

## BCS-055 BUSINESS COMMUNICATION

Indira Gandhi National Open University School of Computer and Information Sciences

Block

1

## BUSINESS SOCIAL SKILLS AND THE RECRUITMENT PROCESS

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**PRINT PRODUCTION:** Sh. Y.N. Sharma, AR(P), SOCIS, IGNOU, New Delhi Secretarial Assistance Sh. Anup N. Kispotta

August, 2013

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ISBN: 978-81-266-6504-4

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Further information on the Indira Gandhi National Open University courses may be obtained from the University's office at Maidan Garhi, New Delhi-110068.

Printed and published on behalf of the Indira Gandhi National Open University by the Director, SOCIS.

Laser Composer: Tessa Media & Computers, C-206, A.F.E-II, Jamia Nagar, New Delhi-25

Print.

#### **COURSE INTRODUCTION**

Welcome to the Course: **BCS-055 Business Communication**. This course will help you improve your communication skills in English in the areas of listening, speaking, reading and writing with a specific emphasis on the register of business.

This course will give you an idea of the kind of communication skills that will be required by you when you join the workforce or even if you do your own business later on.

Our aim while producing this course is to help you practice the language skills mentioned above in authentic business situations. This will prepare you for the workplace. To hone your writing, we have given you practice in remedial grammar as well as practice in different kinds of writing skills. For the listening and speaking skills please refer to audio files uploaded on our website <a href="www.ignou.ac.in">www.ignou.ac.in</a> under BCA pages of School of Computer and Information Sciences.

Your repertoire of words in English will be considerably enhanced through the vocabulary section. If you practice the activities diligently, we assure you that you will not only improve your language proficiency but you will feel more confident about yourself.

In this course we have tried to cover the entire gamut of situations you may come across with at the workplace. We have a set of 3 blocks in this course.

Please give us feedback – both good and bad about the course. We are also striving to improve as we hope you are!

#### **ACKNOWLEDGEMENTS**

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Some of the material used in this course has been adapted from BEGE-104, BPOI-006 and MVEI-023.

#### **BLOCK INTRODUCTION**

It is not enough to have knowledge of the specific business area that you are dealing with. To be successful in your professional life, it is also important to have social skills so that you can communicate with ease and sensitivity at the work place. Remember, each language has its own set of rules of etiquette which can only be acquired through practice and experience. And these rules may be quite different from those in your mother tongue.

The first Unit 'Greetings and Introduction' will help you in understanding the social aspect of business encounters.

You also need to understand the hierarchy within your organization and the jobs and responsibilities of the various members working there. Only then you can contribute as an efficient team member. We will discuss these aspects in Unit 2 'Company Profiles and Jobs and Responsibilities'.

When you are about to enter the job market what are the things that you need to be prepared with? This block helps you with the first steps that are required by you. At first you need to reflect on your skills and abilities and decide what you want to do. You must also prepare a portfolio highlighting all the major achievements (both academic and extra curricular that you may have received in your school and college days). Mention any part time job or other projects that you may have undertaken.

You need to be focused on what you would like build your career on and respond to appropriate advertisements. Above all, you need to have a suitable CV which briefly describes your accomplishments as well as your appropriateness for the job.

We have the following units in this block:

Unit 1 – Greetings and Introduction

Unit 2 – Company Profiles/Jobs and Responsibilities

Unit 3 – Getting Ready for the Job Market and Organizing a Portfolio

Unit 4 – Responding to Advertisement

We have given you practice in these situations through interesting activities. If you sincerely and earnestly do all the activities, you will gain confidence to communicate with fluency in English. We have given answers to all the exercises/activities. Please listen to the audio files uploaded on our IGNOUs website <a href="https://www.ignou.ac.in">www.ignou.ac.in</a> under BCA pages of School of Computer and Information Sciences for speaking and listening activities.

Hope you benefit from this block.

## BCS-052

# BLOCK 1

CPD: 011-65164822
IGNOU COACHING AND
PROJECT TRAININGS

### UNIT 1 GREETINGS AND INTRODUCTION

#### **Structure**

- 1.0 Objectives
- 1.1 Warm Up Greetings
- 1.2 Language Focus Greetings
- 1.3 Reading Comprehension
- 1.4 Listening and Speaking Greetings
- 1.5 Samples of Greeting
- 1.6 Small Talk
- 1.7 Reading Small Talk
- 1.8 Listening and Speaking Small Talk
- 1.9 Language Focus Small Talk
- 1.10 Writing Small Talk
- 1.11 Speaking Small Talk
- 1.12 Grammar
  - A. Contractions
  - B. Negatives
- 1.13 Let Us Sum Up
- 1.14 Answers

#### 1.0 OBJECTIVES

#### In this Unit you will:

- learn about formal and informal greetings;
- attempt activities based on greetings in other cultures;
- practice formulaic language used in introductions and greetings;
- read about etiquette in India;
- introduce yourself as well as others;
- present a brief profile of yourself;
- analyze the nuances of English pronunciation with regard to sound and spelling;
- know what is small talk;
- learn the importance of small talk in work situations;
- learn how to prepare for small talk;
- select suitable topics for small talk;
- practice building business relationships through small talk;
- select suitable language for small talk;
- learn how to make effective small talk/social conversation;
- use contractions in spoken language; and
- practice negation.

### 1.1 WARM UP - GREETINGS

#### **Activity 1**

- i) How do you introduce yourself to a new colleague at work?
- ii) How do you greet your colleagues when you meet them?
  - a) at home?
  - b) at a party?
  - c) at a get-together?
  - d) in a formal meeting?

#### iii) Find someone who...

This activity will help you to get introduced to other members of your study group. Your trainer will ask you to pick up slips of paper from a pool. Move around in the group and find someone who does or likes what's written on the slip.

Find someone who has no work experience.	Find someone who likes to live in a joint family.
Find someone who doesn't like cricket.	Find someone who is a member of an environment group.
Find someone whose native place is the same as yours.	Find someone who writes with his/her left hand.
Find someone who knows four languages or more.	Find someone whose name begins with T.
Find someone who plays a musical instrument.	Find someone who is a sportsperson.

#### 1.2 LANGUAGE FOCUS – GREETINGS

#### **Activity 2**

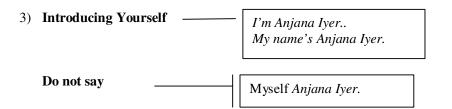
- 1) Now listen to these greetings and state whether they are formal, semi-formal or informal. Check your responses with the 'Answers Section'.
  - i) Hi!
  - ii) How do you do?
  - iii) How are you doing?
  - iv) What's up?
  - v) Hello!
  - vi) How are you?
  - vii) Good Morning / Afternoon / Evening
  - viii) Good to see you.
  - ix) How's it going?
  - x) How are things?



#### 2) Match the responses with the greetings:

Greetings and Introduction

	Greeting		Response
i	Hi	a	Very well, thank you. And you?
ii	How do you do?	b	Hello / hi
iii	How are you doing?	c	Good to see you too.
iv	What's up?	d	How do you do?
v	Hello	e	Nothing much.
vi	How are you?	f	Good Morning / afternoon / evening
vii	Good Morning / afternoon / evening	g	Alright. How about you?
viii	Good to see you	h	Hi / hello



There are a number of phrases that are commonly used to introduce strangers.



Can you think of at least two other ways in which you can introduce someone to the others? Check the 'Answers Section' for more alternatives.

4) Here are some typical **corporate situations** where you need to greet people. Match the situation to the appropriate dialogue box. Now practice the conversation with your partner.

#### **Situations:**

- A Receiving a foreign customer at the airport
- B Running into someone you know at a conference
- C After being introduced to someone at a business event e.g. Trade Fair
- D Meeting someone in a restaurant for a business lunch to which you've been invited
- E Receiving an important visitor in your cabin

#### **Dialogue Boxes**

ii)

You: How are you? I hope I didn't keep you waiting too long! B: Fine thanks. I arrived a couple of minutes ago. You: Nice place. Have you ordered anything yet?	
---	--

A: Hello!

You: Oh Hi! Imagine running into you like this.

A: Yes, it's so good to see you after such a long time. How have you been?

You: Great! How about you?

iii) You: How do you do, Mr. Shwartz?

Shwartz: How do you do?

You: Did you have a comfortable flight?

Shwartz: Not too bad, thank you.

iv) You: Good morning Mr. Iyer. I've been waiting to see you.

Iyer: It's good to see you too.

You: How are you? Iyer: I'm fine thank you.

You: It's a pleasure to meet you Mr. Chhabra. How do

you do?

Chhabra: Fine thank you. I'm pleased to meet you too.

5) When you meet someone the first time in a formal situation, it is common to greet the person with "How do you do?" the correct response to this is also "How do you do." However, the stress pattern is different in both cases. The stress is marked for you in the given box:

A: <u>How</u> do you do?

v)

B: How do you do?

Alternatively the response can be:

A: How do you do?

B: Fine thank you. How do you do?

If you find "How do you do?" too formal you may choose to greet someone straight away with "Pleased to meet you." In this case the response would be "Pleased to meet you too." The stress pattern will be as follows:

A: Pleased to meet you, Mr. Raghavan.

B: I'm pleased to meet you too. OR

B: Pleased to meet you too.

#### Here is a short introductory conversation:

Victor: Sunil, I'd like you to meet Radhika.

Sunil: Pleasure to meet you. Radhika: How do you do?

Sunil: Fine thank you. How do you do?

Victor: Radhika works for ...

A variation is also "It's a pleasure to meet you." or "Pleased to meet you." or "I'm glad to meet you."

Greetings and Introduction

Victor: Sunil, I'd like you to meet Radhika.

Sunil: It's a pleasure to meet you.

Radhika: How do you do? Victor: Radhika works for ...

Victor: Sunil, I'd like you to meet Radhika.

Sunil: Pleasure to meet you.
Radhika: Pleased to meet you too.
Victor: Radhika works for ...

Never ask anyone 'What is your good name'. Instead you may say 'May I know your name please' or 'I don't think we've met. I'm Radhika. How about you?'

#### Can you now complete these expressions?

i) How ....... you do?
ii) ..... to meet you.
iii) It's a ..... to meet you.
iv) ..... like you to meet Radhika.

Check your responses with the script above to ensure that you've got these expressions right.

It is common to greet people formally according to the time of the day. 'Good morning' is used until noon after which one uses 'good afternoon' until 4 pm. Anytime after 4 pm is 'good evening' even if the time is not evening but night. 'Good night' is used at leave taking after the evening.

6) Greetings are generally followed by introductions where you either introduce yourself or the person/s accompanying you. Choice of appropriate language is important in these situations.

In social situations, a man is traditionally introduced to a woman. However, in the business world introductions are based on a person's rank or position in an organization. The person with highest-ranking position is introduced first and the others follow in order of their position. If you introduce two people of equal rank to each other, introduce the one you know less well to the one you know better.

Look at these dialogues and mark the words used to describe what you or someone else does. Language may vary according to the degree of formality required in a situation. Note the differences in the two given dialogues.

I) You : I'd like to introduce you to our Managing Director,

Mr. Sandeep Mehta.

Ms. Nigam : How are you, Mr. Mehta?

Mr. Mehta : Fine thank you. Pleased to meet you.

Ms. Nigam : I'm pleased to meet you too.

You : Ms. Nigam is in Sales. She looks after our clients from the

South.

II) You : Benoy, this is Sunita. She's part of our sales team.

Benoy : Hi! Glad to meet you. I'm assistant to the Finance

Manager.

#### A few helpful tips:

- Americans shake hands when first introduced to new people. Rarely do they shake hands while parting. In India it is customary to shake hands as part of leave taking.
- 2) When someone pays you a compliment, it should be accepted graciously with a thank you rather than a denial. A Westerner would accept the compliment whereas an Indian is normally modest about it.
- 3) Titles are highly valued in some cultures including India. Advanced degrees are listed on business cards and mentioned in introductions. This must be kept in mind during introductions.
- 4) Greetings and leave taking generally follow a hierarchical order in India.
- 5) Indians generally do not use first names in business, even in conversations. This is not the case in the US and England. However, most European countries prefer the formal surname and some, for example Germans, are particular about the use of the business title during greetings and introductions.
- 6) In India 'sir' is frequently used to address someone in authority. It is not so in the US

#### 1.3 READING COMPREHENSION

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

Indian social etiquette is a strange mix of Western and Indian culture. This is largely because of British influence during the colonial period which continued in post colonial India. Hence India is very much influenced by the British style of etiquette which is rather formal and somewhat conservative.

