



SECRETARY

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INTRODUCTION:

The Indian economy is fast developing and has fastest growing service sector in the world. Various forms of organizations have emerged in the present economic situation.

Finance is needed to establish a business, run it, to modernize it, expand it and diversify it. The role of financial management has become important to the corporate world. Expert individuals having special capabilities and knowledge to grow business have now become important for our present Indian business scenario. The profession of Secretary is one such profession which caters to the changing demands of businessmen and organizations.

The subject 'Secretarial Practice' deals with the origin, importance, features, types, appointment, qualities, qualifications, functions, duties of different types of secretaries, the functioning of joint stock company etc.

1.1 ORIGIN OF SECRETARY

Until the late 19th century, persons involved in the daily correspondence and the activities related to finance had assumed the title 'Secretary'.

The Latin words 'secretum' or 'secretus' which means the secrets. The word Secretary is derived from the Latin word 'Secretarius' which means someone who works for a person of great importance.

In the Roman times, ‘Scribae’ was a professional letter writer or one who maintains confidential records.

In ancient Indian history, Secretary was referred to as Amatya, Sachiva or Chitnis, which means a person who does secretarial work.

Today, the State and Central Governments also have secretaries for various departments functioning under the control of ministries in the Sachivalaya.

Origin	Former names for Secretary	Meaning
Latin language	Secretarius	A confidential writer or officer with whom secrets are entrusted by employer.
Roman Empire	Scribae	A professional letter writer or one who maintains confidential records.
Indian history	Amatya/Sachiva/Chitnis	A person who does secretarial work.

Additional information:

In 1870 Sir Isaac Pitman founded a school where students could qualify as professional writers. In 1888, with the invention of typewriters, the role of secretary increased. In an effort to promote professionalism, the National Secretaries Association was created in 1942 in the USA. Later a special Secretaries Day was created which would be in the last week of April. This week is now known as Administrative Professional’s Week.

1.2 MEANING AND DEFINITION

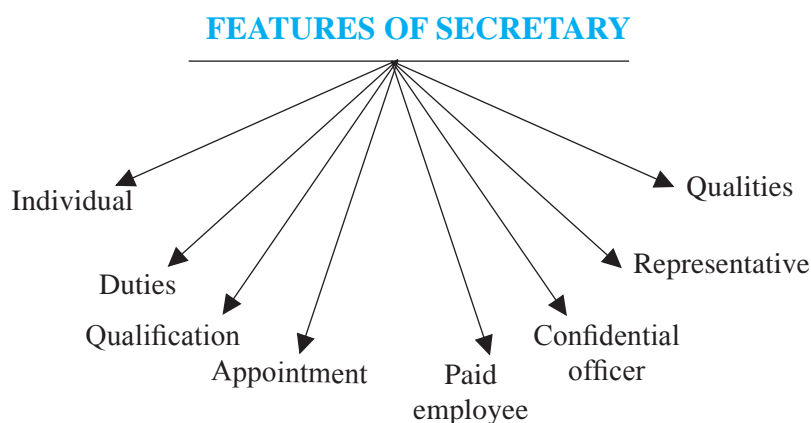
There are various definitions of Secretary some of them are as follows :

- 1) The Oxford Dictionary defines a Secretary as ‘A person whose work is to write for others, especially one who is employed to conduct correspondence, keep records and to transact various other businesses for another person or for a society, corporation or public body.’
- 2) According to Companies Act 2013 Section 2(24) “Company Secretary or Secretary means a Company Secretary as defined in Clause (c) of Sub-section (i) of Section 2 of the Company Secretaries Act 1980 who is appointed by a company to perform the function of a Company Secretary under this Act.”

The Company Secretaries Act, 1980 defines Company Secretary as - “a person who is a member of Institute of Company Secretaries of India.”

From the above definitions it can be stated that Secretary is appointed to ensure the smooth functioning of the organization and assists in various functions related to correspondence, meetings, record keeping and any such administrative work.

