used to encourage the reader to undertake an action he or she doesn't have to take
  - first paragraph begins with an agreeable point
  - second paragraph introduces the idea
  - third paragraph states benefits to the reader
  - fourth paragraph outlines the action required
  - fifth paragraph ends with a call to action

### Internal Memo Proposal

- used to convey suggestions to senior management
- first paragraph states reason for writing
- second paragraph outlines present situation and states writer's proposal
- third paragraph describes advantage(s)
- fourth paragraph mentions and diffuses disadvantage(s)
- fifth paragraph ends with a call to action.

### Memo Parts

More informal in appearance and tone than a letter, a memo is set up in a special format. Headings, lists, tables or graphs are often used to make the information more readable:

All memos consist of two sections: the heading and the body. The heading indicates who is writing to whom, when, and why. The heading should include the following parts:

- To**
  - lists the names of everyone who will receive the memo
  - includes the first and last name and titles or departments of the recipients for formal memos, memos to superiors, or if everyone on the list does not know each other
  - if all recipients know each other's names and positions, use just the first initial and last name of each recipient
  - can be listed alphabetically or by rank
  - if it is not possible to fit all the names in the To area, use the phrase "See distribution list"

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- at the end of the memo add the word "Distribution" and then list the names of the people who will receive a copy of the memo arrange the names by rank, department or alphabetically
- From**
    - lists the name of the writer(s) in the same way as the name(s) of the recipient(s)
    - there is no complimentary close or signature line, but authors initial their names on the From : line
  - Date**
    - lists the month, date, and year the memo was written
    - do not use abbreviations
    - avoid using numbers for months and days
  - Re : or Subject**
    - indicates the main subject of the letter
    - should be as specific and concise as possible
  - Cc or c**
    - lists those readers who should have a copy of the memo for their information or reference but are not expected to carry out the same action as the recipients listed in the To : line
    - "cc" can also be placed at the end of the memo below the distribution list (if used)

The body of the memo conveys the message and generally consists of 4 parts:

- Introduction**
  - states the general problem or main idea
- Statement of facts**
  - states the facts or discusses the problem or issue
- Argument**
  - explains importance or relevance of facts
- Conclusion**
  - summarizes the main idea, suggests or requests action
  - memos do not have a complimentary close or signature line
  - memos end with a call to action

## Sample Memo

**Good to be Green.com** No. 12345

**Internal Memo****To:** X.Y.Z.**From:** P.Q.R.**RE: February 12 Sales' Meeting**

Quarterly Sales meeting will be held on 8<sup>th</sup> February at Company's office in Surat. You are cordially invited to participate in the interactive planning session at 10 a.m. Your insights will be extremely valuable as the sales team frames the plan for the next year.

Please confirm your attendance by Friday by calling me at 98792 \_\_\_\_\_ or e-mail me on pqr@outlook.com.

Thanks in advance for participation.

cc. ABC

Write a memo to the Company's employee to held the Sales meeting in Surat.

**2.5. TECHNICAL REPORT WRITING**

Writing of reports is necessary in every kind of organization for keeping information moving upward in an orderly, objective presentation of facts. This information is needed for taking business decisions; for reviewing and evaluating progress and for planning the future.

Skilful reporting is very essential because modern organization is complex; information has to flow rapidly from one section to another and from all sections to the chief executive's office and other top offices where the decisions are taken. With the rise of giant corporations, their wide-spread operations and multiple activities, the need for reports has greatly increased.

The basic content of a report is factual information, namely: data, eye-witness records. The collected facts are analysed and interpreted; conclusions may be drawn from the analysis and interpretation. If the report writer is an experienced person, the report may include suggestions and recommendations. Generally, personal opinion is not included in a report unless the subject of the report is such that there are no facts available and expert opinion is the only material that can be collected.

The preparation of a report is a responsible task; the writer's skill and ability in every type of communication is tested in the task. He must be able to collect all the relevant facts and data; he will have to hold discussions and take interviews; this will test his speaking and listening skills. He will have to read records, references, earlier matter available on the subject; and finally, write the report in a presentable and orderly style; this will test his reading and writing skills. Besides communication skills, a report writer needs knowledge, intelligence, experience, and good judgement.

The report writer has to get through the mass of information available, and select the relevant facts required for the particular purpose. Reports are written for different purposes such as, to keep a record of progress, to get a clear idea of a project, to examine an expansion proposal, to analyse a problem and find a solution.

A report may give an account of a salesman's activities during the week, of a day's production, of a term's teaching work, of a person's performance, or it may describe the condition of a piece of equipment; or explain the expenditure on a project. Such reports need not contain analysis or recommendations; they are statements of facts to enable others to take a decision. Another kind of report may present a full account of a condition, an analysis, and recommendations of steps to be taken in connection with the problem. It may deal with such questions as: Should the company diversify its line? Should the sales in a certain district be increased? Could the company profitably use telex (or some other equipment)? Why are the company's sales falling? What has caused the losses in a branch office?

A report is an objective and orderly presentation of factual information drawn up to meet a specified need. It may be: a record of work completed; an account of an accident at work; the results of a specified investigation, which would include conclusions and may include recommendations based on findings. A report is a written description or statement prepared for the planning and execution of projects or of any kind of work, which requires systematic collection, investigation, and analysis of relevant facts.

A committee or commission set up by the government or some other authority to inquire into a specific problem will submit a report of its findings and recommendations.

So reports vary in length and status from simple printed forms (such as accident reports, see example 1) to the major investigative reports commissioned by governments.

It is aimed at giving information and suggesting measures to those who are in position to take decisions on the matter, or who might use the data for further work and research, but who may not have the time to collect or investigate the facts themselves. A report may serve different purposes for different sets of readers or different parts of it may be of use to the same readers at different times. A report should therefore be so arranged that any reader could pick out quickly the facts he needs.

There are four requirements of the report Clarity, Order, Relevance and Economy. (The CORE of the report).

#### Types of Report :

There are many types of reports; the classification depends mainly on the purpose of the report.

##### (a) Routine Reports

- (i) Periodical Reports are prepared at regular intervals to indicate the working of a section or a department; these reports are usually prepared by filling in a printed form since the information required is of a routine nature and can be tabulated.
- (ii) Progress Reports give information about the progress of an undertaking or task which is in the process of being completed, such as construction of a building or manufacture of goods. These reports can also be prepared by filling in standard forms, periodically during the time when the work is in progress.
- (iii) Assessment Reports are meant for recording the performance of an employee or of a system. Anything which needs assessment or evaluation of its performance is examined at intervals and measured against objectives; a report of the evaluation is maintained. Such reports can also be made by filling in forms.

In all these types of reports, only facts are included; no opinion is included unless it is called for in an assessment report or progress report. All the information collected in these factual reports is needed for taking decisions.

##### (b) Special Reports

These Reports cannot be prepared by filling in forms; they require special skills in collecting facts and presentation; they are assigned to responsible and senior persons.

- (i) Inspection Report is written when an inspection is assigned to a person; an auditor, an officer from the Head Office, or any senior officer may be assigned the task of making an inspection of a branch or a section. Guidelines are usually provided by the person assigning the inspection; if they are not provided, the person carrying out the inspection must prepare his own guidelines. The report is written according to the inspection guidelines adopted.
- (ii) Survey Report is written when a particular area or field has to be surveyed and its condition observed, noted and recorded. The factors to be noted and recorded will depend on the purpose for which the survey is being made. The purpose may be to estimate damage, to consider suitability of a site, to examine financial viability, to consider the feasibility of a proposal to compare two sites, etc. The nature of the survey depends on the purpose; the factors being examined for different purposes will be different. For some, only a physical survey and inspection of the area may suffice; for others, a study of finances, possible expenses, availability of things in the surroundings, and attitude of the people around, may be needed.
- (iii) Investigation Report is prepared after an investigation has been made. An investigation is made when a problem cannot be easily solved; the causes need careful searching, analysis and consideration. When there are losses, labour problems, poor sales, customer complaints, falling sales, or such troubles going on for some time, a senior person or a committee of senior persons is appointed to investigate the causes. Such reports are assigned only to experienced and competent persons; it is difficult to make an investigation and the task requires collection of facts which are not easy to get. The collected data have to be analysed & interpreted; conclusions have to be drawn from the analysis, and solutions to the problem have to be recommended.
- (iv) Project Report is prepared after a proposal takes shape, and usually, after the preliminary survey has been completed. It describes the proposal as projected into the future, showing the cash flow, and

expected results it is used for further planning and also for convincing others, especially sanctioning authorities like the Government, to accept and pass the proposal.

#### Format of a Report

A Report is a logical presentation of facts; it may be read by different persons for different reasons at different times. Each reader will expect to find something useful in it, and may refer only to parts of it according to his needs. Therefore, the report is divided into sections with headings so that the mass of facts can be easily understood and it is easy to read and refer to.

The reports always have a title indicating the subject; for example: "Report on Sales of Mopeds", or "Report on Proposal to open a factory".

Usually, the report starts with a page which shows the title, the name of the person who assigned the report, the name of the person who prepared it and the date and place of issuing the report. However, if the report is short, the title appears at the top of the page before the text of the report. In a letter form report, the title appears as the subject line.

#### Terms of Reference

##### (a) Authorisation or Assignment

This is the first section of a report. It includes details of authorisation, and purpose, scope and limitations of the study.

A report is usually written because someone has authorised it. Authorisation can be done in different ways according to the circumstances. It is usually conveyed to the appointed person or persons in writing.

- (i) A Board, a Managing Committee, or any Body may appoint, for the purpose of preparing a report, (a) a sub-committee from among its own members; (b) a committee of persons outside its membership but under its control; for example, the Board of Directors may appoint a committee of the company's managers; (c) an individual, from within or outside its members. The appointment by a Body is always made at a meeting by a Resolution. It is conveyed to the appointed person or persons by a letter.
- (ii) An individual authority may appoint a committee or an individual under his authority to prepare a report. The appointed committee is informed by letter, by telephone, by office order or a notification, in writing.
- (iii) A person may authorise another to assign a report on a matter within his control to a third person under his authority. If it is informal, it may be done orally; if it is formal, it may be conveyed orally; it may also be done in writing.