On the other hand, India is a multicultural society where religion, region, caste, language, tradition and custom play a large role in the kind of social etiquette prevalent in different parts of the country. These have an impact on the nature of greetings and introductions as well as the degree of formality used in social and business situations.

In addition to this is the impact of globalization, which is largely felt in the metropolitan cities. With changes in lifestyles as well as business environment, a synthesized form of social behavior and etiquette has emerged which is more in keeping with international practices.

Having said this, it must be admitted that the influence of native culture continues to have its impact even in these environs. Hence, though a great deal of commonality can be seen in the social etiquette of Delhi, Mumbai, Calcutta, Bengaluru and Chennai, one may also observe many differences in the way people address and greet each other.

One may easily conclude that there is no one correct way of introducing and greeting. To communicate effectively and strike the right note at the very beginning, it is advisable to study the social etiquette of different regions so that you may be able to make a good impression from the word go.

- 1) The most appropriate title for the passage is:
  - i) The impact of globalization on social etiquette
  - ii) Social etiquette in India
  - iii) Effective communication
- 2) State whether these statements are true or false:
  - i) Indian social etiquette is very different from that of the West.
  - ii) Indians are largely formal in their social etiquette.
  - iii) All Indians greet each other in the same way.
  - iv) The metropolitan cities of India are more influenced by global trends in social etiquette.
  - v) It is advisable to follow your own rules in social etiquette.
  - vi) Appropriate greetings and introductions can help us make a good first impression.

3)	Find words from the passage which have similar meanings to these:											
	i)	traditional										
	ii)	part of the Britis	sh Empire	•								
	iii)	belonging to sev	veral cultures	•								
	iv)	large and import	tant									

v) belonging to a specified region or place ......

#### **Check Your Progress 2**

Here is a passage on the etiquette followed in India while introducing people. Some words are missing in the paragraph. See if you can fill them in. In case of difficulty you may look into the 'Answers Section' to find the right word.



wherever it is possible.

(ii) \_\_\_\_\_\_such as doctor or professor are always used. Titles are so highly valued that (iii) \_\_\_\_\_\_degrees such as Ph. D. are listed on business cards and may be mentioned in

introductions.

Indian (i) \_\_\_\_\_ considers it important to use a person's title

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It is also advisable	o use (iv)titles such as "Mr.", "Mrs.", or "Miss" for
those without profe	sional titles. One uses (v)names only when the
person you are spea	ting to invites you to use his / her first name. You may try 'Sir/
Ma'am for (vi)	and 'Uncle/ Aunty' (or Chachaji, Mausiji etc.) for
(vii)	people in social situations. For a stranger who is not very old, it is
better to suffix the	ame with 'ji', as a mark of (viii)

**Business Social Skills and** the Recruitment Process

and qua (x)	l profe alificat	ession. It i	is not uncommon rell as the college themselves. Gove	to f s or ernn	by a person's age, university education, caste, ind people talking about their educational Universities they come from when they ment employment is considered to be more though the scene is now changing.
We sor	esterni netime	zed India	n women may (xi dian men too. Bu	iii) _	shake hands with other men. hands with foreign men, and and large most women (xiv) the
1.	<b>4 1</b>	LISTE	NING ANI	D S	SPEAKING — GREETINGS
Ch	eck Y	our Prog	ress 3		
1)	-		e instructions and file (Tape script		n compare your responses with the audio on .
	i)	Introduc	e yourself		
	ii)	Greet so	meone formally		
	iii)	Introduc	e your colleague	/ co	mpanion
	iv)	Enquire	from your visitor	r abo	out his / her journey
2)	conv	<b>ersation</b> After yo	<b>on audio.</b> You m	ust	o a visitor. You will hear her part of the respond to whatever she says. Speak after the ill hear a sample response on the audio (Tape
		or :	Good morning	Mr.	Siddiqui.
	You	:			
		or :	How are you?		
	You	: or :			on long since we lost met
	You	oı . :			en long since we last met.
3)	You	will now	listen to two peop	ple t	alking about themselves and their work. e blanks (Tape script 3).
	i)	Name		:	
		Name of	f Company	:	
		Has been	n working since	:	
		Job resp	onsibility	:	
		Likes		:	
		Dislikes		:	
	ii)	Name		:	
		Works a	ıs	:	
		Working	g hours	:	
		Takes ca		:	
		00		•	
		Likes		:	

Tractice your	own muouucu	on using the	lonowing	ciucs.	
Name:					 
What you do:					 
Where you stud	ly / work:				 
What are your j	job responsibilit	ies (if applic	able):		 
					 • • •
What you like a	about your work	/ studies:			 •••
What you don't	t like about your	work / studi	es:		 

#### 1.5 SAMPLES OF GREETING

Dragtice your own introduction using the following cluss:

Starting a conversation involves making people feel relaxed and comfortable. You may have to start a conversation while welcoming visitors. And, when you don't know others at a meeting, party or social gathering, you may have to start a conversation.

Starting a conversation involves three steps:

- a) greeting;
- b) introducing yourself;
- c) asking after the other person's well-being.

The formulas for these are fixed and usually carry no literal meaning. We say 'Good morning' even if it is not a good morning and the answer for 'How are you?' is 'Fine, thanks,' even if you are not well. No one, except your close friends, really wants to know about your troubles. These are routine courtesies that are followed. The expression you use will vary according to your relationship.

#### **Activity 3**

Read the short pieces below and decide on the following for each dialogue:

- Where is the conversation taking place?
- What is their relationship?

Strangers / friends / family / acquaintances / colleagues / neighbours

- Underline the words/expressions that tell you about their relationship.
- 1) **Dixit** : What a pleasure to see you, Mr. Sharma. How are you keeping?

**Sharma**: Not bad. How are you doing, Mr. Dixit?

2) Nita : Good morning. Welcome to Fergusson College, ma'am. The

Seminar is in Room number 16 down this corridor.

3) **KK** : Mr. Peter Walsh, How do you do? I'm Krishna Kumar, Personnel

Officer. Welcome to BHEL.

**PW**: Thank you, Mr. Kumar. How do you do?

4) **VS** : Good morning, Sir!

**AR** : Good morning, Vikram. I didn't see you in class yesterday. Are

you keeping well?

VS : Yes Sir, thank you very much.

## **Business Social Skills and the Recruitment Process**

5) **AG** : Hi! I'm Amrita Gill. We've just moved into this locality.

**RK** : Hi! I'm Ravi Kant and this is Anu. Anu's in the ninth at

Springdale's and I'm in the twelfth at Father Agnel. What about

you?

6) **Students**: Good morning, ma'am.

**Teacher**: Good morning? It's well past 12 o'clock.

**Students**: Good afternoon, ma'am.

**Teacher**: Good afternoon. Sit down, please.

7) **Visitor** : Good evening, I have an appointment with David Lee.

**Reception**: Good evening, could you sit down for a moment? I'll find out

whether Mr. Lee is in.

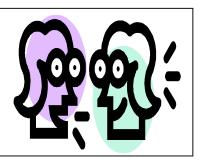
**Visitor** : Of course, I'm Ajay Makeja from ICICI.

#### 1.6 SMALL TALK

#### 1) What is small talk?

Small talk is a short conversation.

No, I think small talk is social talk before you talk shop.



What do you think? Well, move on and find out for yourself.

- 2) "Every Conversation is an Opportunity for Success"
  - Debra Fine
  - i) What is the importance of conversation in business?
  - ii) How can good conversation lead to higher levels of success and achievement at work?

Think of the answers to these questions. In the course of this unit you will learn about the importance of effective and appropriate social conversation in business.

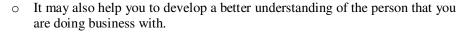
- 3) Read the statements given below. Decide which of them expresses your own point of view. Ask a friend or partner to do the same. Then discuss the reasons for your agreement/disagreement.
  - i) "I never indulge in small talk. It's such a waste of time."
  - ii) "Socializing is the art of breaking the ice and making friends."
  - iii) "What we say and how we say is important because this reveals our personality."
  - iv) "I love chatting with friends. It's such fun."

Greetings and Introduction

4) Here is a picture of two people who are greeting each other. It is evident that they are meeting for some business purpose. When you meet for work, it is important to have a short social conversation before you actually begin to talk shop. This is called small talk.

## 5) So what do you now think is small talk?

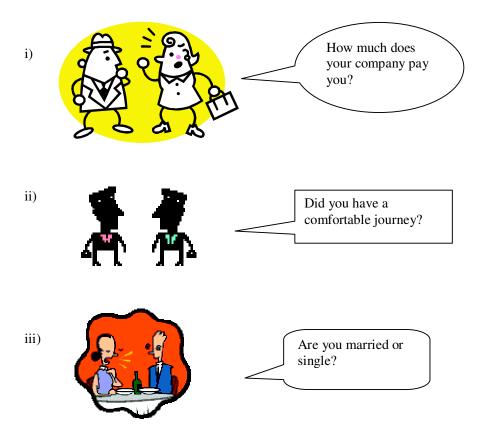
- Small talk is pleasant conversation about common interests.
- It is a prelude to a business conversation. It is meant to put people at ease before they get down to business.
- It helps to create a favourable environment for talking business.





#### **Activity 4**

Take a look at these bits of conversation in the speech balloons and consider whether they are appropriate for small talk.





Now check your responses with the 'Answers Section' and read about why some of these conversations are inappropriate for small talk.

#### **Activity 5**

#### Small talk with foreigners

What would you say in the following situations as part of small talk after you have greeted the visitors? Work with a partner and simulate the conversation.

- i) A business visitor has just arrived from the US. You receive him at the airport.
- ii) You receive an important British client in your cabin.
- iii) An Australian business associate has just arrived from Sydney. It is 01.00 am in India when you meet him at the airport.
- iv) An American business associate has just joined you for lunch in a restaurant?
- v) An Australian visitor has arrived to take a look at your factory.

Take a look at the samples given in the 'Answers Section' and match them with your topics. Remember that there is no single right answer. The samples in the 'Answers Section' are indicators of what is considered appropriate in each of the given situations keeping in mind the background and culture of the visitor.

#### **Activity 6**

Take a look at these topics and match them to the flags of the countries where they would be appropriate as topics for small talk:







- i) Baseball
- ii) Cricket
- iii) Theatre
- iv) Going to the Beach / board riding
- v) Lawn Tennis
- vi) Schools (meaning colleges you have studied from)

#### 1.7 READING – SMALL TALK

Read this text on small talk and answer the questions that follow:

1) Small talk requires important social skills which are highly valued at the workplace. It helps to break the ice before important business meetings and events.

Greetings and Introduction

- 2) Many people are comfortable talking about business but do not know how to begin a conversation at business meetings appropriately. This is mostly because they do not know what to talk about. It may also be because they are not confident about their language. Hence both confidence about what to say and how to say it are essential for effective small talk.
- 3) It is helpful to keep these tips in mind about small talk:

Be aware of the type of person / people you will be meeting. Some prior preparation can be extremely helpful. If the visitor happens to be from a region, state or country other than yours then look up information about the place s/he comes from. This can easily be done over the Internet. Knowledge of a few words belonging to the language of the visitor can be of additional help. Your visitor will appreciate your special interest and your conversation will then be more meaningful.