1.3 FEATURES OF SECRETARY



- 1) **Individual** : Only an individual alone can be appointed as a Secretary. A firm, an institution or a corporate body cannot be appointed as a Secretary. A Secretary has to be an individual as per the provisions of the Company Law and also due to the skills required to fulfill the duties and responsibilities towards the employers.
- 2) **Duties** : A Secretary has to perform routine and administrative duties such as correspondence, conducting meetings, maintaining records and providing information. Secretary also has to fulfill the day to day routine duties related towards the employer or organization such as clerical work, recording, fixing appointments, giving reminders, replying to other employees queries etc. These duties vary according to the nature of work of the organization or employer. In recent time, Secretary has to ensure legal compliances.
- 3) **Qualification** : Every Secretary must possess certain qualities and qualifications as per the organization. However, a person who is appointed as a Company Secretary in a public or private limited company needs to have certain prescribed qualifications according to Companies Act 2013. Similarly a Secretary of a Government Department needs to have the qualifications as per the Government rules and regulations.
- 4) **Appointment** : A Secretary can be appointed by individuals, professionals, society, corporation, government, public organization, Joint stock companies etc. In other words a Secretary can be a personal or institutional Secretary.
- 5) **Paid employee** : A Secretary is a paid employee of the organization. Secretary is either given a salary or paid an honorarium. Although Secretary is a paid employee, yet the Secretary holds an important position in the organization.

Honorarium :

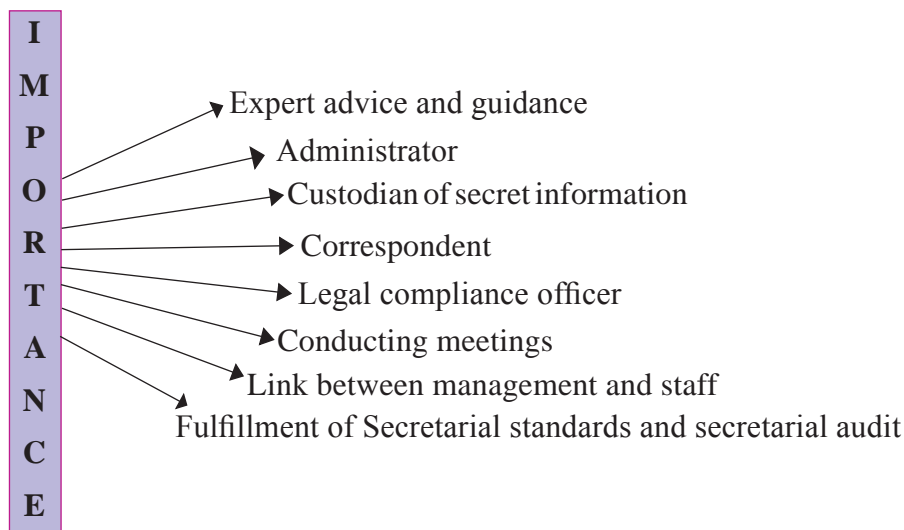
A fee or a payment given to a professional person for services rendered.

- 6) **Confidential officer** : A Secretary is a custodian of secret and confidential information of the organization. Secretary is closely connected to the top management and can be involved in policy decisions.
- 7) **Representative** : A Secretary acts as a representative of the organization. Generally secretaries are of two types: (a) Personal (b) Institutional. Secretaries appointed by individuals are known as personal secretaries. These secretaries represent their employers.

Institutional secretaries are appointed by societies, companies, government departments and represent their organizations.

- 8) **Qualities :** A Secretary should possess certain qualities so as to conduct the secretarial duties smoothly. The qualities like concentration, intelligence, tact, loyalty, co-operation, courtesy, leadership, orderliness and knowledge seeker assist in smooth and efficient working of the organization.

1.4 IMPORTANCE OF A SECRETARY



In modern times a Secretary has greater status and importance in an organization. This is because of the ever changing and never ending demands of today's business world.