The authorisation or assignment usually indicates what is to be surveyed or investigated, the powers given to the committee or individual, the scope of the inquiry, and whether recommendations are expected. It also states the time limit allowed, and financial grant given to make the inquiry. The purpose for which the inquiry is to be made may be indicated in the authorisation.

This helps the report writer to decide what facts to collect, how deep he should go into the matter, how much time and money he has for completing his assignment.

Details of authorisation are included in the Terms of Reference. The style of writing this varies according to the formality of the report, for example:

The sub-committee was appointed by the following resolution adopted at the meeting of the Board of Directors held on 8 June, 2013 "Resolved that a sub-committee consisting of Mr. A. convener, Mr. B and Mr. C be, and is hereby, appointed to investigate the causes of decline in the sales of the company's products in the Nagpur branch, and to report with recommendations in a month's time. It was further resolved that Mr. D. Secretary be ex-officio member of the sub-committee."

If the assignment is made by letter, the letter number and date, the appointing authority, the purpose of the report and the period allowed, are mentioned, for example:

In accordance with the D/o letter No... dated... from the Secretary, Mrs. A, Mr. B and Miss C formed themselves into a committee for the purpose of examining the complaints of the customers; the committee was asked to report with recommendations in three weeks' time. The committee's report is given below.

In accordance with your letter No... dated... I have examined... and am happy to present my report as follows.

A report may be assigned orally by anyone in authority, to his subordinate. This report is informal, and in letter form.

As you requested, I have investigated... and am happy to report as follows.

##### (b) Clarification of Purpose and Scope

On being appointed, the report writer (either individual or group) usually has a meeting with the appointing authority to clarify the purpose and the scope of the report to be prepared.

The convener calls a meeting of the group within two or three days of appointment; the procedure for collecting facts is worked out and tasks are allotted to the members. At this stage, it is necessary to limit the scope of the work, and to make a clear statement of the problem; the statement may be an infinitive phrase, for example :

To determine the cause of declining sales at Branch Y.

To select a suitable location for a sales depot.  
or it may be in question form, for example:

What are the causes of the losses at Branch Y?

What would be the cost involved in establishing a labour welfare centre?

The purpose, scope and limitation imposed by time, finance etc. are included in terms of Reference.

#### Procedure

This is the second section; it includes details of the meetings held by the committee and the methods used for collecting data and information. When the committee's (or individual's) inquiry begins, the possible factors of the problem must be listed so that investigation and search for facts can be made in definite areas. If the problem is decline in sales in an area, the factors may be:

1. Change in competition in the area.
2. Deficiency in marketing techniques.
3. Fall in the quality of the product.
4. Exceptional changes in the economy of the area.

Each of the factors must be examined till the right one is found.

A more complex technique is needed for the problem of suitable location, for example:

To determine whether the company's new factory for fruit suitable location, for example:

To determine whether the company's new factory for fruit canning (glass works, leather works) should be built in city A or city B or city C.

The factors of this problem are:

1. Availability of labour.
2. Abundance and quality of raw material.
3. Nearness to markets.
4. Transport facilities.
5. Power supply.
6. State government and community attitudes.

Each of these factors may have to be sub-divided, for example: item one may be sub-divided into skilled and unskilled, and skilled may be broken up further into welders, plumbers, mechanics, etc. Item four may be sub-divided into road, rail, water, air.

Finding the factors relevant to the problem is the first step in putting order in the mass of information. Order is the most essential thing in any complex process.

#### Methods of Collecting Information

Investigators use several methods for collecting information. For any given problem, some or all of these methods may have to be used.

1. Records of the company will give production data, figures of sales, information about marketing, expenditure on various activities, income, employees, etc. A comparison of the figures for various periods can suggest useful conclusions.
2. Interrogation can be done in several ways: (a) Interviewing is possible when a small number of persons are to be questioned workers is the only way to collect information and opinion from a large number of people spread out over a large area. For interviewing and for questionnaires, random sampling is necessary. (c) Consultation with experts is useful for getting information and opinion; a labour consultant or a lawyer may be consulted on problems related to labour unrest. (d) Informal talks can also be a useful source of information.
3. Observation consists of watching certain phenomena involved in a problem, and recording what is systematically observed; this method is useful for some things; for example, a footwear manufacturer wanting to find out the preferences of men, in shoes placed observers at selected spots, with tally sheets on which they recorded the style, colour, heels, etc. of people who pass by. Brand preferences of different consumer groups can also be recorded by observation at self-service stores.
4. Reference to printed material like directories, encyclopaedias, and government publications is necessary for collecting some kinds of information.
5. Experimentation is done by various tests for different kinds of inquiries, particularly in marketing and advertising.

The methods that are used for a particular inquiry are listed in the report under the heading Procedure. The value of the conclusions and the recommendations depends on the thoroughness of the investigation; therefore, the report should indicate the methods used for investigation and data collection.

#### Presentation of Findings

This is the third section; it forms the main part of the report. The collected facts and information have to be organised into a presentable form. Related facts are grouped under headings and sub-headings. Cause-and-effect relationships between some of the facts may come to light. The more important and less important facts are sorted.

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The mass of information is analysed and sub-divided for easy and readable presentation. The units are joined together by a system of numbering. The usual form of numbering is :

- I. First division.
- A. Second sub-division.
- 1. Third sub-division
- a. Fourth sub-division
- (i) Fifth sub-division

Division into units may be based on time if the information is related to a period of time; it may be based on place if the information concerns geographic location like districts and cities, or departments and sections in an organisation. Quantity can also be a basis for division in problems which analyse characteristics of a population.

Some problems do not have features like time or place or quantity; they can be divided by factors, for example, in the problem:

To determine which of three places should be selected for the location of a factory.

The basis of division will be the factors that affect location, i.e., labour, transport, raw material, power and water, public attitude. Each factor may be presented for each place as in the plan.

The sub-topics or sub-headings must be carefully worded; they may consist of only one or two words to identify the topic of discussion; for example, Labour, Raw material, Fuel, or they may be more detailed like Raw material supply and prevailing prices, or Attitude of the Public towards industrialisation.

Sub-title of similar importance should have the same grammatical construction; if one is a noun phrase, the others should also be noun phrases. The following titles are not a proper set :

- A. Machine output is lagging.
- B. Increase in marketing cost.
- C. Unable to attract skilled labour.

They should all be noun phrases or all full sentences; the third one is an ugly construction and should be avoided.

The presentation of findings is the main section of the report; it is the longest section. It may include an analysis and conclusions drawn from the analysis. If the analysis leads to important conclusions, there may be a separate sub-heading called Conclusions.

**Writing Skills****Solutions or Recommendations**

This is the fourth section, it is included only if the report writer has been authorised to do so, or is a senior responsible person.

Depending on his position, he may only suggest the action to be taken and leave the details to be decided and worked out by higher authorities or he may make detailed recommendations. The tone of the suggestions and the details given will depend largely on the position of the report writer. A person or committee of persons in a junior position, with very little say in policy decisions can only suggest the action, while a director or a sub-committee of directors can be more authoritative and spell out the details. If alternative courses of action are suggested, the writer must indicate the implications and possibilities of each, and leave the final decision to the authority. This is the final section of a report and is subtitled Recommendations.

It is introduced by a sentence like :

*The sub-committee makes the following recommendations.*

*The sub-committee recommends the following steps to be taken!*

OR

*We suggest that the following steps be taken!*

OR

The following steps are recommended (suggested) as a solution to the problem.

**Appendix**

Long and complex reports have appended parts which are called Appendix and are numbered 1, 2, 3 or A, B, C..... the relevant Appendix is mentioned in the body of the report, usually in the section on Procedure or Findings. Various data like tables, charts, plans, questionnaires, letters, bibliography which are necessary for a clear understanding of the report, are attached as Appendix.

**HOW TO WRITE A REPORT****Advancing the ball**

As their careers grow, Management Professionals write with increasing frequency. Why? Because they belong to a goal-oriented profession whose object is to advance the ball on any given project, to help others make decisions and take actions. Management without documentation is like the sound of one hand clapping; there's no hope for applause if you're unable to express what you've learned. The following suggestions will help you write project reports that encourage readers to act upon your recommendations.

## Recipes, not rules

The greatest virtue of any report is its usefulness. Your job as a writer is to breathe life and give form to the inert facts and figures of your project.

Will people be enthused and enlightened by the brief and jargon-free summary you've provided?

Note: The summary (or abstract) is your report in miniature. Although it appears first, common sense dictates that you must write it last.

Will your introduction state the topic of your report, its potential significance, and the specific objectives of your design project? Will its display of error-free grammar and spelling boost your credibility?

Will the clarity and logic of your methods section impress fellow professionals? Based on what you've told them, will they be able to duplicate key aspects of your work?

Will your results and discussion section walk your readers through an interpretive and scrupulously honest tour of your tests and data?

Will your conclusions highlight the most significant consequences of your work?

Will your recommendations make the case for what comes next? Will it compel your readers to act upon what you've attempted and achieved?

A final note: ambiguity and how to avoid it

When writing a personal essay, a touch of ambiguity (defined as "doubtfulness or uncertainty as regards interpretation) is not necessarily a bad thing. States of mind are difficult to pin down—words like "perhaps," "some," or "many" mirror that elusiveness.

However, in writing of an empirical nature (defined as "relying on or derived from observation or experiment"), ambiguous terms or phrases can often lead to serious misinterpretations.

The report writing process—from scribbled notes to first draft then on to the finished product—is a movement away from vague thinking to precise expression. Your task as writers is to inform and persuade readers through the clarity and exactitude of your descriptions.

- Begin with the body or the main part of the report and divide it into logical sections using headings and subheadings.
- Note down what will come under each heading and subheading.

- (c) Write clearly, concisely and simply. A report should avoid all digressions found in a personal letter or essay.
- (d) Use an objective, unemotional style. Write 'It was discovered ...' rather than 'I discovered ...'.
- (e) Make sure that the conclusions you reach are valid.
- (f) Use a suitable numbering system for each section, subsection and paragraph.
- (g) It is a good idea to give your first draft to someone to read and consider his suggestions in your revision.
- (h) Always proofread. Again, it is a good idea to get a friend to proofread.
- (i) A report should avoid all informal expressions such as colloquialisms, interjections, contractions, etc., subjective, emotional responses and personal details.
- (j) Emphasise the important findings by appropriate phrasing.