- 4) During your conversation it is advisable to stay away from personal beliefs and controversial topics. These include your religious beliefs, value system, political convictions, affiliations and connections.
- 5) Also do not invade the personal space of the visitor by asking about personal matters like whether s/he is married or not, how many children s/he has, what they are doing, her/his salary, age etc. Subjects like weather, sports, entertainment are safe subjects.
- 6) In the course of your initial conversation you may be able to identify some areas of common interest. Once you have a subject that interests both of you, keep to it! You can do this in a number of ways: talking about travel, talking about the school or friend you have in common, talking about the differences between your culture and the new culture, without passing judgments on which one is better.
- 7) And most importantly, be a good listener. Don't get so carried away with your preparation for the meeting and your ability to communicate that you don't listen. Listening carefully will help you understand and encourage those speaking to you.
- 8) In some situations, you might be nervous or uncomfortable and not know how to begin. In such cases, letting others state their opinions will improve the quality of the discussion and give you time to think of an answer!

#### **Check Your Progress 4**

Now after reading these paragraphs can you answer the following questions?

1) Match these subtitles with the appropriate paragraphs of the reading passage which are numbered.

i)	common ground	
ii)	ideologies	
iii)	don't get personal	
iv)	objective of small talk	
v)	difficulties encountered in small talk	
vi)	overcoming anxiety	
vii)	paying attention to what you are being told	
viii)	doing your homework	

## **Business Social Skills and the Recruitment Process**

i) at ease	
ii) in advance	
iii) find out	
iv) intrude upon	
v) harmless	
vi) express	

2) Find words / expressions in the text with similar meanings to these.

#### Safe and unsafe topics for small talk

The ability to make 'small talk' is highly valued. Though it may appear to be simple, but in reality, many people find it extremely difficult to handle because, unlike business conversations, where you are in control of the content, in small talk you can't be sure about what may be considered as appropriate. Here are some widely accepted topics:

- Sports current matches or games, favorite teams, etc. Be careful about the choice of sport though. You cannot talk about cricket to an American just as you cannot discuss baseball within India.
- Any major activities that are going on at the moment.
- Current affairs recent incidents.
- Hobbies
- Weather this may sound boring, but it can help to break the ice!
- Family general questions, not questions about private matters this is a common topic in India.
- Media films, books, magazines, websites etc.
- Holidays where, when, etc.
- Home town where do you come from / grew up; how is it different/ similar to this town.
- Job once again, general questions not too specific.
- Latest fashion and trends.
- Celebrities.
- Festivals common in India.

And here are some taboo topics that you'd like to avoid.

- Salary how much do you make?
- Politics including political ideologies / philosophies
- Marital status
- Age
- Intimate relationships
- Religion
- Death
- Financial related to salary or the cost of anything you possess including your house
- Sales Don't try to sell something to someone you have just met

#### **Building relationships in business**

In a country like India building a relationship is important even in business. Indians tend to deal favourably with those they know and trust — even at the expense of lucrative deals. It is vital that a good working relationship is founded with any prospective partner. Small talk and social conversations can go a long way in helping to build a favourable relationship. In addition to this.



demonstrating strong business acumen, and at a personal level, i.e. relating to your partner and exhibiting the positive traits of trustworthiness and honour would contribute greatly to a conducive relationship.

Most meetings start with a great deal of getting-to- know-you talk. In fact, it is quite possible that no business will be discussed at the first meeting. This can be quite problematic for people from other cultures, particularly the West.

Indians are in awe of famous people, particularly from the world of cricket and cinema. Hence celebrities, who are frequently used for advertising goods and services, can make a good topic for social conversations. Also there are close links between sport, films and business. Many business luminaries befriend stars or sponsor events. The recent bidding of cricket teams by business tycoons and film stars amounting to crores of rupees is indicative of the close links between sports, films and business in India.

#### **Check Your Progress 5**

Based on the tips given in the above text, what advice would you give to a foreigner who wants to do business with someone in India?										

#### **Body language**

Appropriate body language is an essential part of communication. In India the head is considered the seat of the soul. Never touch someone else's head, not even to pat the hair of a child.

Beckoning someone with the palm up and wagging one finger can be construed as an insult. Standing with your hands on your hips will be interpreted as an angry, aggressive posture. Hence both of these must be avoided.

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Whistling is impolite and winking, which is acceptable in some cultures, may be interpreted as either an insult or a sexual proposition in India.

Never point your feet at a person. Feet are considered unclean. If your shoes or feet touch another person, apologize.

Indians are less sensitive to personal space and often use the touch to communicate warmth or intimacy. This is in contrast to many countries where an elbow length or even an arm's length is considered suitable.

#### **Check Your Progress 6**

India.						itable t		
	 	• • • • • • •		 	 	 • • • • • • • •	 	• • • • • •
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#### 1.8 LISTENING AND SPEAKING – SMALL TALK

Listen to five speakers telling you about how they prepare and conduct themselves at business meetings or events (Tape script 1). Pause the CD after each speaker has spoken and then express your agreement/ disagreement with them by imagining that you are in conversation with them.

#### **Activity 7**

- 1) Now listen to the audios again and match what each speaker says with the statements given below:
  - i) This speaker displays good social etiquette by being attentive.
  - ii) This speaker believes that information is the key to effective conversation.
  - iii) This speaker relies on humour in conversation.
  - iv) This is the speaker who takes the initiative.
  - v) This speaker likes to prepare for small talk in accordance with the people he is going to meet.

#### **Activity 8**

Now listen to some information on the social etiquette of Australians (Tape script 2) and answer the given questions:

Put a tick mark against the statements that are true according to the speaker.

- i) It is important to keep ample time for small talk with Australians.
- ii) Taking the trouble to become acquainted with local conditions and issues will help you to win approval and acceptance with them.
- iii) Australians have a passion for indoor activities.
- iv) Australians are easy going and often take the initiative to start a conversation.
- v) It is best to avoid personal questions with them.

What do you think of....?

What is your take on.....?

Have you heard of .....?

Greetings and Introduction

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#### You can reveal something about yourself.

Activity 10					
Now can you complete these questions / statements which have been begun for you?					
i) How often do you?					
ii) Do you like?					
iii) What is your favourite?					
iv) Where did you first?					
•					
v) Would you like some?					
Activity 11					
1) Complete this paragraph by filling up the gaps with suitable words from the box.					
dayslan immaat ayanaama aanyanaatian inflyanaas					
develop impact overcome conversation influences shyness master professional difficult crucial					
start					
Small talk is in any relationship. Everyday conversation can make or relationships in our personal and					
lives. Unfortunately, most people don't realize how					
important small talk is, and hence do not do anything toor improve this skill. Developing the ability to make small talk is not as					
as many other work related skills once					
we its importance and worth.					
A Stanford University School of Business study showed its					
on business success. It tracked MBA's 10 years after					
graduation, and that grade point averages had no					
bearing on their success – but did. Most were those who could make conversation with anyone – from strangers, to					
secretaries, to bosses to customers.					
Small talk has a great impact on your success in 'personal' relationships,					
because ithow others see you in terms of intelligence and					
confidence. Most people good conversationalists as mor					
intelligent and confident.					
Despite the importance of small talk, most people don't do it well. One major					
reason is and another common reason is not knowing how					
to a conversation. There are also some who do not have anything to say. All of these difficulties can be, once you					
,					

#### 1.10 WRITING - SMALL TALK

decide to \_\_\_\_\_ this art.

#### **Check Your Progress 7**

1) Expand these tips on small talk into paragraphs of at least 4 to 5 sentences. This will also serve as a revision for some of the hints that you have come across in the earlier part of the unit. Now compare the paragraphs prepared by you with the sample answers given in the 'Answers Section'.

	i)	Think ahead	Greetings an	
	ii)	Have something to say	Introduction	
	iii)	Observe and listen		
2)	Wr	ite about 100 words each on at least one of these topics.		
	i)	Conversation is an art		
	ii)	The burden of conversation		
	iii)	Building relationships through small talk		

## 1.11 SPEAKING – SMALL TALK

#### **Activity 12**

Imagine that you are B and A is having a conversation with you. Complete this dialogue with suitable questions / statements.

## **Business Social Skills and the Recruitment Process**

A:	How are you?
B:	
B:	
A:	I'm fine too.
A:	It's good to see you after such a long time.
B:	
A:	So did you have a comfortable journey?
B:	
A:	
B:	I last visited this place six months ago.

A: Have you been following the cricket series?

B: .....

A: True. I've been enjoying the matches too.

You may match your answers with the ones given in the 'Answers Section'.

#### **Activity 13**

Discuss the importance of these tips on small talk with your study partner:

- i) Be yourself
- ii) Smile
- iii) Be a good listener
- iv) Do not force the conversation

#### 1.12 GRAMMAR

In this unit, we will learn Contractions and Negatives.

#### A) Contractions

Contractions are words that have been shortened. This is done by missing out letters. An apostrophe replaces the missing letters.

For example: doesn't for does not we'll for we will it's for it is they're for they are

Contractions are generally used in speech and informal writing. They are also frequently used in emails.

#### **Check Your Progress 8**

- 1) Can you write these words in the contracted from:
  - i) I am
  - ii) She is

We are iii) Greetings and Introduction

- iv) We have
- v) You have
- vi) I would
- You would vii)
- viii) Do not
- ix) Are not
- Should not x)
- xi) Should have
- xii) Need not
- xiii) It is
- xiv) That is

We will now see how they are used in **Introductions and Greetings**.

I'm (I am) Pawan Dhingra. I'd (I would) like to introduce you to my colleague, Preeti Shukla. She's (She is) from Marketing too. We've (We have) been working together for two years.

- 2) Here are some expressions commonly used in introductions and greetings. Rewrite them using appropriate contracted forms.
  - I am Niti Wadhwani. i)
  - ii) He is my colleague Rahman Siddiqui.
  - iii) We are working together on your project.
  - iv) We have almost completed the first phase of the project.
  - We would like to show you the plan for the second phase. v)
  - vi) My name is Gagan Srivastava.
  - vii) What is your name?
  - viii) I am pleased to meet you.
  - I would like you to meet my colleague Sadhna Suman. ix)
  - She is my senior in the department. X)
  - xi) We are both from the same college.
  - xii) I am very pleased to meet you both.
  - xiii) It has been a pleasure.
  - xiv) What is your program for the evening?
  - xv) Let us meet in the evening for dinner.
  - xvi) Sonu is ill.
  - xvii) What is the matter?

#### B) Negatives

To make negatives, we put *not* or *n't* after an auxiliary verb. (be, have, may etc.). Example:

They are *not* (*aren't*) confident about their language.

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the Recr	nitman	t Proc	occ

		Positive:	They know what to talk about.
		Negative:	They do not (don't) know what to talk about.
		Negative:	He <i>does not (doesn't)</i> know what to talk about.
			be of negation is called affixal. Here we add a prefix or an affix to ich makes the sentence negative. Example:
		Positive:	your conversation will then be more meaningful.
		Negative:	your conversation will then be meaningless.
		Negative: .	in some situations, you might be nervous or <i>un</i> comfortable.
		Negative:	whistling is <i>im</i> polite.
Ch	eck Y	Your Progr	ress 9
1)	Mak	te negatives	s of the following sentences using not:
	i)	Vinay op	ened the door.
	ii)	You shou	ıld reply to her email.
	iii)	She is wr	iting a novel these days.
	iv)	He works	s every Sunday.
	,		
	**)		became a dentist.
	v)		
	vi)	Sudha ha	s time.
	vii)	He has a	cold.
	viii)	Mohan h	as a chance of winning this match.
2)		-	the following words to make them negatives. You may use any of un-, in-, dis-, non-, ir-, it-, im-)
• `		T 1	
i)		Legal	
ii)		Regular	
iii		Balance	
iv	-	Complete	
v)		Able	
vi		Equality	
vi	1)	Equal	

• If there is no other auxiliary verb, we use *do*. Example:

viii)	Just	
ix)	Justice	
x)	Similar	
xi)	Unity	
xii)	Violence	

#### 1.13 LET US SUM UP

In this unit you practiced how to introduce yourselves and others in formal and informal situations. You also learnt to greet with the right intonation and stress. You learnt some words pertaining to personal, social or professional qualities. In the grammar section, you revised 'contractions' and negation.

In this unit you also realized the importance of engaging in social interaction before talking shop. Successful people are those who can go beyond business to establish relationships with people. We gave you some phrases in Language Focus which will help you in carrying out a conversation. The Writing section as well as the Listening and Speaking sections gives you further tips in this area. Please listen to the CD / audio file (available on our IGNOUs' website under BCA programme) when attempting the listening and speaking activities.