The need and importance of a Secretary can be highlighted with the following points :

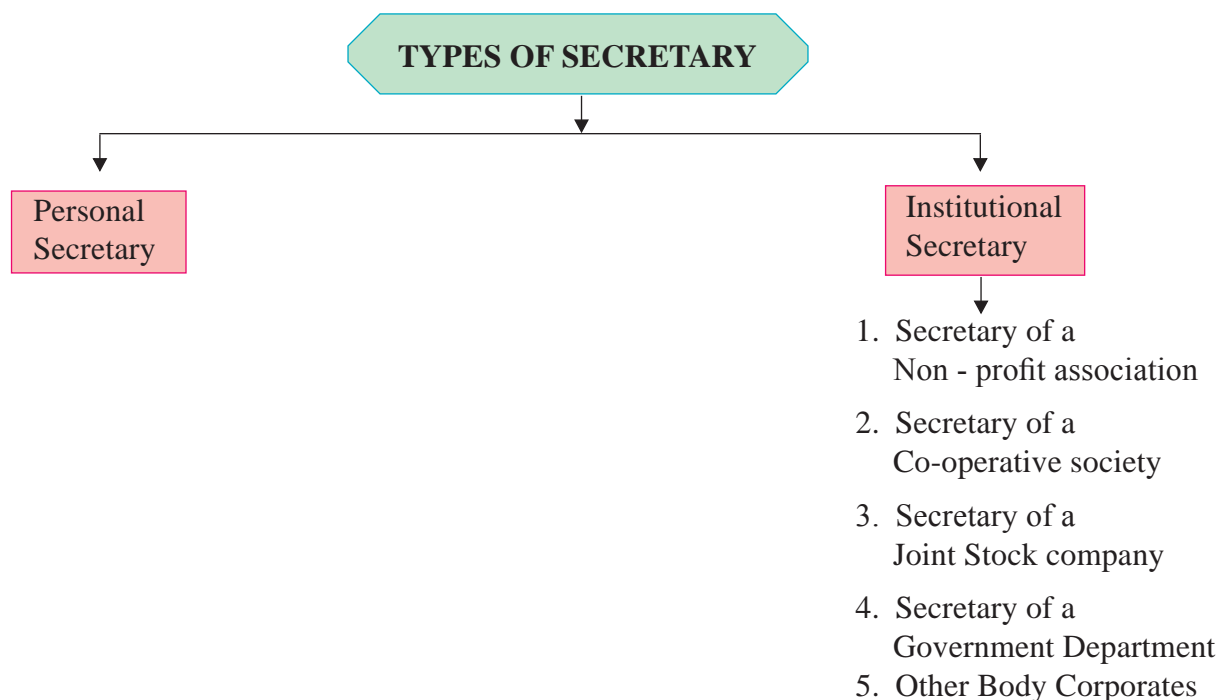
- 1) **Expert advice and guidance :** The Secretary advises the superiors on various important issues and assists in finalizing decisions on various issues. The views, observations and opinions of the Secretary are always considered valuable while taking appropriate policy decisions. The Secretary provides able guidance to the management and helps to achieve expected growth of the business.
- 2) **Administrator :** A Secretary looks after the routine office administration of the organization. Secretary handles efficiently routine as well as executive duties of the organization. Routine duties like office management, documentation of important issues, attending visitors etc. are handled by the Secretary efficiently. Secretary also handles the executive duties like assisting policy formulation, preparation of plans, supervision on execution of plans, etc.
- 3) **Custodian of secret information :** Secretary is an important person of the organization. Secretary has access to confidential and crucial information related to the organization. Secretary is also involved in making and executing important decisions. All such important decisions regarding business activities are required to be maintained confidential. Secretary guards the secrets of the organization and does not disclose it to anyone unless required and authorized to do so. Therefore, Secretary is often referred to as 'confidential officer'.
- 4) **Correspondent :** The Secretary is a correspondent of the organization and is therefore responsible for inward and outward correspondence. Secretary conducts correspondence with members, directors, banks, insurance companies, Registrar, Government authorities, customers, etc.