~~GENERAL PRINCIPLES~~

- The introduction should indicate the reason and scope of the report and the methods adopted to collect information. Technical details about the methods adopted or graphical analysis may be put in an appendix.
- The data should then be set out and analysed in an orderly sequence under section headings with no interruptions or deviations. Again an appendix may give more detailed information.
- This is usually followed by conclusions derived from the analysis and observations and suggestions, which would help future work and help the appointing authority to take practical decisions.

## CHECKLIST FOR COMPILED REPORTS

- State the Facts:  
Reports set forward a series of facts obtained through study or investigations, perhaps so that someone can make a decision on the information provided. They should be complete, with nothing of relevance omitted.
- Be Objective:  
Keep your own opinions and preferences out of the report, unless requested. Instead, act like a camera, which impartially records only what it sees.

**3. Be Logical :**

An attempt should be made to classify the findings under headings and sub-headings, using a system of enumeration. Classification of material will depend on the subject matter.

**Be Consistent :**

Ensure clarity and give a good impression by making sure all sentences in a series consistently follow the same grammatical pattern (grammatical parallelism). Spacing in various parts of the report should also be consistent, with identically displayed sub-headings and enumeration.

**5. Be Concise :**

Avoid long explanations and keep to the point. Check that all the information is accurate and all the reasoning is valid.

**6. Be Clear :**

Use a simple, easy to read style and manner of presentation which ensures the reader will easily understand it, even without specialised knowledge of the subject matter.

**TYPES OF REPORTS**

The report may be oral or written, but the author may often be requested to present it orally at a meeting. There are mainly three types of reports:

- (1) Routine Report
- (2) Special Report
  - (a) Short Informal Report
  - (b) Short Formal Report
- (3) Long Report

**(1) ROUTINE REPORT**

Routine reports are written at regular intervals and are brief, using a simple format. Some routine reports may just involve completing a report form provided. Some reports are submitted at regular intervals. When such periodical reports study the progress of the project or course of work, they are called progress report.

*EXAMPLE (Routine report on form provided)*

**NATIONAL INSURANCE COMPANY LTD.**  
**ACCIDENT FORM**

Name of Person Involved in Accident :

Address :

Age : \_\_\_\_\_ Number of years in your employment : \_\_\_\_\_

Date of Accident : \_\_\_\_\_ Time of Accident : \_\_\_\_\_

Location of Accident :

(Attach map if necessary)

Circumstances of Accident :

Witnesses to Accident :

Injuries received :

Name of the Doctor called :

Sign :

Seal

(to be signed by Manager of Department where accident occurred)

Return completed form to :

National Insurance Company

Vaishali Complex, Athwa Lines, SURAT

(2) SPECIAL REPORTS

Special Reports are called for, from time to time, to respond to particular situations in a firm. The person requiring the special report states, in writing usually, the terms of reference, i.e. the exact purpose of the report. The terms of reference should be clear, precise and free from ambiguity. The Special Report should contain conclusions and may contain recommendations. All reports should be written in objective style, e.g. 'It was discovered that ...' There are two types of special reports :

## (A) Short Informal Report (B) Short Formal Report

All reports should be signed and dated.

A Special Report may be drawn up under the following headings :

(i) Terms of Reference : Here is stated precisely the subject and limits of your report. If you are expected to make recommendations, the terms of reference will state this.

(ii) Method of procedure : Under this heading you indicate in detail the steps taken to collect the necessary information. The worth of a report can be measured against the relevance, significance and comprehensiveness of the steps taken. Where the method of procedure is careless, findings will be suspect.

(iii) Here all items discovered relevant to the terms of reference are noted. Great care should be taken to ascertain the facts.

(iv) Conclusions : Conclusions should be numbered and arranged in descending order of importance. They must be based on the findings. One person looking at findings may arrive at different conclusions from another person looking at the same findings.

(v) Recommendations : Recommendations should be numbered and arranged in descending order of importance. To be of any benefit they must be capable of implementation. Different people working from the same findings and conclusions may take different recommendations. The recommendations follow the logical order of the summary of findings, although these obviously will not coincide with the order in which the 'Methods of Enquiry Adopted' was given.

## (A) SHORT INFORMAL REPORT

This is basically a two or three-section report and the following outline can be adapted to the material or situation with which you are dealing. Alternative headings are suggested but these can be omitted or replaced by any that you feel are more appropriate for your particular report. A typical informal report is the

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weekly summary of work completed by a department. This may be done in the form of a memo. If so, it is then called a *memo report*.

Nowadays such reports in the company are sent via Internet or intranet i.e. from computer to computer. In future with the advent of Web Camera, the meetings can be called between different persons at faraway sites and oral reporting can be done.

Let us see a typical format of short informal report:

**CONFIDENTIAL**

To,

TITLE

INTRODUCTION / BACKGROUND / SITUATION

This section briefly outlines the reason for the report, perhaps by referring to what the writer was asked to do and by whom, and sometimes indicating how the material was obtained.

**INFORMATION / FINDINGS / OUTLINE OF PROBLEM**

Unless the material can be conveyed in a simple paragraph or two, one of the following methods of presentation should be considered.

1. Heading

This method details all the information that has been gathered under suitably headed paragraphs.

2. Heading

- 2.1. This alternative method may be used.
- 2.2. Each headed section consists of separate numbered sentences.
- 2.3. It is most useful when the report is simply to bring someone up to date by providing the latest information.

**CONCLUSIONS / RECOMMENDATIONS / ACTION**

If the writer was asked for conclusions / recommendations, he now lists them. Alternatively, he may point to any further action that is thought necessary.

Name

Position

Date

Notes :

1. Delicate or sensitive material may require a suitable classification.
2. Some exam questions ask for a memorandum report in which case the memo headings (To, From, Date, Ref) should be used. Any short internal report may be presented in memorandum form.

3. Refer to any supplementary method such as maps, plans, price-lists, at the appropriate point in the body of the report - e.g. (see Appendix A).  
 4. An information report of this kind may well end after this section.

**EXAMPLE (Short Informal Report)**

To: Vikram Shah, Sales Manager  
 From: Dipak Patel, Assistant Sales Manager  
 Subject : Report of Sales Department  
 For the week 26 October to 2 November 2013

**Sales:**

The total sales recorded for the week were Rs. 1 lakh eighty thousand. This is a 15% increase on the figure for the same week last year. This may be because of pre-Diwali shopping of the customers.

**Notice of Intention to Leave**

Our Sales Representative for the North Gujarat, Mr. Parthiv Thakkar, is leaving to start his own business. His last day of the firm will be 30 November 2013.

**Complaint**

M/s. Hardik Sales Agency has complained that its order of 3 October 2013 (Order No. 12345) has still not been delivered. Reply has been sent explaining the problem with the new machine and promising delivery in two weeks.

Signed :

Date: 3 November, 2013

Dipak Patel

**EXAMPLE (Short Informal Report)**

You are employed as Senior Accounts Clerk in the Accounts Department of National Trading Company, which supplies office equipment.

Your superior Mr. Jatin Patel, Accounts Manager, receives a complaint from your firm's regular customer, Patel Cotton Mills Ltd., Athwa Lines, Surat. They inform him that they have received a statement indicating that payment of their account is overdue and that settlement must be made immediately. The amount stated to be outstanding is Rs. 23,400. According to the customer a cheque for this

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amount was paid on 23rd February 2013 but acknowledgement of the receipt was not received. Mr. Jatin Patel asks you to write a short informal report based on the results of your investigations and actions taken.

To,  
 Mr. Jatin Patel  
 Accounts Manager,

**REPORT ON CUSTOMER COMPLAINT : PATEL COTTON MILLS LTD.**

**BACKGROUND**

I have thoroughly investigated the above-mentioned complaint as you requested in your oral order on 21st March 2013. I spoke to all the accounts clerks and checked the ledgers relevant to this account. I also checked the accounts of the companies with a similar name.

**FINDINGS**

A cheque for Rs. 23,400 was received from Patel Cotton Mills Ltd. However, on 24 February this was wrongly credited to the account of Patel Oil Mills, and a receipt issued to them. The error almost certainly arose as a result of the increase in staff-turnover during February, which placed all employees under considerable work pressure.

**ACTION TAKEN**

1. I have amended the accounts of the two companies concerned and written a letter of apology to Patel Cotton Mills. (Copy attached)
2. I have notified Patel Oil Mills of the wrongly issued receipt, which I have cancelled.
3. I have sent a memo to all our accounts clerks bringing this type of error to their attention to avoid any future repetition.

Mahesh D. Shah  
 Senior Accounts Clerk  
 22 March, 2013

Enc. (1) Apology Letter to Patel Cotton Mills.

## Communication Skills

### EXAMPLE (Short Informal Report)

You are the secretary to Managing Director of a company where there is a problem of many staff reporting late. Write a report to the office manager about the same and suggest recommendations to improve the situation.

To, Mr. Ramesh Shah, Office Manager

#### REPORT ON POOR TIME-KEEPING OF GENERAL OFFICE STAFF

On December 2nd 2013, I was instructed to investigate the complaints about time-keeping of staff in the general office. My investigations consisted of an interview with each of the 120 employees concerned, and noting their times of arrival over a 2-week period.

#### PRIVATE TRANSPORT

Forty members of staff travel to work by car. These employees were usually punctual and no problems were noted.

#### PUBLIC TRANSPORT

- 2.1 Eighty members of staff rely upon public transport to travel to work, using Municipal Transport Service Bus from the city. These staff were often up to 15 minutes late, arriving at work around 9.15 a.m.
- 2.2 The Municipal Transport Service Bus should stop outside the office at 8.55 am, but it was quite erratic in this respect. Its arrival varied from 9.00 to 9.10 am. The previous bus from city arrived outside the office between 8.30 and 8.40 a.m.