#### 1.14 ANSWERS

#### **Activity 1**

1) i) May I introduce myself, I am Reeta Rani Paliwal. I am the Director of the School of Humanities, IGNOU.

ii) a) at home – very informally (hug)

b) at a party – more formally

c) at a get-together – formally

d) formal meeting – very formally

#### iii) Find someone who.....

The trainer may print out and cut up or make slips and have students pick up one each.

#### **Activity 2**

- 1) i) Informal
  - ii) Formal
  - iii) Semi-formal
  - iv) Informal
  - v) Semi-formal
  - vi) Semi-formal
  - vii) Formal
  - viii) Semi-formal
  - ix) Informal
  - x) Semi-formal

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2)

	Greeting		Response
i)	Hi	b	Hello / hi
ii)	How do you do?	d	How do you do?
iii)	How are you doing?	g	Alright. How about you?
iv)	What's up?	e	Nothing much.
v)	Hello	h	Hi / hello
vi)	How are you?	a	Very well, thank you. And you?
vii)	Good Morning / Afternoon / Evening	f	Good Morning / Afternoon / Evening
viii)	Good to see you	c	Good to see you too.

3) I don't think you know Ridhima.

May I introduce you to Ridhima?

I'd like to introduce you to Ridhima.

Sunil, do you know Ridhima?

Sunil, I'd like you to meet Ridhima.

- 4) Corporate situations
  - A iii
  - B ii
  - C v
  - D-i
  - E iv

#### **Check Your Progress 1**

- 1) ii (Social etiquette in India)
- 2) i False; ii True; iii False; iv True; v False; vi True
- $3) \quad i-conservative; \ ii-colonial; \ iii-multicultural; \ iv-metropolitan;$

v-native

#### **Check Your Progress 2**

- i) etiquette
- ii) Titles
- iii) advanced
- iv) courtesy
- v) first
- vi) strangers
- vii) familiar
- viii) respect
- ix) Status
- x) introduce
- xi) secure
- xii) always
- xiii) shake
- xiv) prefer

#### 1.6 Listening and Speaking - Greetings

Greetings and Introduction

#### Tape script 1

- i) I'm Rohan Sharma.
- ii) How do you do?
- iii) Please meet my colleague Ms. Mohita Jain.
- iv) Did you have a comfortable journey?

#### Tape script 2

Visitor: Good morning Mr. Siddiqui.

You: Good Morning.
Visitor: How are you?

You: I'm fine thank you. And how about you?

Visitor: I'm fine too. It's been long since we last met.

You: Oh yes. It's been a few months.

#### Tape script 3

- i) I am Sonia Parashar. I work in Phone as a Customer Relation officer. I joined the company in 2006 as a trainee. I got promoted this year. I'm responsible for looking after the customer needs in my area. If the users of our services have any problems, I listen to them and then take the necessary action to solve their problems. I enjoy dealing with different kinds of people and get a lot of satisfaction from being able to help them. What I don't like about my job is dealing with difficult customers who are not willing to listen to my explanation.
- ii) My name is Amit Sen. I work in a private bank as a cashier. The name of my bank is HFRC. My working hours are 9 am to 6 pm, six days a week. I often get late at work and reach home only by 8 pm or so. I handle a lot of cash. Hence I need to be very alert and careful all the time. However, I like my work. The work environment in my bank is good and my colleagues are very friendly and supportive.

#### **Check Your Progress 3**

3) Completed exercise:

i) Name: Sonia Parashar

Name of Company: Phone
Has been working since: 2006

Job responsibility: looking after the customer needs, problem

solving.

Likes: dealing with different kinds of people, helping

people

Dislikes: dealing with difficult customers

ii) Name: Amit Sen
Works as: cashier

Working hours: 9 am to 6 pm

Takes care of: cash

Likes: work environment, colleagues who are very

friendly and supportive.

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#### **Activity 3**

- 1) **Formal** situation like office or neighbourhood, could be colleagues or neighbours, who do not know each other well.
- 2) Formal: College. Student and a teacher.
- 3) **Formal**: Office. A BHEL personnel and a visitor.
- 4) **Formal**: Outside class. Teacher and student.
- 5) **Informal**: Neighbourhood. Teenagers, neighbours.
- 6) Formal: Classroom. Teacher and class.
- 7) **Formal**: Office. Meeting for the first time.

#### **Activity 4**

(i) and (iii) are inappropriate for small talk.

Topics like salaries and marital status invade the personal territory of people and hence are too personal to be asked.

#### **Small talk with foreigners**

- i) I hope you had a comfortable flight. / How was the flight? Were you able to get some sleep?
- ii) It is wonderful to see you again. I hope you are enjoying the sunshine of India, or is it too warm for you?
- iii) You must be tired after the long flight. Would you like to have some coffee or would you prefer to go to the hotel right away?
- iv) Have you tried any of the Indian cuisine so far? What would you like to have for lunch?
- v) Would you like something to drink before we set out? It's going to be a rather big tour of the work shop.

#### **Activity 6**

- i) Australia, USA
- ii) Australia and England
- iii) England and maybe Australia
- iv) Australia
- v) England, Australia and USA in that order
- vi) USA, England

#### **Check Your Progress 4**

1) Subtitles matched with the appropriate paragraphs of the reading passage.

i) c	ommon ground	-	para 6
ii)	ideologies	-	para 4
iii)	don't get personal	-	para 5
iv)	objective of small talk	-	para 1
v)	difficulties encountered in small talk	-	para 2
vi)	overcoming anxiety	-	para 8
vii)	paying attention to what you are being told	-	para 7
viii)	doing your homework	-	para 3

- i) at ease comfortable
- ii) in advance prior
- iii) find out look up
- iv) intrude upon invade
- v) harmless safe
- vi) express communicate

#### **Check Your Progress 5**

Indians like to invest time in building up a relationship with the person they do business with. Knowing a person helps them to build trust. Hence one must be willing to invest time with people in India, instead of hurrying them through business negotiations or deals.

It is also essential to understand the interests of Indians in areas like cricket, films etc., so that s/he may know what topics interest people in social conversations.

#### **Check Your Progress 6**

#### Do's:

- You may use the touch to communicate warmth
- Apologize if you touch someone with your foot by mistake

#### Don'ts:

- Do not touch anybody's head
- Do not call anyone with your palm up or by wagging your finger
- Do not stand upright with your hands on the hips
- Do not whistle or wink
- Do not point your feet at someone

#### 1.10 Listening and Speaking (tape script-1) – Small Talk

- 1) **Speaker 1** I usually keep a few short items anecdotes, jokes, news stories or other interesting tidbits handy so that I can share them with others. I may or may not use them but at least I can draw upon this stock if the need arises.
- 3) **Speaker 2** Whenever I have to go to a business event or a meeting, I spend at least 10 minutes thinking about what I have in common with the people who are going to be there. This helps me to think up topics for small talk.
- 4) **Speaker 3** I think it is important to be well read. I like to take a look at local and national newspapers, magazines and trade publications. That gives me topics for small talk and conversation while entertaining business visitors.
- 5) **Speaker 4** I'm usually the first to say "Hello." If I'm not sure the other person remembers me, I offer my name to ease the situation. For example, "Meera Shah? Simrat Khanna good to see you again." I make sure I smile when I do this.
- 6) **Speaker 5** I make sure I stay focused on my conversational partner by actively listening and giving feedback. I also keep my eye contact and never glance around the room while someone is talking to me.

## **Business Social Skills and the Recruitment Process**

#### **Activity 7**

Speaker 1	-	iii,	Speaker 2	-	V
Speaker 3	-	ii	Speaker 4	-	iv
Speaker 5	_	i			

#### 1.10 Listening and Speaking (tape script-2) – Small Talk

Australians are forthright and direct and prefer to get down to business quickly, although some pleasantries can be exchanged at the beginning of a meeting so that the atmosphere is relaxed and some personal bonds are established. Most of them especially enjoy hearing appreciative comments about their country. Australians relish outdoor life and sport is a national obsession at all levels of society. Hence these are common topics for small talk or social conversation.

Australians are known for having an easygoing attitude and treating people in an informal manner. Whilst they may have an informal way of talking to one another, most would respect other people's privacy. Therefore, Australians may not necessarily talk to you first, as they would not like to intrude. It may be up to you to make the first approach. They are also reluctant to ask personal questions, or offer advice unless they have been asked.

#### **Activity 8**

(ii) and (v) are right. The rest are wrong statements.

#### 1.10 Listening and Speaking (tape script-3) – Small Talk

#### **Conversation 1**

Mr. Singh: Is this your first visit to India?

Mr. Burns: No, it isn't. I first came here five years ago for a Trade Fair.

Mr. Singh: Should we get started with the meeting?

#### **Conversation 2**

Mr. Singh: Is this your first visit to India?

Mr. Burns: No, it isn't. I first came here ten years ago for a Trade Fair. It was

much smaller than I expected.

Mr. Singh: Is that so. Well, Mr. Burns. You will find a lot of changes in India

now, including big Trade Fairs.

Mr. Burns: I'm sure that's true.

Mr. Singh: Should we get started with the meeting?

#### **Activity 9**

In the first conversation Mr. Singh asks a question to which Mr. Burns answers. However, Mr. Singh does not respond to the answer and abruptly suggests that they get down to business. This is socially unacceptable.

In the second conversation Mr. Singh gives a suitable response to Mr. Burns' answer and then they get down to business. In small talk it is important to not change topics abruptly and to complete a conversation that's been initiated.

This is only a sample answer:

- i) How often do you travel out of Delhi?
- ii) Do you like going to the cinema?
- iii) What is your favourite food / cuisine?
- iv) Where did you first start work?
- v) Would you like some **tea or coffee**?

#### **Activity 11**

#### 1) Missing words are given in bold.

Small talk is **crucial** in any relationship. Everyday conversation can make or **break** relationships in our personal and **professional** lives. Unfortunately, most people don't realize how important small talk is, and hence do not do anything to **develop** or improve this skill. Developing the ability to make small talk is not as **difficult** as many other work related skills once we **recognize** its importance and worth.

A Stanford University School of Business study showed its **impact** on business success. It tracked MBA's 10 years after graduation, and **discovered** that grade point averages had no bearing on their success – but **conversation** did. Most **successful** were those who could make conversation with anyone – from strangers, to secretaries, to bosses to customers.

Small talk has a great impact on your success in 'personal' relationships, because it **influences** how others see you in terms of intelligence and confidence. Most people **perceive** good conversationalists as more intelligent and confident.

Despite the importance of small talk, most people don't do it well. One major reason is **shyness** and another common reason is not knowing how to **start** a conversation. There are also some who do not have anything to say. All of these difficulties can be **overcome**, once you decide to **master** this art.

#### **Check Your Progress 7**

#### 1) Sample answer:

#### i) Think ahead

One must not go to a business meeting or event without any prior preparation. Even if the meeting is a one-to-one face-to-face meeting with a visitor; it is advisable to think and plan ahead. A good way to start is by finding out about the person you are going to meet. Accordingly, on the basis of some preliminary information that you have gathered, you can decide what topics would be good conversational topics in the given situation. Advance thinking will enhance your comfort level and help you to make a good impression on the visitor.

#### ii) Have something to say

For any conversation you must have something sensible to say. If you are extremely well read or well informed, you will always have something to talk about. All you need to do is to choose from your stock according to the people or situation. However, if this is not the case, it is a good idea to do some information gathering before all important meetings or events where you need to make social conversation.

#### iii) Observe and listen

An important aspect of small talk is to be a good listener. This is an essential part of good social etiquette. Be a keen observer. This also helps you to understand better and to respond adequately to others.

#### **Activity 12**

- 1) Completed dialogue with suitable questions / statements;
  - A: How are you?
  - B: I'm fine, thank you.
  - B: How about you?
  - A: I'm fine too. Thank you.
  - A: It's good to see you after such a long time.
  - B: Yes. It's been so long since we met up.
  - A: So did you have a comfortable journey?
  - B: Yes I did. Thanks.
  - A: When did you last visit this place?
  - B: I last visited this place six months ago.
  - A: Have you been following the cricket series?
  - B: Oh yes. We've had some great matches.
  - A: True. I've been enjoying the matches too.