- 5) **Legal compliance officer :** The Secretary has to ensure proper and timely legal compliances in all activities of the organization. Secretary has to perform various statutory duties. Secretary has to maintain books, registers etc. as prescribed by Companies Act. 2013. Secretary has to file returns, documents with proper authorities within the stipulated time.
- 6) **Conducting Meetings :** Every business organization has to conduct meetings where the persons meet and finalize important decisions. The Secretary carries out formalities which are required to be undertaken before, during and after the meeting which includes preparation of agenda, sending notices, preparing minutes etc.
- 7) **Link between management and staff :** A Secretary acts as a link between management and staff of the organization and helps in effective communication. It is important that these decisions are co-ordinated effectively at all levels of the organization.
- 8) **Fulfillment of Secretarial Standards and Secretarial Audit :** Secretarial Standards and Audit aim at checking whether the company is adhering to the legal and procedural requirements. **(Secretarial Standards and Secretarial Audit (SS and SA) are discussed in Chapter 6)**

1.5 TYPES OF SECRETARY

The growth of industrialization and modernization has lead to an increase in various types of organizations. Every organization therefore, requires one such person on whom the individuals or organizations can entrust the person with responsibilities. The concept of Secretary has expanded and is required by almost all types of organizations. Each Secretary performs the duties and responsibilities of the organization or employer.

Followings are the various types of secretaries :



1.5.1 Personal Secretary

The personal Secretary or Personal Assistant is the oldest type of Secretary. A personal Secretary is one who is appointed by busy individuals like industrialists, businessmen or professionals to conduct the correspondence and the day to day routine duties.

Appointment : Busy individuals appoint secretaries to look after other work so as to enable them to concentrate on their primary work. e.g.: Doctors, Lawyers, Engineers, CA, actors, politicians, leaders, ministers etc.

Qualifications : A personal Secretary as such has no specific qualifications. Yet a graduation degree, good command over language, is required. Knowledge of computers and internet skills have now become a necessity. The qualification depends on the requirement of employer's profession.

1.5.2 Institutional Secretary :

A Secretary appointed by an institution or organization is called Institutional Secretary. Some institutional secretaries are -

- 1) **Secretary of a Non-profit Association :** A non - profit association means the organizations formed to promote social, educational, cultural, arts, sports activities, with the intention of providing services and not to earn profits.

Appointment : A non-profit association is looked after by management committee which is elected by the members. The Secretary may be a full time or part time person working on salary basis or honorarium basis. e.g.: Rotary Club, Lions Club, Sports club, Cultural clubs, Chamber of Commerce, etc.

Qualification : There is no prescribed qualification for this type of Secretary. The Secretary should be acquainted with the objects and basic functioning of the organization. Knowledge of filing, computers, correspondence are the basic requirements for this type of organization.

- 2) **Secretary of a Co-operative society :** A co-operative society is an association formed voluntarily by minimum 10 members or more. In Maharashtra these societies are registered under the Maharashtra State Co-operative Societies Act 1960. Its main objective is to provide services to its members. e.g.: Co-operative banks, Co-operative Housing society, Consumer co-operative stores etc.

Appointment : The members elect their representatives called management committee. One of the members of the managing committee is appointed as Secretary. Generally such Secretary works on honorary basis. For large scale co-operative organization, Secretary may be appointed as a full time employee on salary basis.

Qualification : The Secretary of a co-operative society as such does not have specific qualification. Secretary should have a good knowledge of the Co-operative Societies Act and should be at least graduate.

- 3) **Secretary of a Joint Stock Company :** A Joint stock company is a form of organization which is considered to be the most suitable one for organizing business activities on a large scale.

A company Secretary is considered to be one of the key officers of the company. Secretary is of vital importance in modern business organization.

Appointment : The Company Secretary is appointed right from the time the company is formed to look after the various aspects of business. Secretary works under the control of the Board of Directors.