#### CONCLUSIONS

The staff relying on public transport cannot be blamed for the late arrival of the Municipal Transport Service Bus from city. They also cannot be expected to arrive 30 minutes early each day to avoid being a few minutes late. Changes in the office routine, however, could help the problem.

#### RECOMMENDATIONS

The staff who use public transport should be given the option of starting work at 8.45 and finishing 15 minutes earlier than usual.

I hope you find this report satisfactory, but if you have any queries, please let me know.

Karen Patel,  
Secretary to Managing Director  
Ref. No.: R/S/KP  
9 December, 2013

## Writing Skills

### EXAMPLE (Short Informal Report)

Prepare for the Sales Director a brief Report on each of two contrasting short-listed candidates for the post of Personal Assistant, summarising their business experience, personal qualities and qualifications.

CONFIDENTIAL

Date : 09 December, 2013

Ref. No.: PA/ DT- 12/3

To,

Mr. Brijesh Gandhi

Sales Director

From, Deepak Thaker, Personnel Manager

#### REPORT ON CANDIDATES FOR THE POST OF PERSONAL ASSISTANT

The following profiles on Mrs. Sarla Narayanan and Miss Kamal Badlani were prepared after their interviews on 7th December, 2013.

#### Business Experience

For the last four years Mrs. Narayanan has been PA to the Managing Director of Cadilla Ltd., the well-known pharmaceuticals company. Previously she had worked for four years as secretary to the senior partner in a firm of solicitors and for two years as junior secretary in the M/s. C. J. Choksi and Co. Chartered Accountants. She is moving to Surat because of her husband's relocation from Ahmedabad where she has worked for all these years.

Miss Badlani worked for three years as a junior secretary in the Sales Department of Zenith Computers before joining Jet Airways as the secretary to one of the directors. She has worked there for previous five years. She has travelled to Europe and Middle East on behalf of the organisation.

#### Personal Qualities

Mrs. Narayanan (aged 29 years) has an engaging personality and inspires confidence. Articulate, outgoing, stylish, she confirms the high opinions expressed of her by previous employers who particularly praise her integrity and loyalty.

Miss Badlani (aged 26 years) is ambitious, energetic and enthusiastic; no doubt she thrives on pressure - but she is rather too intense and lacks humour. She is a workaholic and has few outside interests.

#### Qualifications :

Mrs. Narayanan  
B.Com. (1<sup>st</sup> Class) in English  
Medium,

Miss Badlani  
B. A. (First Class) with  
Economics,

*Communication Skills*

Secretarial Course from  
Government Polytechnic,

Typing 80 wpm, Short Hand,

Fluency in English, Hindi

**Recommendations**

Both are well-qualified, experienced candidates. Miss Badiani has no commitments, which would prevent her from travelling for us if the need arose and she would undoubtedly enjoy the hectic sales environment.

However, although Mrs. Narayanan has no previous experience in sales, I feel that she has a more balanced, mature attitude and would fit in well with our present sales team.

**EXAMPLE (Short informal Report)**

Report on Care of Grounds at Excell Manufacturing Company Ltd., 24/2, GIDC, Surat.

**1. The Problem**

Concern was expressed at the Board of Directors' last meeting on 25 October 2013 on the general untidiness and lack of care of the grounds. The Managing Director has asked me to carry out a report on the extent of the problem and to suggest means by which it can be solved.

**2. Discussion of the problem**

(a) **Present state of Grounds:** The grounds to be maintained consist of 4000 Sq. Yards, of which 1000 Sq. yards is covered by paths, driveways and shrubs; while the remaining 3000 Sq. yards is the lawn and greenery.

(b) **Maintenance of Grounds:** The difficult time for maintenance is during spring and summer when growth is strong. Cutting of grass, weeding and tending to shrubbery are the main tasks. At present, a gardener spends two days a week during spring and summer tending the grounds and one day a week during the rest of the year. This person has no special training in such work and the equipment available to him is old.

**3. Conclusions**

- It is necessary for a person to spend more time tending the grounds, but this is not possible because of internal duties for the gardener.
- During spring and summer it is necessary to have one man working on the grounds full-time.
- New equipment needs to be purchased, especially a good lawn-mower.
- It may be possible to contract out maintenance of the grounds.

*Writing Skills*

- (c) A further and more detailed report would need to be carried out on which is more cost-effective way of getting work done, i.e. putting the work out to contract or replacing old equipment and assigning more of our manpower to the task.

Date : 1st May 2013

(Manager, Personnel)

Signed, Shri Atul Shah

The following are examples of a report written by an individual in letter form. In a report written in letter form, the first two parts, namely, Terms of Reference and Procedure, may be compressed into a single paragraph.

15th October, 2013

The Managing Director  
XYZ Paints Ltd.

Sir,

**Re: Working of Nagpur Branch**

In accordance with your instruction by telephone, on 4 October, 2013 I visited the Nagpur Branch for a surprise inspection last week. I observed the working of the branch office for three days and also inspected the office and the records. I am sorry to report that the branch office is run in a most unsatisfactory manner.

When I reached the branch office on 16 October at 10.15 a.m., which is 15 minutes after opening time, I found that there were only a peon and two clerks. Taking me for a client, they informed me that office work started only at 11.00 a.m.. The manager, Mr. R. S. Tatki arrived at 11.30 a.m.; lacking discipline himself, Mr. Tatki is unable to maintain any discipline among the staff.

The stock register and the account books have not been properly maintained for the last three months. It also appears that office stationery and small articles are freely used and taken away by the staff. The general indiscipline, if not controlled at once, is likely to result in heavy losses. Already there is loss of business since many of our clients have turned to our competitors owing to the poor service rendered by our branch office.

Since the situation is quite bad, it will be necessary to take drastic steps to restore discipline in the branch office. I recommend that Mr. Tatki should be brought to the H. Q. and kept in a subordinate position. Mr. G. K. Nayyar, Assistant Manager of Pune branch has proved himself quite able; he may be promoted as Manager and posted at Nagpur.

Yours faithfully,

ABC

Secretary

Date :

The Managing Director  
Glazed Tiles (Pvt.) Ltd.  
Dear Sir,

## Sub : Decline of Sales of Tiles

In accordance with your instructions I have inquired fully into the causes of the decline in the company's business in the last two years till December 2013, and submit my report as follows:

Several new companies have put out glazed tiles in the market. Some of the companies have introduced artistically designed tiles in a variety of colours. Besides, most companies make square tiles in four sizes and rectangular tiles in two sizes. We have limited our production of tiles to six standard colours without design and to only two sizes.

Tiles are used extensively in kitchens of homes and hotels but the demand is for designed tiles, and for sizes other than those we make. Hence, while the market for tiles has gone up, we have not been able to keep our share of the business.

## Recommendations

1. An experienced designer should be appointed to create new designs for our tiles.
2. A colour technician should be appointed to assist the designer.
3. Some of the more popular sizes & shapes should be introduced.
4. An intensive advertising and sales campaign should be launched in order to win-back the lost market.
5. Follow-up correspondence should be maintained with all former customers in order to regain and build up old contacts.

Yours faithfully,  
XYZ  
Secretary

The following report by Auditors to Directors of a company where discipline has led to losses was assigned to a firm of Chartered Accountants.

15 September, 2013

The Directors  
Rota Glass Works (Pvt.) Ltd.  
Mumbai  
Sirs,

In accordance with the instructions in your letter dated 1st September, 2013, we had two experienced persons from this firm observe the working of your company for two weeks to investigate the methods of running the business, and the daily conduct of the staff.

From the observation, the following defects were noted :

1. The Secretary's age and continued poor health has made him lose interest, and the Registrar is too indecisive to control the office staff who disobey his instructions. As a result, the work as a whole is not carried out according to the instructions of the Managing Director, and is often seriously delayed. Customers complain about delays and some even cancel their orders owing to the delays in delivery.
2. The departmental managers at the works, with the exception of the one in the Stores Department, have become too friendly with the workers. Their authority is thus weakened, and the workers waste a great deal of time. The production is seriously slowed down, and the goods are not finished to the required high standard. This has resulted in rejection by customers, and general loss of business, apart from the loss of man hours, power and raw material. This matter has been reported twice to the Secretary by the Works Manager, but no action has been taken.
3. The Accountant, owing to ill-health, has not kept his professional knowledge up-to-date, and has made no effort to find the best system of costing to suit the company's business. Prices quoted for some contracts have been far below the actual cost, and some of the contracts carried out have resulted in losses. When an attempt was made to correct this, unreasonably high prices were quoted, leading to loss of business.

The following recommendations are made :

1. The Secretary should be superannuated, and the Registrar demoted to the position of superintendent. The positions of Secretary and Registrar should be filled by competent and efficient men who are able to impose discipline on the staff.
2. All the departmental managers at the works, except the Stores Manager, should be dismissed immediately, with one month's salary.
3. The Accountant should be superseded, and a person with up-to-date knowledge should be appointed above him.
4. A staff meeting should be called to explain the need for discipline and to point out that disobedience to orders of superiors will be punished with immediate dismissal. Notices announcing this warning should be put up in all the departments of the office and the works.

Yours faithfully,  
XYZ

Partner, Sangavi and Shah  
Accountants

The schematic form may be used for presenting a complex report. The details are arranged under headings. The passive voice is used for most statements in a formal style.

#### Report on Workers' Unrest at Pyramid Plastic Works Factory, Wadala, Mumbai.

##### I. Terms of Reference

To report on the workers' unrest and make recommendations to remedy the situation. The report was assigned by B of D at its meeting held on 2 December, 2013.

##### II. Procedure

- A. The Works Manager of the factory was met twice, and detailed discussions were held, once alone, and the second time in the presence of his Assistant.
- B. The committee's report is always in the schematic form. The following are examples of a report in schematic form: two meetings were held, one with the foremen alone, and one with the foremen in the presence of the Assistant Works Manager.
- C. Twenty workers, chosen at random, were interviewed personally, and their views ascertained.