#### **Activity 13**

#### i) Be yourself

It is important to be yourself as you cannot put up pretense for long. People will see through your act. Genuine people are respected as well as trusted. When it comes to business people will want to associate only with those who are trustworthy. So being genuine person shows that you are reliable and other can build a good business relationship you.

#### ii) Smile

A smiling face is welcome anytime than an ill-tempered expression. When engaging in small talk people will feel comfortable in talking to you when you approach them with a smile on your face. It helps breaking the ice and setting the stage for a favorable business relationship.

#### iii) Be a good listener

Listening carefully will help one understand others better and encourage them to interact better. If one keeps on talking without giving others a chance to speak, this may intimidate others and spoil any chances of establishing a business relationship.

#### iv) Do not force the conversation

If one is nervous or uncomfortable or isn't prepared to initiate a conversation, one should not attempt doing so. Otherwise one might make a fool of oneself by saying something inappropriate.

#### **Check Your Progress 8**

- 1) i) I'm
  - ii) She's
  - iii) We're
  - iv) We've

vi) I'd

v)

- vii) You'd
- viii) Don't
- ix) Aren't
- x) Shouldn't
- xi) Should've
- xii) Needn't
- xiii) It's
- xiv) That's
- 2) i) I'm
  - ii) He's
  - iv) We're
  - v) We've
  - vi) We'd
  - vii) name's
  - viii) What's
  - ix) I'm
  - x) I'd
  - xi) She's
  - xii) We're
  - xiii) I'm
  - xiv) It's
  - xv) What's
  - xvi) Let's
  - xvii) Bobby's ill.
  - xviii) What's

#### **Check Your Progress 9**

Vinay didn't open the door.

- 1) i) You shouldn't reply to her email.
  - ii) She is not writing a novel these days.
  - iii) He doesn't work every Sunday.
  - iv) Subhash didn't become a dentist.
  - v) Sudha has no time.
  - vi) He doesn't have a cold.
  - vii) Mohan doesn't have a chance of winning this match.
- 2) Illegal, irregular, imbalance, incomplete, unable, inequality, unequal, unjust, injustice, dissimilar, disunity, non-violence

# UNIT 2 COMPANY PROFILES/JOBS AND RESPONSIBILITIES

#### **Structure**

- 2.0 Objectives
- 2.1 Warm Up Business Organizations
- 2.2 Reading: Famous Entrepreneurs
- 2.3 Listening Business Organizations
- 2.4 Grammar: Wh-Questions
- 2.5 Vocabulary Business Organizations
- 2.6 Writing Business Organizations
- 2.7 Warm Up Jobs and Responsibilities
- 2.8 Reading: Job Profiles
- 2.9 Listening Jobs and Responsibilities
- 2.10 Grammar: Verbs Describing Job Responsibilities
- 2.11 Vocabulary Jobs and Responsibilities
- 2.12 Writing: Job Descriptions
- 2.13 Let Us Sum Up
- 2.14 Answers

### 2.0 OBJECTIVES

It is important to know about business organizations, their growth and development, their products and services as well as their achievements. Similarly, it is also useful to read about entrepreneurs who have done well and received widespread recognition. As you will discover, many of them started out small and have had their share of struggle.

In this unit you will learn about:

- business organizations;
- entrepreneurs;
- how to ask relevant questions;
- correct word order in sentences;
- business collocations;
- how to write profiles of business people and companies;
- learning about jobs and responsibilities;
- understand departments and functions;
- write job profiles;
- look at language describing jobs and responsibilities; and
- practicing action verbs that describe jobs and job functions.

#### 2.1 WARM UP – BUSINESS ORGANIZATIONS

Many business organizations establish the identity of their brands with the help of slogans. For example 'Just do it' brings Nike to mind immediately, just as 'Hamara Bajaj' immediately conjures up in our mind the image of the Bajaj scooter.

i) Let's Go!ii) Taste the Thunderiii) The Complete Maniv) The Taste of India

Can you name the companies to which these slogans belong?

#### 2.2 READING: FAMOUS ENTREPRENEURS

Before we begin to look at business organizations lets understand who an entrepreneur is.

Can you write out the definition of an entrepreneur by making use of the clues given in the box? You may add your own information to the definition.

makes money	runs business	starts a business	
takes risks	owns a business	takes initiative	uses money

Now read this definition and match it with what you have written.

An entrepreneur is someone who starts and operates a new venture. Being in business or being an entrepreneur is about taking risks and confronting challenges. Hence an entrepreneur must have the ability to face new challenges and take risks.

Entrepreneurs can build new companies. They can also rejuvenate existing companies through buyouts and turnarounds. They can also build new companies inside existing companies, which can be called corporate entrepreneurship.

The will to spot opportunities and take risks in order to realize them is part of a person's overall makeup, which is partly innate and partly a product of his/her upbringing. The best way to learn how to be an entrepreneur is to work at the side of a successful one.

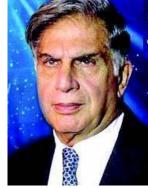
Good entrepreneurs know how to squeeze as much as possible out of limited amounts of cash.

#### Ratan Tata, the Chairperson of the Tata Group

Now read this profile of one of the leading entrepreneurs of India and answer the questions that follow:

One of the most well-known and respected industrialists in India is, Ratan Tata, the Chairperson of the Tata Group. He was born on December 28, 1937, in Mumbai where he did his schooling.

He graduated with a degree in Architecture and Structural Engineering from Cornell University and joined his family business. He was sent to Jamshedpur to work at Tata Steel. He was appointed the Director-in-Charge of The National Radio and Electronics Company Limited (Nelco) in 1971 and was successful in turning Nelco around.



In 1981, he became the Chairperson of Tata Industries and was instrumental in ushering in a wide array of reforms. It was under his stewardship that Tata Consultancy Services went public and Tata Motors was listed in the New York Stock Exchange.

He was awarded the Padma Bhushan by the Government of India in January 2000. He serves on the boards of several leading organizations, both in the public as well as the private sector in India. He is a member of the International Investment Council set up by the President of South Africa and serves on the programme board of the Bill and Melinda Gates Foundation's India AIDS initiative.

He is credited with leading the Tata's successful bid for Corus - an Anglo - Dutch steel and aluminum producer, which was acquired by Tata Sons for an estimated £6.7 billion in January 2007.

Mr. Ratan N. Tata is also instrumental in the manufacturing of 'NANO', 'The People's Car' from Tata Motors. This development signifies a first for the global automobile industry, the People's Car which brings the comfort and safety of a car within the reach of thousands of families.

Mr. Ratan Tata retired from all executive responsibility in the Tata Group on December 28<sup>th</sup> 2013 which was also his 75<sup>th</sup> birthday.

#### **Check Your Progress 1**

1) Answer the following questions:

i)	Pick out the example that shows Ratan Tata's ability to change the fortune of a company.
ii)	What does the profile tell us about his international standing?
iii)	What does the text tell us about his association with community service?

2)	Complete the following statement using your own words:						
	Rata	an Tata's major a	chievement in t	the automobile sector is:			
3)	Wha	at do these expres	ssions mean?				
	i) turn something around						
	ii)	was instrumental	in				
	iii)	under his steward	dship				
	iv)	credited with					
	v)	within the reach	of				
Bus	sines	s Sectors					
Act	ivity	2					
sect	ors		es function in.	s operations according to the sev Read through these details and			
i)	teled	communications a	: and industrial a	Enterprises in the fields of automation.	f software,		
ii)			:	Operations in automobiles	and auto		
		ponents.					
iii)		rations in steel an	d composites	Leaders in this business so	ector, with		
iv)	-		•	Widespread interests in the	hospitality		
,	busi	ness, as also in ir	nsurance, realty	Widespread interests in the financial and other services.	nespremity		
v): A significant player in power generation and is also involved in the oil and gas segment.							
vi)				One of the largest producers of soc			
		ld. Additionally, ness.	they have inte	rests in fertilizers and in the phar	maceuticals		
		Materials	Information S	ystems and Communications			
		Services	Chemicals	Engineering	Energy		

## 2.3 LISTENING — BUSINESS ORGANIZATIONS

Listen to an interview with one of the senior directors of BHEL who answers some questions on BHEL being asked by a journalist who works for a business journal. Listen to the interview (Tape script 1) and answer the questions given below:

### **Check Your Progress 2**

1)	What is the full form of PSU?
2)	How many PSUs does the director mention?
3)	Fill up these gaps with appropriate dates and figures.
	i) BHEL manufactures overproducts.
	ii) It was founded in the
	iii) It has manufacturing divisions.
	iv) It exports its products to overcountries.
	v) The BHEL has installed equipment for over of power generation.
Ch	eck Your Progress 3
	u will now listen to the profile of Kiran Mazumdar Shaw, a leading lady repreneur of India. Listen to the profile (Tape script 2) and complete the blanks.
1Biccord Woo Kir 23,, at I Car Bar Bar S Wit reg bio ent Bic Ma	an Mazumdar Shaw is of con Ltd., India's biggest biotechnology in pany. In 2004, she became India's richest man.  an Mazumdar Shaw was born on March 1953 in Bangalore. She had her schooling Bishop Cotton Girls School and Mount rimel College at Bangalore. After inpleting her B.Sc. 2 from nigalore University in 1973, she went to larat University in Melbourne, Australia as a master brewer.  an Mazumdar Shaw started her professional career as trainee brewer in Carlton I United Beverages in 1974. In 1978, she joined as 4 with secon Biochemicals Limited in Ireland. In the same year, Kiran Mazumdar Shaw Biocon India in collaboration with Biocon Biochemicals Limited, ha capital of Rs.10,000. She initially faced 6 arding funds for her business. Banks were hesitant to give loans to her as technology was a totally new field at that point of time and she was a woman repreneur, which was a rare phenomenon.  becon's initial operation was to 7 from papaya. Under Kiran zumdar Shaw's stewardship Biocon transformed from an industrial enzymes
	npany to an integrated biopharmaceutical company with strategic research iatives. Today, Biocon is recognized as India's 8
	an Mazumdar Shaw is the recipient of 9 awards. These include Businesswoman of the Year, Best Woman Entrepreneur, Model Employer, Ernst

## 2.4 GRAMMAR: WH-QUESTIONS

There are basically two types of questions: **open and close**. The open questions are those which can potentially have an infinite number of answers. For example, to the question:

When did you arrive?

The listener can reply: 'just now/ yesterday / on Monday / a few minutes ago / around 8.30 pm.....' i.e. the number of possible answers is really open. The number of possible answers is limited in the case of close questions. There are only two answers possible to the question.

Are you coming with me?'

You can reply by saying yes or no.

Such questions are therefore frequently called *yes-no questions*.

We cannot answer a question like – When did you arrive? by saying yes or no. These questions demand some new information. Since they generally begin with a wh – word, they are called wh – questions or open ended questions. Wh – words include who, what, which, when, where, how, why, whom, and whose.

Questions with *where*, *when*, *why*, etc. normally have the same word order as *yes/no* questions.

We put *am/are/is/was/were* or another **auxiliary verb** (*have*, *will*, *can*, *etc*.) before the **subject.** 

If there is no other auxiliary verb, we use *do/does/did* + *infinitive* (without to).

Statement: He likes his job.

Question: Why does he like his job?

Statement: I came here to learn English.

Question: Why did you come here (NOT Why you came here?)

#### Profile of another leading Indian entrepreneur

#### Azim Premji

Azim Premji is Chairperson of Wipro Technologies, one of the largest software companies in India. He is an icon among Indian businessmen and his success story is a source of inspiration to a number of budding entrepreneurs.

Born on July 24, 1945, Azim Hashim Premji was studying Electrical Engineering from Stanford University, USA when due to the sudden demise of his father; he was called upon to handle the family business. Azim Premji took over the reins of the family business in 1966 at the age of 21.