Appointment of Company Secretary is as per the Companies Act 2013, Company Secretary is included in the definition of KMPs. The concept of Key Managerial Personnel (KMP) has been introduced in the Companies Act 2013. The Board of Directors cannot look after the day to day affairs of the company, therefore the task is given to certain managers and executives of the company. **(KMP is discussed in Chapter 6)**

Qualification : As per Section 203 of Companies Act 2013 the Company Secretary must be a member of the Institute of Company Secretaries of India (ICSI).

- 4) **Secretary of Government Department :** Government departments are those departments working under the various ministers of the State and Central Government.

Appointment : In the functioning of Government of India and State Government, a Secretary is the administrative head of a Ministry or Department.

In the Union and State Governments, secretaries hold positions as heads of the departments like Finance Secretary, Defence Secretary, Home Secretary etc.

Qualification : The Secretary of a Government needs to possess a graduation degree. The Secretary should pass the Civil Services Examination conducted by the Public Service Commission and be in Indian Administrative Services (IAS).

Additional information:

For Ministry of External Affairs, Government of India; an IFS (Indian Foreign Services) is appointed as Secretary.

1.6 FUNCTIONS OF A SECRETARY

Secretary performs basic clerical functions and office responsibilities of a company, department or individual. The functions of a Secretary are vital for helping an employer or organization to function efficiently.

- 1) **Correspondence :** One of the important functions of a Secretary is correspondence. Secretary looks after the inward and outward mail, replying to inquiries from outsiders, government department and other stake holders. Secretary also looks after the various records of the organization.
- 2) **Office management :** Secretary is responsible for the efficiency of the entire office routine. Secretary supervises and controls the staff and looks after the activities of the association. Secretary has to guide, supervise and control the office staff for the smooth functioning of the company. The Secretary also has to look after training, promotion and transfer of the office staff.

- 3) **Reception function :** A personal Secretary attends to telephone calls and visitors, attends to inquiries, fixing appointments, etc.
- 4) **Financial functions :** Secretary handles the banking transactions and maintains proper books of accounts. Secretary has to keep a watch on receipts and payments. Secretary provides the necessary information to employer, management, banks and government.
- 5) **Arranging meetings :** The Secretary arranges meeting between the employer and any other parties. The Secretary also arranges general meetings, meetings of the board and managing committee meetings as per the provisions of the Acts. The Secretary drafts notices, agenda and also minutes of the meeting.
- 6) **Statutory functions :** The Secretary has to comply with all the provisions of the Acts applicable to his organization. Secretary also has to comply with the Income Tax Act, Stamp Act, Shop Act, Goods and Services Tax etc.

Statutory: Required, permitted, enacted as per law

- 7) **Assistance in formulating policies :** The Secretary has to collect statistical data and information. This information assists the management in formulating policies.
- 8) **Providing information :** The Secretary provides accurate information related to various departments in the organization. Secretary provides relevant information to management, banks, government departments, shareholders and employees.
- 9) **Administrative functions :** The Secretary performs administrative functions like assisting in appointing employees, distribution of office work, supervision, training, promotion. Secretary maintains all statutory books under proper custody.

1.7 QUALITIES OF A SECRETARY

The Secretary should possess certain qualities apart from academic qualification. A Secretary requires certain qualities to enable him to fulfill the employer's or organization's goals.

- 1) **Accuracy :** Accuracy means correctness. A Secretary must be accurate in his work like drafting letters, recording minutes and maintaining records. 'Accuracy' is one of the quality of Ideal Secretary.
- 2) **Adaptability :** Adaptability means ability to adjust oneself to the changing situation. The situation changes due to government policies, management policies etc.
- 3) **Co-operativeness :** Co-operativeness refers to the willingness on the part of the Secretary to assist others in achieving the objectives of the organization. It helps in developing team spirit and a sense of togetherness.
- 4) **Courtesy :** It implies politeness and kindness. A Secretary should be courteous while dealing with the people. This approach creates a positive impression about the employer and the organization.
- 5) **Initiative :** Initiatives means a person's tendency to take efforts voluntarily to accomplish a task. The Secretary should take the initiative to take decisions on behalf of the employers if they are not present.
- 6) **Leadership :** A Secretary should have the ability to guide, advise, inspire, and motivate the sub-ordinates. The leadership skills of a Secretary helps to create team spirit.