##### III. Findings

- A. Extent of Unrest : The discontent and apathy, and the unrest that followed were observed among the workers in the month of September for the first time. To begin with, there were only signs of occasional outbursts of ill-temper or lack of interest in work. These were followed by group meetings and discussions of workers. Finally at the end of October a meeting of all the workers was held and a memorandum was presented to the Works Manager. A report was sent by the Works Manager to the General Manager, but the workers' representation was not sent.
- B. Several foremen felt that unless remedial steps were taken, the situation might get out of hand, with the possibility of total strike.
- C. Causes of Unrest : Resentment was felt by workers at the insistence of the new Works Manager on punctuality and greater efficiency while conditions in the factory have become too uncomfortable for efficient functioning. Complaints were made by workers that:

  - 1. There was no suitable bus service available from the Railway station to the factory. Even a slight delay in starting the machines was ticked off by the Works Manager.

##### Writing Skills

- 2. There was not enough room in the canteen; workers' strength has been doubled during the last two years.
- 3. Machines were kept too close to each other and workers were unable to operate them with ease as they used to before additional machines were installed.

##### IV. Conclusions

The complaints made by the workers seemed just.

- (i) Workers who travel by train find it difficult, occasionally, to arrive in time, owing to irregular bus service from the station to the factory. However, the delay has never been more than seven minutes.
- (ii) Owing to lack of space in the canteen, workers have to spend part of their lunch hour in waiting for a seat in the canteen. They are often forced to eat hurriedly to be time after the lunch hour.
- (iii) Additional machines installed in the month of August have been installed in violation of the Factories Act which lays down the minimum space between machines.

##### V. Recommendations

- (1) A bus service should be operated between the factory and the station, to be run four times daily to coincide with the two shifts.
- (2) The store-room adjacent to the canteen should be cleaned up and handed over to the canteen for additional space.
- (3) The Works Manager should be advised to keep some of the machines in the crowded parts of the factory unused, so as to prevent hazardous occupation of workers at the machines, until the machines are moved to new premises. Work should be suitably rescheduled.
- (4) The contractor should be advised to hasten the construction work so that the extension of the factory is completed within two months.
- (5) The Works Manager should be advised to take a more humane view of the problem until the extensions are completed, and conditions are made more comfortable.

James Mason

Secretary

18. December, 2013

□ Report of Sub-committee on Decline in the Circulation of the Company's Magazine "The Indian Woman"

To,  
The Board of Directors  
Popular Magazines Pvt. Ltd.

## Communication Skills

### Terms of Reference

The sub-committee was appointed by the following resolution of the Board passed at the meeting held on 8 February, 2013.

Resolved that a sub-committee consisting of Mr. Dalal, convener, Dr. Gulzar and Mrs. Ahuja be, and is hereby, appointed to investigate the causes of the decline in the circulation of "The Indian Woman" and to report with recommendations in a month's time."

### Procedure

- (i) The sub-committee met three times, on 11th and 23rd February, and 5th March.
- (ii) Three of the large distributors in Mumbai were contacted and their views noted.
- (iii) Twenty small magazine shop owners were questioned to find out their experience with the sale of women's magazines.
- (iv) Fifteen hundred questionnaires were collected from various readers including our past and present subscribers and members of women's associations. Their interviews were sent out for filling in the questionnaires.
- (v) Other women's magazines available in Mumbai were carefully compared with our magazine.
- (vi) Circulation figures of the last 3 years for our magazine were studied, and the company's budgeting policy reviewed.

### Findings

From the investigation, the sub-committee arrived at the following conclusions :

The decline in the circulation became sharp in January, 2013, although there was a gradual decline over the six months before that. The fall by over 30% in January 2013 coincided with the arrival of a new women's magazine, 'Eve's Era', on the market. While our two competitors, 'Women Today' and 'High Fashion' were able to withstand the impact, our magazine failed to retain its share of the market. This is largely due to the fact that the quality of our magazine had already begun to deteriorate.

The deterioration in quality was traced to the decision to make no increase in the expenditure on paper and to purchase paper in bulk for all the company's publications. The women's magazine editor had always been given freedom to select the paper in view of the sophisticated readership of the magazine and the need for good reproduction of photographs, drawings and various other illustrations. The magazine suffered an immediate set-back when it was used the ordinary newsprint.

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### Writing Skills

As a result of using the ordinary newsprint, the photographs and illustrations became poor in reproduction. This caused reputed photographers, artists and illustrators to refuse to contribute to our magazine. Gradually, reputed writers who used to write regularly for our magazine began to contribute feature articles to other periodicals. Hence there was a general fall in the quality of the magazine.

### Recommendations

- (i) Adequate funds should be allocated to the magazine, and the Editor authorised to purchase good quality paper for the next issue.
- (ii) The Editor should be instructed to write letters to reputed writers inviting contributions and offering an attractive honourarium.
- (iii) The services of good artists and photographers should be procured by offering attractive terms.
- (iv) An intensive publicity campaign should be launched to impress upon the public, the improved quality of the magazine.

Sd.

A. G. Dalal, Convener

B. V. Gulzar

(Mrs.) S. T. Ahuja

Report of Sub-committee on the choice of a suitable site for a branch factory in Maharashtra

### To

The Directors

Crystal Glass Works

### I. Terms of Reference

The sub-committee was appointed by Resolution No. 845 adopted at a meeting of the Board of Directors, held on 10 January, 2013. The sub-committee, consisting of Mr. Pea, convener, Mr. Que and Mr. Are, was authorised to choose a suitable site for a branch factory for producing glassware in Maharashtra and to report in two months.

### II. Procedure

The sub-committee held three meetings, on 13 and 29 January and 28 February.

The members of the sub-committee visited Mumbai, Pune and Nagpur between 20 January and 10 February, and saw several sites available for industrial units.

The members also met the Government and Municipal authorities about permission, licenses, etc.

**III. Findings**

The sub-committee feels that Mumbai is the most suitable city for a glass works factory covering the local market as well as export facilities.

Other conditions are described below:

- A. Raw materials : All the components for the manufacture of glass are available in Mumbai, since there are several other glassware factories. Fine sand is regularly supplied by specialised agents, from the banks of the Narmada, the Tapti, and the Godavari rivers.
- B. Staff and Workers : Supervisory staff, and skilled and unskilled labours are available. The salaries and wages are higher than in the other cities but the quality of the work is of a high standard. Highly qualified technicians and designers receive very high salaries in Mumbai, but the expense of such staff will be compensated for by the market.
- C. Power and Water : The Government authorities have agreed to give electricity and water connections and to supply the required quantities of power and water.
- D. Scope for Expansion : The company's market can be extended to foreign countries through the Export Promotion Council as well as the consulates in Mumbai.
- E. Site : There are three suitable sites of 4, 5 and 6 acres at Vikhroli, Borivali and Mulund respectively. All are available on a 99 years' lease. Details of the 3 sites are in Appendix I.

**IV. Recommendations**

The Sub-committee recommends that :

1. One of the sites be chosen in consultation with the Company's Architects.
2. Negotiations be started immediately to acquire the selected site.
3. The Secretary be authorised to invite tenders for the construction of the factory and to apply to the Government of India for licence to import the required machines.

Date : 5 March, 2013

Place : Surat

N. O. Pea

O. P. Que

P. Q. Are.

**(B) SHORT FORMAL REPORT**

This is basically a five-section report, which is suitable for more complex and important investigations that are to be reported to senior management. Unless it is specifically requested or obviously required, it is perhaps best avoided.

**Writing Skills**

in exams because of its rigid structure and the pompously formal impression it can create.

The style of the report is less relaxed than that of the informal. Familiar, colloquial language should be avoided and impersonal constructions are preferred - so instead of 'I spoke to all the accounts clerks' (informal), use the passive construction 'All the accounts clerks were consulted' (formal).

TO :

**TITLE / TERMS OF REFERENCE / INTRODUCTION**

This section outlines what the writer was asked to do, by whom and by what date.

**PROCEDURE / ACTION TAKEN**

The steps taken to carry out the instructions are listed. They may include interviewing people, visiting places of sites, watching machinery in operation, etc.

**FINDINGS**

This is the core of the report where all the information is suitably presented (e.g. by using sub-headings and numbered points)

**CONCLUSIONS**

The main inferences from the above information are made.

**RECOMMENDATIONS (If Required)**

Only if the writer was asked for 'suggestions', he will now make them.

Name

Position

Date

**EXAMPLE (Short Formal Report)**

You are a member of SPICMACAY, a music society which gives about three public concerts each year, usually in a local school hall. It used to enjoy strong ticket support. During the last eighteen months the attendance figure for its four concerts have been:

300 (Full House) 240 190 130.

It has been suggested that there are several possible reasons for these declining attendance figures. For example, the type of music performed may not appeal to popular taste, the standard of playing may have fallen; rehearsal time may be inadequate; the arrangement whereby each member of the Society tries to sell a small number of tickets may not be working well; publicity may be at fault; seat prices may be too high.

### Communication skills

The Chairman of the Society, to which you have recently been appointed secretary, has asked you, together with two other members, to look into the problem carefully and to let her have a formal report, incorporating any helpful suggestions you may wish to put forward.

Prepare a suitable report ready for submission. You should use any of the data given above which you think suitable and may invent any other minor details as required.

SPICMACAY

SURAT

To,  
Mrs. Shylaja Pancikar  
Chairman, SPICMACAY

#### SUBJECT : REPORT ON DECLINING ATTENDANCES

##### TERMS OF REFERENCE

On November 11, 2013, you asked us to investigate the causes of declining support for the Society's classical music programmes and to submit a report with recommendations by 1st December, 2013.

##### PROCEDURE

- 2.1 The attendance figures of the last 18 months were obtained.
- 2.2 Members of the Society were interviewed.
- 2.3 A survey was conducted in Surat on Saturday 23rd November, 2013.
- 2.4 A questionnaire was sent to 150 local residents who were known to have supported the Society in past (See Appendix).

##### FINDINGS

###### 3.1 Attendance Figures

The figures for the last four concerts were as follows :

May 2013	Ghazal Concert	300*
Dec. 2013	Classical Music	240
June 2013	Sugam Sangeet	190
Nov. 2013	Tabla - Sitar Concert	130

###### 3.2 Performance

- 3.2.1 Members of the society feel that rehearsal times are inadequate and that consequently the quality of their playing has suffered - a view echoed by local opinion.