After his father's demise, at the first annual general meeting of the company, a shareholder doubted Premji's ability to handle business at such a young age and publicly advised him to sell his shareholding and give it to a more mature management. This spurred Azim Premji and made him all the more determined to make Wipro a success story. And the rest is history.

When Azim Premji occupied the hot seat, Wipro dealt in hydrogenated cooking fats and later diversified to bakery fats, ethnic ingredient based toiletries, hair care soaps, baby toiletries, lighting products and hydraulic cylinders. Thereafter Premji made a focused shift from soaps to software.

Under Azim Premji's leadership, Wipro has metamorphosed from Rs.70 million company in hydrogenated cooking fats to a pioneer in providing integrated business, technology and process solutions on a global delivery platform. Today, Wipro Technologies is the largest independent R&D service provider in the world.

Azim Premji has several achievements to his credit. In 2000, Asiaweek magazine, voted Premji among the 20 most powerful men in the world. Azim Premji was among the 50 richest people in the world from 2001 to 2003 listed by Forbes. In April 2004, Times Magazine rated him among the 100 most influential people in the world. He is also among the richest Indians for the past several years. In 2005, Government of India honoured Azim Premji with Padma Bhushan.

#### **Check Your Progress 4**

- 1) After reading the profile of Azim Premji frame questions with the interrogatives below. The first one is done for you.
  - i) Who is Azim Premji?
  - ii) When ..... born?
  - iii) What ......at the age of 21?
  - iv) Why .....leave Stanford University?
  - v) In which year.....take over the family business?
  - vi) What ...... first annual general meeting of the company?
  - vii) How ......Azim Premji react to his criticism?

  - ix) Which product ...... from soaps?
  - x) In ...... Wipro a pioneer?
  - xi) When ......Azim Premji listed by Forbes?
- 2) Now look at these answers to the above questions. Each sentence has jumbled words. Put the words in right order to get the correct answer.
  - i) Chairperson the is Azim Premji of Wipro Technologies.
  - ii) was he on July 24, 1945 born.
  - iii) age at the of he took the 21 reins of his family business.
  - iv) He sudden Stanford University father because of the left demise over of his.
  - v) over he business 1966 took the family in.

- vi) after the first general At meeting he took annual over, sell he was to his management shareholding advised to a mature.
- vii) criticism he to the with determination to Wipro reacted successful make.
- viii) Azim Premji dealt took When over in cooking hydrogenated Wipro fats.
- ix) focused Premji made a to soaps software from shift.
- x) providing is a in integrated Wipro pioneer business, technology global and delivery process solutions on a platform.
- xi) Azim Premji was by from 2001 listed to 2003 Forbes.
- xii) honoured he India was with the Bhushan by the Padma Government of in 2005.

### 2.5 VOCABULARY-BUSINESS ORGANIZATIONS

#### **Check Your Progress 5**

In the course of this unit you have read and heard text about business organizations as well as entrepreneurs. Several important business collocations were used to do this. Match the words in column A with appropriate collocations in column B.

A	В
private	story
focused	initiatives
well	known
power	entrepreneurs
success	generation
influential	services
research	shift
budding	people
prestigious	sector
engineering	awards

#### **Activity 3**

Look at the three key words in the left column and make as many partnerships as you can by combining them with the words in the right column. Some of the words in column B can be combined with more than one key word from column A.

A	В	Partnership
Business	organizations	
	forces	
	campaign	
	strategies	
	prospects	
	plan	
	activities	
Market	studies	
	budget	
	agency	
	survey	

Advertising	project needs medium penetration segment share potential price operations risk expansion	
-------------	--	--

		price operations risk expansion		
		Схраняюн		
Ac	tivity	4		
No	w inse	ert the key words in	the appropriate blanks below:	
i)	Breal	k into		
ii)	Set u	p		
iii)	Laun	ch		
_				
<u>2.</u>	6 \	WRITING - I	BUSINESS ORGANIZATIONS	<u>}                                    </u>
Ch	eck Y	our Progress 6		
1)			oints to write the Company profile of Bombay Dy th the sample answer.	yeing
	i)	Bombay Dyeing is	part of the Wadia Group	
	ii)	textile industry set	up on August 23, 1879	
	iii)	one of India's large	est producers of textiles	
	iv)	daily production at	Bombay Dyeing exceeds 300,000 meters of fabr	rics
	v)	600 plus exclusive	shops all over the country	
	vi)	exports to countrie Australia and New	s such as USA, countries in the European Union. Zealand	,
	vii)	sales turnover is eq markets	qually divided between National and Internationa	ıl
	viii)	Bombay Dyeing al	so deals in chemicals.	
2)	Interv		know who is an entrepreneur and write out her/	'his

## 2.8

- 1) Read these five job profiles and identify the jobs that these people do.
  - i) My primary job is to maintain law and order. I am often required to work for long hours. I need to be tough all the time. I am often overworked during festivals or public events when large numbers of people gather at public places.
  - ii) My profession is considered very venerable. I deal with young people. I am expected to prepare them for life. I must at all times be on my guard about my behavior because youngsters look up to me for guidance as well as setting an example.
  - It takes long years of study and hard work to prepare for my vocation. My duty is to cure and heal people. I need to be prepared for long hours of work and can be called in to treat at any time of the day or night.
  - I am an important part of the government machinery. I help in devising strategies to run the government(s), as well as to implement and execute plans made by the administration. I need to work in collaboration with the elected government/s in order to do my job.

v) I work for the upliftment of the rural people or the marginalized or weak sections of society in bigger towns and metros. In the course of my work, I need to reach out to all kinds of people and interact with them. Hence I need to be very social, patient and sympathetic.

You can check your answers with the 'Answers Section'.

- 2) Now read another set of five profiles and state how they are different from the ones above. Name the departments where these people work.
  - I am required to come up with new concepts of products or services or research ideas proposed by other people in the organization. My work requires patience and perseverance. I must come up with the prototype of a product and test it until it works satisfactorily.
  - ii) My job is to hire and fire people. This is not easy. I need to make sure that I pick the right people for the different jobs in an organization. Once they are appointed, I must ensure that their working conditions are good and they do not have any difficulties or problems while doing their work. If they are found unsuitable for their job, I need to fire them. I also organize training programmes for the employees of my company.
  - iii) I take care of finding out about market trends and how our products are likely to do in the market. For this, I need to find out about consumer tastes and preferences. Besides, I am also responsible for promoting the sales of our products.
  - iv) My work requires that I travel to existing buyers and prospective ones and get orders for the company. I am usually part of a team and we distribute different regions amongst us and operate accordingly. I need to travel often.
  - v) My main job is to deal with money. I keep an account of the income and expenditure of the company and advise the management on how much money we can spend in the proposed areas. I also invoice our customers and take care of the bills from our suppliers.

## 2.9 LISTENING – JOBS AND RESPONSIBILITIES

#### **Check Your Progress 7**

**Departments**: You will hear from 10 people who do different kinds of work in a company. Identify the departments that they work in (Tape script 1).

i)	
ii)	
iii)	
iv)	
X )	

#### **Check Your Progress 8**

You wi	II hear 3	people	talking a	about the	ır jobs	and i	responsi	bilities.	Listen	to	them
and dec	ide what	they wo	ork as (Ta	pe script	2).						
i)											

i)	
ii)	
iii)	

## 2.10 GRAMMAR: VERBS DESCRIBING JOB RESPONSIBILITIES

Profiling your work and job responsibilities involves stating what you do and outlining your responsibilities. The choice of appropriate verbs is of utmost importance here.

Now look at this profile of a computer operator. The verbs are highlighted for you in this profile.

#### **Computer Operator**

**Job Purpose:** To **input** and **extract** data quickly and accurately using a computer terminal

#### Job Responsibilities:

- i) **Enter** standard documents into the computer quickly and accurately using the keyboard.
- ii) **Check** data entered for accuracy and refer any queries to supervisor or data originator.
- iii) Select appropriate program or software for data being entered.
- iv) Report any data entry problems to supervisor.

#### **Check Your Progress 9**

 Now look at the profile of a Management Consultant and fill in the blanks with missing verbs. You may need phrases in some of these blanks. You may use words given below in case of difficulty. You can use one word / phrase more than once.

maintain analyze identify	carry out determine	develop conduct present	prepare implement
assist			

#### **Management Consultant**

**Job Profile:** To analyze problems, and provide advice and guidance to a range of organizations on issues and problems relating to policies, organization, procedures and methods and to recommend appropriate actions, providing assistance with implementation where required.

#### **Job Responsibilities:**

i)	market research to identify consultancy opportunities.
ii)	presentations and proposals for prospective clients to sell consultancy projects.
iii)	client problems and make attempts to resolve it.

Business Social Sl	xills and
the Recruitment I	Process

iv)	potential solutions f	for a variety	problems ar of client projects to pre dvice to enable clients to	esent workable
v)	and reports setting out the findings, conclusions and recommendations arising from consultancy projects.			
vi)	regular contact with the client to ensure that there is regular information about project progress.			
vii)	with i	mplementati	on of consultancy reco	mmendations.
viii)				
ix)	an ensure that advice g		f progress in relevant frate and up to date.	ield of expertise to
	verbs express achieve sive manner. For Exa		mething a person does	in a concise and
Develo	p a new design			
Check	Your Progress 10			
could h	nelp you. There are tw	vo sets of ans your understa	te the following verbs. swers given in the 'Ansanding of the meaning ou.	swers Section'. These
	a settlement a new design new equipment an awareness prog	gramme	a scheme sales possibilities data	your findings social service profits
i)	Introduce	Introdu	ce a scheme	
ii)	Create			
iii)	Present			
iv)	Publicize			
v)	Negotiate			
vi)	Document			
vii)	Volunteer			
viii)	Maximize			
ix)	Examine			
x)	Survey			

## 2.11 VOCABULARY – JOBS AND RESPONSIBILITIES

#### **Activity 7**

national level.

Read these profiles of women entrepreneurs in India and attempt the vocabulary exercises that follow each profile. These will not only help you to strengthen your business vocabulary but also acquaint you with the power of business women in India.

A)	Bio Co 23_ for a n 6 bio	coon Ltd., who became Incres), was educated at the lege in Bangalore. She lege was to extra loans were turned down ew word, the company lege word, the company lege in the lege in the lege in Bangalore.	·
		mplete the above profil swers with the 'Answer	e by filling in the missing words. Check your s Section'.
B)	has 3_ for	s awarded the Padma Shes been with the India-base the c Environmental Commun	entalist and political 1 as well as seen concept of 2 development, if by the Government of India in 2005. Narain, who led Centre for Science and Environment since 1982, is director of the Centre, and the director of the Society dications, and publisher of the lagazine, 'Down to Earth'.
			to complete the above profile are jumbled below. I put them in the appropriate space?
		tvaitcsi	tbnisauslae
		rnylrucet	gtnfiorythl
C)	Bu Wo Eco	siness School. Fortune morld's Top 50 Corporate Vonomic Times, she is the	irst Indian woman to graduate from the Harvard lagazine 1 1 Kidwai among the Women from 2000 to 2003. According to the first woman to head the 2 o of a C). Kidwai was awarded the Padma Shri in 2007.
			as with words, the meanings of which are given ne word is given to help you out.
	1)	To put into a series	
	2)	Activities or business	
D)	in-	charge of the company's Director of Kinetic Mot	int Managing Director of Kinetic Engineering Ltd., is overall business developmental activities. She is also or Company Limited and Kinetic Marketing Services avid sports enthusiast, she played badminton at the

The magazine 'India Today' honoured her with the title of business 'Face of the Millennium'. She was ranked among the top 25 business entrepreneurs of the country, and was also presented with the Society Young Achiever's Award for Business in 2002. The same year, she was chosen as the 'Global Leader of Tomorrow' by the World Economic Forum.