- 7) **Loyalty** : Loyalty means faithfulness. Secretarial work is of a confidential nature. The Secretary being a confidential officer, should not disclose matters of secrecy to anyone. The Secretary should give priority only to organizational goals.
- 8) **Orderliness** : It means doing the work in a systematic manner. It helps the Secretary to complete the work in proper order and in time.
- 9) **Pleasing personality** : A Secretary should have a pleasing personality. This implies his way of talking, mannerism, good temper, confidential approach and willingness to accept challenges and situation in a calm way.
- 10) **Knowledge seeker** : A Secretary should update his knowledge as required to enable him to perform statutory functions.
- 11) **Punctuality** : It is related to the time sense and refers to doing things at the appropriate time. Lack of punctuality creates a bad impression about the organization. The Secretary should have a good time management.
- 12) **Sound judgment** : A Secretary should be able to judge the situation and accordingly take correct decisions. The Secretary should be able to judge the effectiveness and performance of his sub-ordinates.
- 13) **Tactfulness** : It means ability of a person to handle a situation in a right manner. As Secretary has to deal with different persons and situations; this quality will help Secretary in acting and reacting in a wise and sensible way.



Activity 1:

Find out the following-

1. Company Secretary of Mahindra & Mahindra Ltd.
2. Principal Secretary of Prime Minister of India
3. Chief Secretary, Maharashtra State
4. Secretary, School Education Department, Government of Maharashtra.



Activity 2:

Atmaram Bendre is a Secretary of Gokulghar Housing Society. Enlist his duties.

1.8 DISTINCTION:

Comparative study of different types of Secretary:

Sr. No.	Points	Personal Secretary	Secretary of Non-profit organization	Secretary of Co-operative society	Secretary of Joint Stock Company	Secretary of Government Department
1	Meaning	Personal Secretary is an individual appointed by professionals or busy persons to assist them in their work	Secretary of non - profit organization is a person appointed to look after the working and conduct specified activities of the organization.	Secretary of a co-operative society is one such member from managing committee appointed to look after the working of the society.	Secretary of a Joint stock company is appointed by business organization to ensure legal compliance.	A Secretary of a Government department is an officer to work under the guidance of the ministers or department.
2	Purpose	To assist the busy individuals in their day to day work	To assist in promoting the activities of the organization	To assist in safeguarding the common interest of the members.	To assist the Board of Directors in taking decisions and executive functions.	To assist in carrying out administrative work under the control of ministers of their respective departments.
3	Appointment	Appointed by busy persons like doctors, lawyers, actors, political leaders, businessman etc.	Appointed by managing committee of association.	Appointed by managing committee of the co-operative society.	Appointed by the Board of Directors of company.	Appointed by the State or Central Government.
4	Legal Status	The Secretary has no legal status.	The Secretary has no legal status.	Secretary has legal status as per the Co-operative Societies Act.	Company Secretary possess legal status as per the Companies Act.	The Secretary is appointed by the government and has a legal status.