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3.2.2 The type of music performed recently has been too experimental for general taste.

###### 3.3. Ticket Sales / Publicity

- 3.3.1 The system for selling tickets is not working, tickets reach members so late that it is proving difficult to dispose of them.
- 3.3.2 Members of the public have been deterred by the increases in the ticket prices in June and November.
- 3.3.3 Advance publicity has been neglected.

###### 3.4 School Hall

- 3.4.1 The seats of school hall are very poor in quality and ventilation is poor.
- 3.4.2 The performing artists think that the acoustic quality of the school hall is poor and there are multiple echoes, leading to poor sound quality.

##### 4. CONCLUSIONS

Attendance figures show a serious and rapid decline as a result of high seat prices, poor publicity and concern at the type and quality of the music performed. Failure to rectify the situation may lead to the end of the society.

##### RECOMMENDATIONS

- 5.1 More rehearsal time should be allotted so that the former high standard of performance is restored.
- 5.2 A more balanced programme should be introduced.
- 5.3 Tickets should be made available to members at least one month before each programme; sales outlet in Surat city should also be explored.
- 5.4 Special discounts should be introduced for students, senior citizens and senior musical artists. Those who buy tickets for three programmes at a time should be given special discount.
- 5.5 Concerts should be well publicised in the local press and on local radio; ear-stickers, posters in public places (libraries, theatres, cinemas) and circulars to houses should also be considered.
- 5.6 Concerts should take place in a proper theatre instead of school hall. It may be a little expensive, but the quality of sound is worth it.

Bhairav Shelat

Nirja Bhavasari

Santosh Mohan

30 November, 2013

Appendix : Questionnaire

### *Communication Skills*

#### *EXAMPLE (Short Formal Report)*

##### **SUBJECT : REPORT ON PARKING FACILITIES AT K. M. MANAGEMENT COLLEGE, VALSAD**

###### **I. TERMS OF REFERENCE**

To investigate the adequacy of parking facilities at the College and to make any necessary recommendations.

###### **II. METHOD OF PROCEDURE**

- (a) The car parks in the College were visited on three different occasions each day at different times over a period of three weeks.
- (b) Staff and students were consulted to ascertain the number and type of vehicles requiring parking facilities.
- (c) Over a three-week period a register was maintained to record the number of visitors who required parking.
- (d) Caretaker who is responsible for removing cars improperly parked was interviewed.

###### **III. (A) FINDINGS : PRESENT POSITION**

- (a) There are two parking places in the College containing, in all, 200 parking spaces.
- (b) One hundred staff members and one hundred seventy five students have a vehicle to park.
- (c) Parking near the back gate is never completely filled.
- (d) Parking near the front gate is always most crowded.

###### **III. (B) DIFFICULTIES WITH PRESENT SITUATION**

- (a) There are no facilities for cars.
- (b) Some spaces are not properly utilised as just one two-wheeler is parked improperly on a big area.
- (c) Parking on yellow lines is frequent, i.e. improper parking.
- (d) Usually it is the same cars, which are parked on yellow lines.

- (e) There are usually no parking spaces available for visitors' cars.

###### **IV. CONCLUSIONS**

- (a) The number of parking spaces is inadequate.
- (b) Most people wish to park near the front door so the rear parking is under-utilised.
- (c) Some people are parking incorrectly even when spaces are available.

### *Writing Skills*

#### **5. RECOMMENDATIONS**

- (a) Provide separate parking facilities for bicycles and two-wheelers.
- (b) The staff members who stay in the college for long hours should park at the rear gate.
- (c) Some parking spaces should be reserved for visitors.
- (d) Owners of the vehicles repeatedly parked incorrectly should be written to by the Principal.

Date : 10th December, 2013

Signed, Shri Bhavesh Mehta

Senior Clerk

#### *EXAMPLE (Short Formal Report)*

##### **CROWN ELECTRONICS LTD.**

Naroda GIDC, Ahmedabad

##### **SUBJECT : REPORT ON COMPLAINTS ABOUT POOR SERVICE AND FOOD PROVIDED IN THE STAFF RESTAURANT**

###### **I. TERMS OF REFERENCE**

To investigate complaints about poor service and food provided in the staff restaurant, and to make appropriate recommendations, as requested by Mr. Tarun Shah, Administrative Director, on 14th December, 2013.

###### **II. PROCEDURE**

1. An interview was held with Mr. Rohit Nair, Restaurant Manager, on 15th December.
2. Interviews were held with a cross-section of staff (48 persons) who used the restaurant between 15th and 20th December.

###### **III. FINDINGS**

###### **1. Interview with Restaurant Manager**

###### **1.1 Staffing**

Mr. Nair has 3 full-times assistants. The youngest, Mr. Yogesh Patel, attends Moraiya College for Hospitality Management. So he is available only from 2-5 pm on Monday, Wednesday and Friday.

###### **1.2 Equipment**

A Schedule of current equipment and their year of purchase is attached. No problems with this equipment were reported. However, Mr. Nair requested the purchase of additional

*Communication Skills*

equipment as follows :

- a. Microwave oven
- b. 25 litre pressure cooker
- c. Deep fat fryer

Interviewing the Staff

Total 48 staff members - 20 staff members from the 12 noon to 1.00 pm break and 28 from the 1.00 pm to 2.00

## 2.1. Choice

The first break (12 noon to 1.00 pm) was chosen by the staff interviewed. They said cold meals, provided, were said they would stop using them if the variety in general did not improve.

## 2.2. Queuing.

A much greater proportion of staff took lunch from 12 to 1.00 pm break (70%) as opposed to 30% from the second break (1 to 2 pm). This resulted in large queues forming at the first lunch break.

## IV. CONCLUSIONS

There are insufficient assistants to cope with the preparation of food in the morning, and with the first lunch break:

1. The present equipment is insufficient.
2. The selection of meals is not wide enough to cater for staff requirements.
3. The ratio of staff to each break is not balanced.

## V. RECOMMENDATIONS

1. A new assistant to Mr. Nair should be recruited from 9 am to 2 pm on Monday, Wednesday and Friday.
2. Mr. Nair should be asked to devise some new dishes, to include cold meals also.
3. Mr. Nair should be asked to look into prices and availability of the new equipment required.
4. The number of staff attending each break should be reviewed, so that a more even balance is achieved.

\*\*\*\*\*

*Speaking And Discussion Skills*3. SPEAKING AND DISCUSSION SKILLS

## 3.1 Components of Effective Talk / Presentation

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3.1. COMPONENTS OF EFFECTIVE TALK / PRESENTATION

The presentation is a discourse on a chosen topic coupled with text visuals (prepared slides) and graphic visuals (charts and diagrams). This form of communication combines non-verbal, verbal and written components in order to communicate with an audience.

There are several ways of presenting information. Your report must be presented in the clearest, most effective way possible. Just writing everything, paragraph after paragraph, is not always the best means. Readers, whether they are nine or ninety years old, respond to variety and vigour in presentation.

Charts, graphs, illustrations, diagrams, photographs, posters, symbols and signs are all forms of communication that can be used to replace or enhance the written, or indeed, spoken message. These methods of communication are called *visual communication*. 83 per cent of what we learn is through seeing, 11 per cent through hearing and only 6 per cent through the remaining three senses. So visual communication can make presentation more effective. They have several advantages over the written message. They attract attention, arouse interest, give variety, and drive the home the message to the reader. Pages of statistics can be uninformative and intimidating, but put them in graphs and a person can grasp overall trends immediately. Even where these methods of communication are not absolutely necessary it can be a good idea to use some of them to give variety.

There are mostly two ways for presentation :

- (1) To prepare a series of transparencies, each of which contains the points to be highlighted. These slides are then projected onto a screen with the help of an overhead projector. The transparencies may be handmade or computer-made.

- (2) To prepare the slides electronically (say in Microsoft PowerPoint) on computer and projected onto screen with the help of an overhead projector or (laptop) computer. The transparencies need not be made.

The presenter stands close by and changes the slides so that his or her verbal account is reinforced.

Examples of situations where presentation may be used :

- (1) Sales people make presentation to clients or potential clients, demonstrating the benefits of their product or service.
- (2) Managers make presentation to new recruits, giving them information about the job, organisation and culture.
- (3) A public relation officer may make a speech or presentation to journalists at a press-conference.

Conditions to be fulfilled before presentation :

- (a) To see that the presenter is fully audible and the screen is visible to the entire audience.
- (b) To make sure that the slides are projected in suitable light and are adequately enlarged.
- (c) To arrange for a pleasant seating arrangement, which allows an unobstructed view to each participant.
- (d) The presenter should be formally and appropriately dressed, as a causal and untidy appearance will indicate a lack of credibility and authority.
- (e) To make sure that the presentation is precise; as listeners get tired over time however interesting be the presentation.
- (f) To see that each slide should communicate one specific point or idea. A title can be given to each slide, which orients the audience towards the point to be emphasised.
- (g) Complete sentences are not required on the slides. Instead, phrases or words should be chosen which highlight the most essential points of the presentation.
- (h) Statistics may be used to support the verbal message.
- (i) Figures, diagrams, photographs are very useful to bind the attention of the audience.
- (j) The slides should be firmly and clearly focused on the concept or idea or strategy that the presentation is communicating. The presenter may use his personal experience or anecdotes or tell stories in order to emphasise the message. But they need not be a part of written component.

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#### 3.2. PLANNING OF CONTENTS OF TALK / PRESENTATION

In an effective presentation, the content and structure are adjusted to the medium of speech. When listening, we cannot go back over a difficult point to understand it or easily absorb long arguments. A presentation can easily be ruined if the content is too difficult for the audience to follow or if the structure is too complicated.

As a general rule, expect to cover much less content than you would in a written report. Make difficult points easier to understand by preparing the listener for them, using plenty of examples and going back over them later. Leave time for questions within the presentation.

Give your presentation a simple and logical structure. Include an introduction in which you outline the points you intend to cover and a conclusion in which you go over the main points of your talk.

##### Delivering your presentation

People vary in their ability to speak confidently in public, but everyone gets nervous and everyone can learn how to improve their presentation skills by applying a few simple techniques.