Find words/expressions in the above passage which can be substituted with these:

	looks after					
	health conscious					
	lover					
	rewarded					
	rated					
	selected					
E)	Dr. Jatinder Kaur Arora,	an 1	from			
	Punjab, was conferred a 2	2	from for her work on			
	through science and technology. Dr. Arora,					
	perhaps the first scientist	to get such an award	, is a doctorate in microbiology and An unlikely and fairly new			
	contender on this list she	is serving as a 5	in the			
	Punjab State Council for	Science and Technol	ogy at present			
	Tunjus State Council 161	science and recimo	ogy at present.			
		in column B. Now co	oining the words in column A with omplete the profile of Jatinder te spaces.			
	A	F	3			
	outstanding	r	ecord			
	national	d	levelopment			
	women's	S	cientist			
	academic	d	irector			
	joint	a	ward			
	J					

## 2.12 WRITING: JOB DESCRIPTIONS

It is important to write out job descriptions effectively because they are an important communication tool and play a significant role in the success of an organization. Poorly written employee job descriptions, on the other hand, add to workplace confusion and cause miscommunication.

Employee job descriptions are written statements that describe the duties, responsibilities, required qualifications, and reporting relationships of a particular job. Employee job descriptions clearly identify and spell out the responsibilities of a specific job. They also include information about working conditions, tools, equipment used, knowledge and skills needed, and relationships with other positions.

Job descriptions are necessary for any one who works. A job description defines a person's role and accountability. Without a job description it is not possible for a person to properly commit to, or be held accountable for, a role.

Company Profiles/Jobs and Responsibilities

As an employee you may have or be given the opportunity to take responsibility for your job description. The process of writing job descriptions is actually quite easy and straight-forward. Many people tend to include a long list of tasks. This may be alright to begin with, but it needs refining to far fewer points – around 8-12 is the ideal.

#### **Check Your Progress 11**

If you are someone with job experience, write out your job description. If you do not have any job experience, imagine that you are working in a business organization and write a job description listing your responsibilities. Now compare your description with the one given in the 'Answers Section'.

Some responsibility areas are mentioned in the box for your guidance and help:

Communicating
Planning and organizing
Managing
Monitoring and reporting
Evaluating
Decision making
Financial budgeting and control
Producing
Maintaining / repairing
Quality control
Health and safety
Creating and developing
Using equipment


### 2.13 LET US SUM UP

This unit we introduced you to some renowned Indian entrepreneurs and business organizations as well as the various business sectors that they have ventured into over the years. The grammar section shows how Wh-questions can be framed to find various details about people and develop their profile. The vocabulary section aims to enrich your word power by familiarizing you with collocations used in the business contexts.

In this unit, we also introduce you to jobs and responsibilities in an organization. It is our job description which informs us of our responsibilities in a job and makes us accountable towards it. We practiced verbs which are commonly used in this specific area. In a series of activities in the vocabulary section, we attempted to enhance your word power. The writing section gave you hints about writing your own job responsibilities.

#### 2.14 ANSWERS

#### **Activity 1**

i) Maruti Alto ii) Thumbs Up

iii) Raymonds iv) Amul

#### **Check Your Progress 1**

- 1) i) He was successful in changing the fortunes of Nelco by making it a profit making concern, after it had been going into losses.
  - ii) He is a member of the boards of several leading organizations, both in the public as well as the private sector in India. He is also a member of the International Investment Council set up by the President of South Africa. Besides, he also acquired Corus an Anglo-Dutch steel and aluminum producer for an estimated £6.7 billion in January 2007.
  - iii) He is associated with Bill and Melinda Gates Foundation's India AIDS initiative and is on their Board.
- 2) Ratan Tata's major achievement in the automobile sector is *the launch of Nano*, a low cost people's car, which is affordable and can enable the common person to travel safely and comfortably.
- 3) i) Turn something around to be able to make a positive or favourable change in something
  - ii) Was instrumental in was responsible for / played a major role in
  - iii) Under his stewardship under his leadership / guidance
  - iv) Credited with achieve something noteworthy
  - v) Within the reach of accessible to

#### **Activity 2**

- i) Information Systems and Communications, ii) Engineering,
- iii) Materials, iv) Services, v) Energy, vi) Chemicals

#### 2.3 Listening (Tape script 1)

- Q. How important is BHEL as a PSU in India?
- A. Bharat Heavy Electricals Limited is the largest engineering and manufacturing enterprise in India in the energy-related/infrastructure sector.
- Q. Does it enjoy a special status as a Public Sector Enterprise?
- A. Yes, it is one of the nine large Public Sector Undertakings known as navratnas or nine jewels.

- Q. Can you tell me something about your products and services?
- A. BHEL offers over 180 products and provides systems and services to meet the needs of core sectors like: power, transmission, industry, transportation, oil and gas, non-conventional energy sources and telecommunication.
- Q. And how old is your company?
- A. It was founded in the 1950s.
- Q. How many manufacturing units does the company have?
- A. Today, BHEL has a wide-spread network comprising 14 manufacturing divisions, 8 service centres, 4 power sector regional centres, 18 regional offices, and a large number of project sites spread all over India and abroad.
- Q. How big is your international market?
- A. BHEL is one of the largest exporters of engineering products and services from India. It has established its references in around 60 countries of the world, ranging from the United States in the West to New Zealand in the Far East. Its export range include: individual products to complete power stations, turnkey contracts for power plants, EPC contracts, HV/EHV Sub-stations, O&M services for familiar technologies, specialized after-market services like Residual Life Assessment (RLA) studies and retrofitting, refurbishing and overhauling, and supplies to manufacturers and EPC contractors.
- Q. What would you say are your major achievements?
- A. We have several major achievements to our credit. To name a few, we have acquired certifications for Quality Management Systems (ISO 9001), Environmental Management Systems (ISO 14001) and Occupational Health and Safety Management Systems (OHSAS 18001). And to date we have installed equipment for over 90,000 MW of power generation.

#### **Check Your Progress 2**

- 1) Full form of PSU: Public Sector Undertaking
- 2) Nine called Navratan or nine jewels.
- 3) Appropriate dates and figures:
  - i) BHEL manufactures over **180** products.
  - ii) It was founded in the 1950s.
  - iii) It has 14 manufacturing divisions.
  - iv) It exports its products to over **60** countries.
  - v) The BHEL has installed equipment for over **90000 MW** (**mega watts**) of power generation.

#### 2.3 Listening (Tape script 2)

Kiran Mazumdar Shaw is the Chairperson and Managing Director of Biocon Ltd., India's biggest biotechnology company. In 2004, she became India's richest woman.

Kiran Mazumdar Shaw was born on March 23, 1953 in Bangalore. She had her schooling at Bishop Cotton Girls School and Mount Carmel College at Bangalore. After completing her B.Sc. in Zoology from Bangalore University in 1973, she went to Ballarat University in Melbourne, Australia and qualified as a master brewer.

Kiran Mazumdar Shaw started her professional career as trainee brewer in Carlton and United Beverages in 1974. In 1978, she joined as Trainee Manager with Biocon Biochemicals Limited in Ireland. In the same year, Kiran Mazumdar Shaw founded

Biocon India in collaboration with Biocon Biochemicals Limited, with a capital of Rs. 10,000. She initially faced many problems regarding funds for her business. Banks were hesitant to give loans to her as biotechnology was a totally new field at that point of time and she was a woman entrepreneur, which was a rare phenomenon.

Biocon's initial operation was to extract an enzyme from papaya. Under Kiran Mazumdar Shaw's stewardship Biocon transformed from an industrial enzymes company to an integrated biopharmaceutical company with strategic research initiatives. Today, Biocon is recognized as India's pioneering biotech enterprise.

Kiran Mazumdar Shaw is the recipient of several prestigious awards. These include ET Businesswoman of the Year, Best Woman Entrepreneur, Model Employer, Ernst & Young's Entrepreneur of the Year Award for Life Sciences and Healthcare, Leading Exporter, Outstanding Citizen, Technology Pioneer, etc. The Government of India also felicitated her with Padmashri (1989) and Padma Bhushan (2005).

#### **Check Your Progress 3**

- 1) the Chairperson and Managing Director
- 2) in Zoology
- 3) and qualified
- 4) Trainee Manager
- 5) founded
- 6) many problems
- 7) extract an enzyme
- 8) pioneering biotech enterprise
- 9) several prestigious
- 10) with Padmashri

#### **Check Your Progress 4**

- 1) i) Who is Azim Premji?
  - ii) When was Azim Premji born?
  - iii) What did he do at the age of 21?
  - iv) Why did he leave Stanford University?
  - v) In which year did he take over the family business?
  - vi) What happened at the first annual general meeting of the company?
  - vii) How did Azim Premji react to his criticism?
  - viii) What products did Wipro deal with when Azim Premji took over?
  - ix) Which product did he shift to from soaps?
  - x) In which sector is Wipro a pioneer?
  - xi) When was Azim Premji listed by Forbes?
  - xii) What honour did he receive in 2005?
- 2) i) Azim Premji is the Chairperson of Wipro Technologies.
  - ii) He was born on July 24, 1945.
  - iii) At the age of 21 he took over the reins of his family business.
  - iv) He left Stanford University because of the sudden demise of his father.

- v) He took over the family business in 1966.
- vii) At the first annual general meeting after he took over, he was advised to sell his shareholding to a mature management.
- viii) He reacted to the criticism with determination to make Wipro successful.
- viii) When Azim Premji took over Wipro dealt in hydrogenated cooking fats.
- ix) Premji made a focused shift to software from soaps.
- x) Wipro is a pioneer in providing integrated business, technology and process solutions on a global delivery platform.
- xi) Azim Premji was listed by Forbes from 2001 to 2003.
- xii) He was honoured with the Padma Bhushan by the Government of India in 2005.

#### **Check Your Progress 5**

	A	В
i	private	sector
ii	focused	shift
iii	well	known
iv	power	generation
v	success	story
vi	influential	people
vii	research	initiatives
viii	budding	entrepreneurs
ix	prestigious	awards
X	engineering	services

#### **Activity 3**

**Business** organizations, strategies, prospects, plan, activities, studies, project, needs, potential, operations, risk, expansion

**Market** forces, prospects, studies, survey, needs, penetration, segment, share, potential, price, operations, expansion

**Advertising** campaign, strategies, prospects, activities, budget, agency, survey, project, needs, medium

#### **Activity 4**

i)	Break into	a market
ii)	Set up	a business
iii)	Launch	an advertising campaign

#### **Check Your Progress 6**

1) This is a sample answer:

Bombay Dyeing is part of the Wadia Group of Industries. Set up on August 23, 1879, it is one of India's largest producers of textiles. The daily production at Bombay Dyeing exceeds 300,000 meters of fabrics and it has a distribution chain consisting of 600 plus exclusive shops spread all over the country. The company exports to advanced countries such as USA, countries in the European Union, Australia and New Zealand, and its sales turnover is more or less equally divided

between National and International markets. Apart from textiles, Bombay Dyeing also deals in chemicals.

#### **Activity 5**

- i) Personnel Department / Human Resource Development
- ii) Quality Control, iii) Customer Relations, iv) Marketing

#### **Activity 6**

1) i) Policeman

ii) Teacher

iii) Doctor

- iv) Bureaucrat / IAS Officer
- v) Social worker
- 2) These profiles are different from the first set of profiles which concern different professions. Given below are profiles of people who work in different departments of a typical business organization.
  - i) Research and Development / R&D
  - ii) Human Resource Development / HRD/ Personnel
  - iii) Marketing
  - iv) Sales
  - v) Finance/ Accounts

#### 2.9 Listening (tape script-1)

- i) I arrange training programmes for people working in my company.
- iii) I carry out market research to find out how our products are doing in the market.
- iv) I look after the complaints made by our customers.
- v) I make sure that goods are ready on or before the deadline.
- vi) I am responsible for making people aware of our products.
- vii) My job is to get orders for the goods sold by our company.
- viii) I look after the account work in my company.
- ix) I buy the raw materials for making our goods.
- x) I need to ensure that goods reach the customer from the warehouse of my company.
- xi) I design some of the products made by our company.