Sr. No.	Points	Personal Secretary	Secretary of Non-profit organization	Secretary of Co-operative society	Secretary of Joint Stock Company	Secretary of Government Department
5	Qualification	There is no prescribed qualification for appointment.	There is no prescribed qualification for this type of Secretary.	There is no prescribed qualification	The Secretary must be a member of ICSI.	The Secretary must be in Indian Administrative Services (IAS)
6	Position	The Secretary is a personal assistant of the employer.	Usually a member of managing committee.	The Secretary is a member of the society and voted to become a Secretary.	The company Secretary is one of the members of Key Managerial Personnel (KMP).	The Secretary is the administrative head as per the department or ministry.
7	Powers	Powers are stated by the employer.	Has limited powers for conducting the activities of the organization.	Has the power as per Co-operative Societies Act.	Has statutory and managerial powers as per the Companies Act.	Has statutory powers as per the ministry or department.
8	Duties	The duties are according to the work of the employer.	The rights and duties are governed by the managing committee of the Association.	The rights and duties are laid down in the Co-operative Societies Act	The duties are as mentioned in the Companies Act and is one of the key compliance officers.	Looks after the work of his concerned departments / ministry.

Sr. No.	Points	Personal Secretary	Secretary of Non-profit organization	Secretary of Co-operative society	Secretary of Joint Stock Company	Secretary of Government Department
9	Compulsion to appoint	There is no compulsion.	Appointment is based on the nature and size of the organization.	It is compulsory to appoint as per the Act.	Every listed company and all other companies having a paid up capital of ₹ 5 crore or more should have a full time Secretary.	Appointment of Secretary for every Government department is compulsory.
10	Remuneration	The Secretary is a salaried person.	The Secretary may get a salary or work on honorarium.	The Secretary may get a salary or work on honorarium.	The Secretary is a full time employee and gets a salary determined by the Board.	The Secretary is a full time employee and gets salary and perks as per the Government rules.



SUMMARY

- The word Secretary is derived from the Latin word 'Secretarius'. In Roman empire Secretary was known as 'scribae' and in Indian ancient history as 'Amatya', 'Chitnis', 'Sachiva'.
- The Secretary has to be an individual and is a paid employee. Secretary is considered as a confidential officer of the employer.
- The Secretary is considered as an expert advisor and a correspondent. The Secretary plays an important role in conducting meetings.
- Types of Secretaries: Personal Secretary is one of the oldest type of secretaries. Institutional secretaries are individuals appointed by non - profit association, co-operative societies, joint stock companies and government departments.
- The Secretary should have various qualities like accuracy, adaptability, co-operation, courteousness, punctuality, loyalty, initiative etc that assist in attaining organizational goals.

EXCERCISE

Q.1 A. Select the correct answer from the options given below and rewrite the statements.

- 1) The word Secretary is derived from the Latin word which means a confidential writer.
a) Amatya b) Scribae c) Secretarius
- 2) Only can be appointed as a Secretary.
a) an Individual b) a Partnership firm c) a Joint stock company
- 3) A Secretary is a custodian of information.
a) confidential b) individual c) investigative
- 4) The Secretary of a Joint stock company should be a member of
a) IPS b) ICSI c) IAS
- 5) is the oldest type of Secretary.
a) Company Secretary b) Personal Secretary c) Secretary of Government Department
- 6) The main objective of a co-operative society is to the interest of its members.
a) neglect b) takeover c) protect
- 7) Secretary of Government department must be a member of the
a) ICSI b) IAS c) ICWA
- 8) means correctness in doing a work.
a) Accuracy b) Loyalty c) Courteous

B. Match the pairs:

Group 'A'		Group 'B'	
a)	Amatya	1)	Government department
b)	Ministry of Finance	2)	Paid employee
c)	Personal Secretary	3)	Appointed by busy persons
d)	Loyalty	4)	Roman empire
e)	Financial duties	5)	Maintainence of books of accounts
f)	Secretary	6)	Faithfulness
		7)	Reveals information
		8)	Appointed by co-operative societies
		9)	Ancient Indian history
		10)	Correspondence
		11)	Free service
		12)	Joint stock company

C. Write a word or a term or a phrase which can substitute each of the following statements.

- 1) The term used in the Roman empire for a person who was a professional letter writer.
- 2) Sports club is an example of this type of organization.