The main points to pay attention to in delivery are the quality of your voice, your rapport with the audience, use of notes and use of visual aids.

Voice quality involves attention to volume, speed and fluency, clarity and pronunciation. The quality of your voice in a presentation will improve dramatically if you are able to practise beforehand in a room similar to the one you will be presenting in.

Rapport with the audience involves attention to eye contact, sensitivity to how the audience is responding to your talk and what you look like from the point of view of the audience. These can be improved by practising in front of one or two friends or video-taping your rehearsal.

##### Effective use of notes

Good speakers vary a great deal in their use of notes. Some do not use notes at all and some write out their talk in great detail. If you are not an experienced speaker it is not a good idea to speak without notes because you will soon lose your thread. You should also avoid reading a prepared text aloud or memorising your speech as this will be boring.

The best solution may be to use notes with headings and points to be covered. You may also want to write down key sentences. Notes can be on paper or cards. Some speakers use overhead transparencies as notes. The trick in using notes is to avoid shifting your attention from the audience for too long. Your notes should always be written large enough for you to see without moving your head too much.

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#### 3.2(a) Ten 'Do's' and 'Don'ts' for preparing a presentation

##### Do :

1. Lots of background research. Even if the information is not used in the presentation, it is useful to have as much knowledge as possible for the discussion and audience questions.
2. Be organised - prepare in plenty of time.
3. Structure your presentation.
4. Focus on the question set.
5. Obtain material from a wide range of sources.
6. Practise your presentation. This helps take away some of the embarrassment when it is for real, and enables you to check the timing.
7. Use note cards.
8. Speak clearly.
9. Have eye contact with your audience.
10. Use clear OHPs (word processed, large font size, use of bullet points etc.).

##### Don't :

1. Leave research and preparation until the last minute.
2. Rely on one source of data.
3. Make it up.
4. Just hope that it will come together on the day without preparation and practice.
5. Have no notes to rely on if you get stuck.
6. Worry too much - it's not as bad as it seems.
7. Mumble.
8. Read from a script.
9. Rush the presentation by speaking too fast.
10. Go over the time allotted for the presentation.
11. Consider Your Audience  
What is their current level of knowledge of the subject? If possible, convey to them information they haven't heard before, or weren't aware of.
12. Practice  
At a minimum, review your notes a few times before your presentation. If you have not done many presentations before; practise before a knowledgeable friend who is willing to help you correct any problems, or else tape or videotape your practice sessions and review them yourself.

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#### 3. Be Positive

If you begin the presentation with obvious attitudes that suggest that you're shy, uncertain or uncomfortable, the audience will rapidly agree with you and be turned off. If you maintain at least the appearance of confidence in your own ability, you'll reassure your audience and everyone, yourself included, will enjoy the presentation more.

#### 4. Avoid Reading

In so far as possible, give your presentation extemporaneously from notes, rather than reading through pages and pages of material.

#### 5. Get Abstractions Down to Earth

When you must present theoretical or abstract material, use specific examples, perhaps including a few humorous anecdotes, to enliven the presentation.

#### 6. Use Visual Aids

When feasible, and relevant, visual aids can be a helpful addition to your presentation. Examples could include handouts, charts, transparencies, slides, or use of a presentation software such as Microsoft Powerpoint. However, avoid using extensive films or recordings which might consume over one-quarter of your time unless such aids are explicitly requested. Your remarks, not the audio-visual aids, should be the prime source of attention. However, selective use of aids will increase audience attention and understanding.

#### 7. Maintain Eye Contact

Keep as much eye contact with members of your audience as possible. Gauge their reaction to your presentation and adjust accordingly.

If you are a shy person, one way to begin this practice is to look slightly above the eye level of members of the audience. In most cases, they will not notice the difference. However, there is no real substitute for developing genuine eye contact.

#### 8. Involve Your Audience

For large audiences, you may have to rely more on a lively presentation and on visual aids. For smaller audiences, you may want to involve them on a more personal level.

Some speakers in very small settings seek to learn the names of members of the audience initially, then directly involve them through questions to specific individuals or by making remarks during the presentation such as "Now suppose Maria, here, was faced with the following situation."

points you've made.

#### 9. Don't "Preach"

Convince your audience rather than haranguing them. Don't try to awe your audience with big words, flowery phrases, or ego-inflating anecdotes ("As I once told a friend of a friend of the President..."). Be relaxed, conversational (unless the occasion is extremely formal), and succinct. Above all, be yourself.

### 3.3. USE OF VISUAL AIDS

Visual aids help to make a presentation more lively. They can also help the audience to follow your presentation and help you to present information that would be difficult to follow through speech alone.

The two most common forms of visual aid are overhead transparencies (OHTs) and computer slide shows (e.g. PowerPoint). Objects that can be displayed or passed round the audience can also be very effective and often help to relax the audience. Some speakers give printed handouts to the audience to follow as they speak. Others prefer to give their handouts at the end of the talk, because they can distract the audience from the presentation.

#### Practical hints for giving a presentation

Timekeeping is vital and is the responsibility of the presenters.

Rehearse your seminar; it is very easy to misjudge timing unless you have had a full scale rehearsal.

Think about the most appropriate format for your presentation.

For example : a debate, a conversation, a shared 'lecture'.

#### Maintaining interest

Avoid simply reading out an essay. You may well rely on a script, but remember one task is to maintain the interest of the audience. Your own experience will tell you that listening to someone reading for eight minutes is not very exciting.

Vary the tone of your voice.

Avoid speaking too quickly.

Maintain eye contact with people in all parts of the room.

Smile.

Avoid doing things which distract the audience, e.g. chewing gum.

#### Use of audio-visual aids:

Visual aids must be clear to all of the room. Check that the font size of any OHP is visible to all parts of the room. If using Word a font size of 16 pt or above is recommended.

OHPs are best used to display a few headings rather than the whole text of what you are going to say. Think of them as key points which you can use as prompts. Do not simply read the material off the OHP : supplement or explain what is written.

Sketches, cartoons, maps, diagrams are all good uses of the OHP; they also tend to hold interest better than text.

OHPs are best written in dark or black ink; only show the relevant section gradually uncover as talk progresses; switch off projector when not in use.

Give plenty of notice if projector or cassette player etc. is required.

#### Finally

It is inevitable that you will be nervous but remember that everyone will be involved. Try to approach presentations as a team. You will obviously support your partner but also support others whilst they are giving their presentations; listen and signal that you are listening; do some preparatory reading so that you know what is going on and can join in the discussion.

### 3.4. GUIDELINES FOR EFFECTIVE SPEAKING SKILLS

We speak very naturally everyday but most of us will feel strange when asked to stand and speak in front of a group. A whole host of irrational fears raise their ugly heads. Increasingly we are called on at work to make presentations to groups, both large and small, in a variety of situations. We are often judged by our performance on such occasions.

The following guidelines help anyone who is involved in speaking activities to make the experience a successful, enjoyable one.

There are three main points to concentrate on while getting ready for speech. They are -

1. Preparation
2. Putting the message across effectively
3. Dealing with nerves

**Communication Skills****PREPARATION**

Two types of preparation is necessary. (1) Preparation of the physical surroundings and (2) The preparation of the material (content) of the speech. Preparation for an effective speech can be done by applying the question formula. Several information should be collected before starting the actual preparation of the script of a speech.

1. Why : Deciding the objective. There are two types of objectives (a) General and (b) Specific. General objectives will be various like to sell, to persuade, to make a good impression of a company in the market, to teach, to stimulate, to inform, to entertain etc. The specific objective will depend on the subject matter entirely. It will be better to write down the objective of the speech in one line because (i) It clears the speaker's mind from the very beginning (ii) Material may be selected keeping in mind the objective of the speech. (iii) After the preparation of the notes we can check whether the original aim is fulfilled.
2. Who : Researching the audience. When we are speaking to the audience they are very important because what we are going to speak is directly reacted by the audience. They are most important in the whole exercise of speaking. It will be preferable for the speaker to get the information beforehand about.....
  - (i) How many of the people are there?
  - (ii) Are they there for some special purpose? If so then does your speech suits to their purpose?
  - (iii) Are they paying for listening? Are they sent to hear you or have they come of their own free will?
  - (iv) The range of age and sex.
  - (v) Have they any knowledge about the subject on which the speaker is going to speak.

All the above points are important because it makes the speaker change himself and the content of the speech that best suits to his/her objective.

3. Where : Preparing the environment. The preparation of the physical environment of the place where speech will be taken is also important.

Practicing : The speaker needs to know the situation of the room that if the room is a large one and echo effect is creating distraction in the following the words of the speech, the lights and microphone

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- arrangement, the windows situation, other instrumental devices like A.C etc, so that the speaker can regulate the temperature if necessary, noise from the outside or within the room or any other interruptions. If the speaker find any such distracting causes he must take some steps for its resolution. Seating : There may be variations in seating arrangements. The seating arrangement may be theatre style, Horseshoe type, Curved rows, Round table etc. Here the important thing that is needed to take care of is that the people have the general tendency of seating at the back. So somebody should be projected to direct them forward. The speaker will feel comfortable and convenient if the audience is as near as possible.
4. When : Timings. Time of the speech plays vital role in the success of the speech. First of all know how much time I have got to speak. It is experimentally proved that in the time of half an hour one can cover not more than four topics.

Also the time of the day plays an important role in the effectiveness of the speech as well as the concentration of the audience towards the speech. The afternoon session i.e. after lunch is known as the graveyard session and they will feel like an afternoon nap rather than listening to the speech.

So far as concentration of the audience is concerned, it is said that hard concentration for a long period is not too good. At the time of listening in first 20 minutes the concentration is fairly good. Then it starts falling down.

5. What : Preparation of the content of the speech : Any speech will certainly fail if careful thought is not given to its preparation. The preparation of the material will ensure the speaker that the speech is well structured and lively.

Contents preparation will pass through the following five stages.

1. Brainstorming : It is very useful if the speaker will write down all the ideas on the topic on a sheet of paper. Best way of doing this to make the pattern notes. Pattern notes enable the brain to relate to information far more naturally and efficiently. On a sheet of paper the main theme of the topic should be written in circle. And all the related ideas should be branched out starting from the circled main theme.

- 2. Selection and Structuring :** Selection will be directed by following....
- The objective - The speaker will have to find out "is some of the information you have irrelevant to the objective of the speech?"
  - The audience - "do they know most of this already?"
  - How much time is given to the speaker for his/her speech will determine the choice of important topics.
  - What the speaker must tell, should tell and could tell the audience?

After selection, the selected points should be arranged in a logical order that may keep all the points in coherence and well united. The structure of a talk should be in the pattern of:

1. Tell them (i.e. the audience) what you are going to tell
2. Tell them and
3. Tell them what you have told (i.e. at the end of the speech summarise the whole speech. This is something like the TV news that we watch daily).

- 3. Illustration :** Illustration means simplifying confusing things by giving some ~~correct~~ and real life examples.

**4. Opening and Closing Paragraph :**

Opening para should follow the first part of structure that we discussed earlier in the second stage (i.e. Tell them what you are going to tell). Here the speaker will give INTRO.

**INTRC :**

I : Interest

N : Need

T : Title

R : Ratings

O : Objective

Closing para should follow the third part of the structuring (i.e. Tell the audience what you have told). Closing should be just conclusive. What the speaker says last is the last impression that he/she leaves on the audience. Therefore if the speaker wants to stimulate the audience, he should tell them what to do next.

**5. Notes Preparation :** Notes should be brief and consisting of key words. It is better to adopt the card formula. It is essential to use the right key word on the card otherwise you may look at the card and get confused. While using the cards, the following care should be taken.

1. Use your own hand writing
2. Write timings on the card that you may know at the time of speech that you will have to finish the particular point of discussion within this decided time limitation.
3. Clip the cards together and give the numbers to the cards.
4. Write the topic of the discussion on the top of the card and the sub points below the title.

**2. PUTTING THE MESSAGE OVER EFFECTIVELY (PUTTING YOURSELF ACROSS OR DELIVERING THE SPEECH)**

Delivering the speech effectively will depend on the various factors. These factors are the use of language and body language, taking pauses, tone and pitch of the speech, clarity of the speech, facial expressions, audience participation, Question sessions, use of visual aids etc.

**(I) Language and body language :**

**Language :** The language used by the speaker should be lucid, free from jargons, avoiding words that may create ambiguity. The speaker is supposed to have the clarity of expression, clarity of meaning, clarity of ideas and concepts, clarity of pronunciation etc.

**Body Language :** body language includes personality, appearance, good grooming, clothing and movements. Personality is greatly influenced by posture i.e. the manner of standing, sitting and walking and by what is carried in the hands. Whether the speaker has a handbag or a file he/she should handle it comfortably. Self-confidence is an important aspect of personality; it comes from being well prepared. Looking at the audience, smiling, avoiding creating barriers, keeping the well-mannered stance, being natural are some impressive stances of the speaker.

**(II) Audience Participation :** Active involvement of the audience will make the audience clear of the idea and also the speaker gets the idea whether he has successfully put himself across.

**(III) Question Sessions :** Let the audience ask the questions in a structured way. The question session is necessary in the middle of the talk if it is going to be a long one.

(IV) Use of visual aids: Visual material has stronger effects than the spoken words. Most people retain much more of what they see than what they hear. There are different and many types of visual aids like posters, slide show, overhead projector, flip chart, graphs etc. can be very helpful in explaining the idea with less endeavour.

(V) Tone and pitch in speaking should be varied. Monotonous speech will not create the desired effect. Taking pause at the appropriate place will make the speaker in the condition of remembering the next point that he/she is going to discuss next. Pronunciation of the speech must be clear enough to be followed easily.

**DEALING WITH NERVES :** Preparing oneself mentally is also an important matter in a successful speech. Some nervous mannerisms are recognized by the audience. To a certain extent the speaker will have to find out his own way of getting out of such nervousness. A thorough preparation of the speech, getting awareness about the self fulfilling prophecy, trying out the voice, practice of speaking, neck exercise, deep breathing are some useful suggestions for working with nerves.

### 3.4.(a) Eight Tips on Effective Speaking

Like public speaking, the art of effective business-meeting communication is very much a learnable skill. Here are eight important, yet often overlooked, tips on speaking well as a meeting participant.

1. Keep it upbeat. Speech tips and body language aside, nothing is more critical to constructive give-and-take in a meeting than emphasizing the upside. Rather than criticizing, stay focused on the implicit value of what someone else says. A preponderance of positive remarks at business meetings genuinely contributes to successful companies. Try keeping score between positive comments and those designed more to sting than support. Stay solution focused, offering up twice as many positive comments as you do negative. When it's possible, affirm others' ideas by using active and constructive feedback.

2. Talk to the entire group. We've all been treated like a fifth wheel — being part of a group, but somehow off the planet when someone is supposedly addressing everyone in the room. When speaking in a group, move your eyes around and talk to anyone who's listening to what you have to say. When responding to a question, address the entire group, not just the person who asked the question. In this way, everyone feels included.

3. Reach out and encourage feedback. Another meeting pitfall is that hollow sound of silence — comments by speakers that disappear over the horizon leaving no follow-up discussion in their wake. This silence is not golden. So actively encourage comment and feedback based on what you have to contribute. Not only does that make for a better meeting, but it can broaden, amplify and substantiate your remarks. Get your point across but also open it up for discussion. Call on people and ask them what they think. The point is not just to be a participant; but also a facilitator.
4. Mirror the tenor of the meeting. Another business meeting basic is establishing a comfortable atmosphere where everyone feels at ease. One effective way to achieve that is to establish a consistency in communication. If, for instance, most participants are keeping their remarks short, do the same. If their tone is low and reserved, follow their lead. The point is not to mindlessly mimic but, rather, to affirm and contribute to the overall tenor of the meeting. And that makes for productive and efficient give and take. You can also mirror other behaviors such as leaning forward, crossing your legs and other movements.
5. Don't be a time hog. Anyone speaking in a business gathering wants to take enough time to identify and, if need be, dissect the point he's trying to convey. But it's all too easy to slip into a filibuster. Gaddis identifies this element as "conversational balance": Be thorough, but don't take so much time to get your message across that you lose others' attention or, even worse, alienate someone who may be waiting his turn to talk. Again, if others are being succinct, try to do the same. If need be, keep an eye on your watch when you've got the floor so a comment meant to be short doesn't stretch into a diatribe.
6. Check the clichés and rhetoric. A central tenet of powerful business-meeting communication is being as clear as possible. Don't muddy your message by wallowing in tired catch phrases — just watch for facial ties when you suggest "pushing the envelope" — or too many rhetorical questions that don't advance the discussion. Be particularly careful with negative rhetorical remarks like "What were you thinking?"
7. When and if necessary, take it offline. Not every in-meeting topic warrants brain surgery. Don't derail meetings or drag them on endlessly by going into detail that can be addressed at another time. If you make a point that warrants a lot more discussion, tell someone that you'll talk about it in greater detail at some other time. Or address the issue one-on-one with the questioner after the meeting.

8. Be aware of your body -

- S. Be aware of your body. Not everything you convey to others comes by way of your mouth. How you say what you say is equally telling in your ability to share your thoughts with others. Here are a few body language precepts you may wish to embrace (pun definitely intended): Don't limit supportive interaction to just what you say. Show it by nodding your head, making eye contact, raising your eyebrows and making other gestures that demonstrate that your interest and involvement in the discussion aren't mere lip service.

#### 3.4.(b) CHARACTERISTICS OF A GOOD SPEAKER

A good speaker/presenter -

- is lively, enthusiastic, interested in the topic and considers it vital to the audience and so speaks with enthusiasm;
- has a sense of responsibility to the audience and tries to say something that will be worth the listener's time;
- has a sense of responsibility to the others in the program and if allotted five minutes, does not squeeze others off the program by taking ten minutes; shows respect for what they may have to say;
- has sense of responsibility to the subject; does not speak on something he/she does not know;
- has sense of leadership, stands tall, makes eye contact, speaks responsibly and with authority; is positive, friendly and straight forward;
- keeps head on shoulders; does not let the confidence turn into overconfidence;
- can accept feedback and benefit by it.

A good speaker/presenter should...

- prepare thoroughly for the subject of his presentation
- relax before presentation
- adopt a posture which looks friendly
- maintain a good eye contact
- pronounce the words very clearly and there should be enough pauses at appropriate places.
- respect the audience and their intelligence
- answer the questions sincerely and should not dismiss the questions, above all take the talk sincerely.

(Here in this answer you can add certain points from the Short Note - "Body Language of the speaker".)

#### 3.5. DISCUSSION SKILLS

**Importance :**

- To understand a subject or topic area more deeply.
- To explore ideas.
- To exchange information.
- To expand and clarify your knowledge.
- To improve your ability to think critically.
- To improve your language skills.
- To increase your confidence in speaking.
- A discussion can change your attitudes and ideas.
- A discussion can help a group make a particular decision or come to a conclusion.
- A discussion gives you the chance to hear the thoughts and ideas of other people.

#### STRATEGIES FOR IMPROVING DISCUSSION SKILLS

**Observe :**

- Attend as many seminars and tutorials as possible and notice what other people do. Ask yourself :  
How do other people enter into the discussion ?  
How do they ask questions ?  
How do they disagree with or support the topic ?  
How do they make critical comments ?  
What special phrases do they use to show politeness even when they are voicing disagreement ?  
How do they signal to ask a question or make a point ?

**Learn to Listen**

- Listening is an essential skill and an important element of any discussion. Effective listeners don't just hear what is being said, they think about it and actively process it.
- Be an active listener and don't let your attention drift. Stay attentive and focus on what is being said. Identify the main ideas being discussed. Evaluate what is being said. Think about how it relates to the main idea/ theme of the tutorial discussion. Listen with an open mind and be receptive (उत्तुरुद्धृत) to new ideas and points of view. Think about how they fit in with what you have already learnt. Test your understanding. Mentally paraphrase what other speakers say. Ask yourself questions as you listen. Take notes during speeches about things to which you could respond.