- 3) A Secretary appointed by an individual.
- 4) The quality that a Secretary should possess to be faithful to his organization.
- 5) Latin word for Secretary.
- 6) The company Secretary must be a member of this organization.
- 7) The Secretary of a co-operative organization in Maharashtra must have knowledge of this Act.
- 8) An association that aims to protect the interest of its members.

D. State whether the following statements are True or False.

- 1) A Secretary is responsible only for typing letters.
- 2) The Secretary of a Government department is the oldest type of Secretary.
- 3) The Secretary should remain confidential about his organization.
- 4) A Secretary also looks after routine and administrative duties.
- 5) A Secretary is a paid employee.
- 6) Chitnis is a term used in the ancient Roman period.
- 7) A Secretary need not have knowledge of computers.
- 8) Cultural Association is an example of Government department.

E) Find the odd one.

- 1) Secretarius, Scribae, ICSI, Chitnis
- 2) Leadership, IAS, Tactfulness

F) Complete the sentences.

- 1) In Latin language a confidential writer was called as
- 2) The oldest type of Secretary is secretary.
- 3) A company secretary must be a member of

G) Select the correct option from the bracket.

Group 'A'	Group 'B'
1) -----	Personal Secretary
2) Secretary of Government Department	-----
3) I C S I	-----
4) -----	Scribae

(IAS, Appointed by busy individuals, Roman Empire, Company Secretary)

H) Answer in one sentence.

- 1) Who can appoint a personal Secretary?
- 2) Which company should appoint a full time company secretary?
- 3) A Cultural Club is an example of which type of organisation?
- 4) The knowledge of which Act is must for a secretary of co - operative Society in Maharashtra?

I) Correct the underlined word and rewrite the following sentences.

- 1) Personal Secretary is appointed by a Joint Stock Company.
- 2) Busy individuals appoint company secretary.

- 3) Secretary of a Government Department must be a member of ICSI.
- 4) The term chitnis was used in Roman Empire.

Q.2 Explain the following terms/concepts:

- | | | |
|----------------|-------------------------|-----------------------|
| 1) Secretary | 2) Confidential officer | 3) Compliance officer |
| 4) Tactfulness | 5) Loyalty | |

Q.3 Study the following case/situation and express your opinion.

- 1) Rajiv and Sanjiv have applied for the post of Company Secretary at Pharma India Pvt. Ltd. Rajiv has an experience of 10 years as a personal Secretary. He later worked as a Secretary at Venus Co-operative bank for 2 years. Sanjiv has passed his CS examination and is a member of ICSI. He has no working experience. Rajiv is only a commerce graduate.

Questions:

- a) Who is better suited for the above post? Justify your answer.
- b) Can Rajiv be selected as a Personal Assistant for one of the Directors?
- c) Can Rajiv be appointed as Secretary to Pharma India Pvt. Ltd.?
- 2) Harshada has cleared her CS examination and intends to make her career as a Secretary at the Government department.
 - a) Can she apply for the post of a Secretary at Government Department?
 - b) Can she be appointed as the Secretary of ABC Ltd.?
 - c) As a Company Secretary will Harshada be considered as an employee?

Q.4 Distinguish between the following:

- 1) Personal Secretary and Company Secretary
- 2) Secretary of Co-operative society and Secretary of Government department
- 3) Company Secretary and Secretary of a Government department.
- 4) Secretary of Non-profit association and Secretary of Co-operative society

Q.5 Answer in brief.

- 1) Describe any four qualities of a Secretary.
- 2) State any four functions of a Secretary.
- 3) Mention any four features of a Secretary.

Q.6 Justify the following statements.

- 1) A secretary should be courteous and have a pleasing personality.
- 2) A secretary is considered as a paid employee.
- 3) Only individuals can be secretaries.
- 4) A secretary is a link between the staff and management.
- 5) A personal secretary is appointed by busy individuals.

Q.7 Answer the following questions:

- 1) Define a Secretary and explain importance of secretary.
- 2) Explain the features of a secretary.
- 3) Describe the qualities of a secretary.
- 4) Explain briefly the various types of Institutional secretaries.