#### **Check Your Progress 7**

- i) Human Resource Development / Personnel
- ii) Marketing
- iii) After Sales / Customer Service
- iv) Production / Manufacturing
- v) Marketing
- vi) Sales
- vii) Finance



viii) Purchase Company Profiles/Jobs and Responsibilities

- ix) Dispatch / Transport
- x) Research and Development/Creative Team

#### 2.9 Listening (tape script-2)

- i) My main aim is to achieve all output targets of the company. I direct and control the factory staff to ensure that they work towards the deadlines given to them. I also need to see that workers carry out their responsibilities to the required standards. My job includes maintaining all relevant health, safety and hygiene standards at workshops. Besides, I develop all necessary policies and procedures to ensure that plant and equipment is effectively maintained to ensure maximum production efficiency.
- ii) My job is to input and extract data quickly and accurately using a computer terminal. For that I must select an appropriate program or software for data entry. I need to enter standard documents into the computer quickly and accurately using the keyboard. I also check data entered for accuracy and refer any queries to the supervisor or data originator.
- iii) Generally speaking, I study problems, and provide advice and guidance to a range of organizations on issues and problems relating to policies, organization, procedures and methods. I analyze client requirements and determine the most appropriate consultancy approach to meet these.

#### **Check Your Progress 8**

- i) Product manager ii) Computer operator
- iii Management consultant

#### **Check Your Progress 9**

- i) Carry out ii) Prepare
- iii) Identify iv) Carry out, analyze, identify
- v) Prepare, present vi) Maintain
- vii) Assist viii) Maintain
- ix) Develop

#### **Check Your Progress 10**

- A) i) Introduce a scheme
  - ii) Create a new designiii) Present your findings
  - iv) Publicize an awareness programme
  - v) Negotiate a settlement
  - vi) Document data
  - vii) Volunteer to do some kind of social service
  - viii) Maximize profits
  - ix) Examine new equipment
  - x) Survey the sales possibilities in an area

- B) i) **Introduced** a new method of dealing with paper wastage.
  - ii) **Created** an interior design layout for the office which improved functionality.
  - iii) Presented a new research project.
  - iv) **Publicized** the environmental awareness programme initiated by my company.
  - v) **Negotiated** price reduction of up to 25% with our new suppliers.
  - vi) **Documented** all news coverage of our company in the last 2 years.
  - vii) **Volunteered** to work in the home for the elderly on weekends.
  - viii) Maximized profits by 15% in the month of March.
  - ix) **Examined** the use of new safety equipment to minimize accidents on the production floor.
  - x) **Surveyed** a sample population of all departments to get inputs on improving the working conditions.

#### **Activity 7**

- A) 1) founded
  - 2) capital
  - 3) operation
  - 4) application
  - 5) assets
  - 6) entrepreneurs
- B) 1) activist
  - 2) sustainable
  - 3) currently
  - 4) fortnightly
- C) 1) listed
  - 2) operations
- D) 1) is in-charge of
  - 2) fitness freak
  - 3) enthusiast
  - 4) honoured
  - 5) ranked
  - 6) chosen
- E) 1) outstanding scientist
  - 2) national award
  - 3) women's development
  - 4) academic record
  - 5) Joint Director

The description of a Human Resource Assistant given below is to help you to understand the role and functions of this job. It is not part of his/her job description.

The Human Resources assistant assists with the administration of the day-to-day operations of the human resources functions and duties. The HR assistant carries out responsibilities in some or all of the following functional areas: departmental development, employee relations, training and development, benefits, compensation, organization development, executive administration, and employment.

This is a sample answer:

#### As an HR assistant I have partial responsibility for these areas:

- recruiting and staffing logistics;
- performance management and improvement tracking systems;
- employee orientation, development, and training arrangements and record keeping;
- assisting with employee relations;
- company employee communication;
- employee safety, welfare, wellness, and health reporting;
- maintaining employee files and the HR filing system;
- assisting with the day-to-day efficient operation of the HR office.

As a Human Resource Assistant I contribute to the accomplishment of Human Resource practices and objectives that will provide an employee-oriented, high performance culture that emphasizes empowerment, quality, productivity and standards, goal attainment, and the recruitment and ongoing development of an efficient workforce.

I also assist my company managers with HR issues.

#### Our primary objectives are:

- Safety of the workforce.
- Development of an efficient workforce.
- Development of the Human Resource department.
- Development of an employee-oriented company culture that emphasizes quality, continuous improvement, and high performance.
- Personal ongoing development.

## UNIT 3 GETTING READY FOR THE JOB MARKET AND ORGANISING A PORTFOLIO

#### **Structure**

- 3.0 Objectives
- 3.1 Warm Up
- 3.2 Reading Comprehension: Organizing a Portfolio
- 3.3 Vocabulary
- 3.4 Writing: Self-profile
- 3.5 Speaking: Presentation
- 3.6 Listening: Creating a Web-version of Your Portfolio
- 3.7 Grammar: The Present Continuous/ Progressive Tense
- 3.8 Let Us Sum Up
- 3.9 Answers

## 3.0 OBJECTIVES

In this Unit you will learn about the objectives of portfolio making. You will also learn:

- what a portfolio is;
- the difference between a portfolio and a resume;
- the importance of having a portfolio;
- what materials to collect for a portfolio;
- the order of documents in a portfolio;
- to arrange documents in a portfolio according to relevance for a job;
- to write a brief profile of yourself highlighting your strengths; and
- the importance of having a web-version of a portfolio.

Note: You may write 'resume' as we have done or résumé / resume'.

#### 3.1 WARM UP

#### **Activity 1**

1) Take a look at these pictures. What qualities of a person do you think each picture highlights?



ii)					Getting Ready for the Job Market and Organising a Portfolio
iii)					
v)		iv)			
2)	Now look	at the following character tra	its and deci	ide which pictures best it characteristics of your own.	
	i)	Creativity	ii)	Dedication	
	iii)	Communication skills	iv)	Spirit of Competition	
	v)	Teamwork	vi)	Ambition	
	vii)	Spirit of adventure	,		
3)		e a list of the strengths you ha	ve and sho	uld highlight, while applying	

## 3.2 READING COMPREHENSION: ORGANIZING A PORTFOLIO

#### **Activity 2**

#### **Pre-reading**

Before you read the text on Portfolios attempt the following questions. Then read the passage and check your answers.

1)	Is a portfolio just another name for a resume?
2)	Is a resume included in a portfolio?
3)	Can one put pictures into a portfolio?
4)	How long does it take to collect documents for a portfolio?

Usually, when you talk to someone who is preparing for an interview and ask him/her if his/her portfolio is up-to-date, the response you get is that of bewilderment. People do not feel that they need to prepare a portfolio.

Perhaps the answer to their question is, "No, a portfolio is not absolutely necessary. But if you want to give proof of your skills, get an edge, make an impact, or in short do everything possible to procure a job, then yes, you really do need a portfolio when you are called for an interview for a professional position."

How is a portfolio different from a resume?

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- A portfolio is not a resume. The first personal document in the portfolio is the resume.
- It contains tangible evidence of your skills and abilities.
- It may contain colorful graphics relevant to the skills required for the position sought.
- A portfolio is not sent out like a resume; it is usually taken along at the time of the interview.

A portfolio is a powerful interview tool for just about <u>all</u> job seekers. It is a visual representation of your abilities, skills, capabilities, knowledge, qualities – and it represents your potential. It presents tangible proof of your skills and abilities.

Physically, it is a collection of things that represent work-related events in your life. Remember that while pursuing hobbies or volunteer activities, or simply pursuing your interests, you probably developed skills that can now be extremely useful in a work-related environment. The portfolio provides "evidence" of your potential by demonstrating what you accomplished in the past.

#### Why is a portfolio worth the effort?

It helps you to:

- make focused preparation for interviews.
- convince others of your skills, abilities and qualities pertaining to the job requirement.
- showcase and hence communicate your skills clearly.
- demonstrate the results of your work.
- establish the habit of documenting your accomplishments and results.
- create a personal database.
- assess your own progress in your career development.

A portfolio can be an important learning tool for students to help them assess their learning and make it compatible to the employer's need for skilled and capable employees.

#### How do you make a portfolio?

You start by developing a portfolio "collection" that contains all of your artifacts. If you have written, developed, created or earned anything, you can file, print, frame, photocopy, photograph or digitize it. This is the stuff of which portfolios are made. These may include any of the following:

- Articles
- Awards
- Brochures
- College transcripts and degrees
- Drawings and designs
- Grants
- Letters of commendation
- Letters of reference
- Manuals and handbooks
- Merit reviews

- **Photographs**
- Presentations
- Programming examples
- Project summaries and reviews
- Scholarships
- Training certificates

These should be used according to their relevance to the position currently being sought, and should appear in chronological order.

The portfolio should be housed in a sturdy 3 ring binder with not more than 20 pages. This will allow you to add or subtract documents as needed. The binder should be neat and orderly, and the contents well organized.

The first page of the portfolio should be the index. This will give the interviewer a concise overview of what is actually contained in the portfolio. It will enable him/her to look at the documents of interest, and quickly get an idea of your achievements.

The first personal document should be your personal resume or curriculum vitae. This concise document should outline all relevant credentials, education, work experiences, and activities. The next section of the portfolio will include all certificates, commendations and other credentials. The most relevant or the most recently gained document should come first in this section. Following this should be educational degrees, achievements, recognition, or volunteer acknowledge-ments. This section may come prior to the credential file if a person is just entering the professional world, or just graduating from college. The remainder of the portfolio can be personalized from here.

The ideal portfolio is organized, neat, and presents a clear picture of who this person is that is applying for the position. It is important to remember that the interviewer is busy, so the portfolio should present a person in the best light without too many frills or time-consuming inclusions.

The portfolio, like the resume, should be fluid. Adjustments need to be made in it for each position sought. It is important to keep the portfolio updated and complete. At the back of your mind, keep looking for documents to add to your notebook. The portfolio is your best chance of demonstrating skills and experience to a prospective employer. Make sure you have one.

#### **Check Your Progress 1**

Ans	wer the following questions based on the reading text:
1)	How would you define a portfolio?

what are the basic differences between a portiono and a resume:	Getting Ready for the Jo Market and Organising Portfoli
Name four qualities that a portfolio can represent.	
How does building a portfolio act as a learning tool for students?	
Trow does building a portiono act as a rearming tool for students.	
How should artifacts be placed in a portfolio?	
When should a person start collecting artifacts for his portfolio?	

#### 3.3 **VOCABULARY**

#### **Check Your Progress 2**

2)

pages.

1)	Find a word in the reading text that is similar in meaning to each of the following words/phrases:			
	i)	Results that are easy to see so there is no doubt.		
	ii)	Evidence that shows people your abilities		
	iii)	Ornamental objects of no great value		
	iv)	Arranged in order of time of occurrence		
	v)	An object produced or shaped by human craft		
	vi)	An official award or a recommendation		
	vii)	Expressing much in few words		
	viii)	Coming before		
2) Look at the following sentence from the Reading Passage:			age:	
	The p	ortfolio should be <u>housed</u> in a sturdy 3 ring binder with not more than 20		

As you are aware the verb housed is derived from the noun house. There are other such words which are normally nouns but are sometimes used as verbs. Some of these words are carpet: carpeted, elbow: elbowed and so on.

Fill in the blanks with the correct form of the words in the box.

mot pilo	1	captain butter	carpet bud	pocket shoulder
i)	I want my room			
ii)	We	down to Luc	know.	
iii)	Не	the plane in	a skilful manne	r.
iv)	Who will the team?			
v)	We	up for the ti	ckets.	
vi)	After his father's dea	th, he	all the respon	sibilities.
vii)	Let me	the toast		
viii)	Plants	in spring.		
ix)	Не	all the money	and left.	
x)	His last question con	npletely	me	<b>.</b>

#### **WRITING: SELF-PROFILE** 3.4

#### **Activity 3**

Now write a brief, one-page profile of yourself. You may add this profile to your portfolio. If you are not working yet, you may write a profile of a friend who does. Use the framework as a guideline:

Getting Ready for the Job Market and Organising a Portfolio

- Current job profile
- Responsibilities you are required to undertake in this job
- Skills required to fulfill these responsibilities
- Brief outline of previous jobs and special skills developed in the period
- Educational qualifications
- Extra-curricular activities in college and school, highlighting the skills they helped develop
- Awards, scholarships, special commendations received during student life
- Career path you would like to chart out for yourself in the next five years

**Note:** With relevant changes corresponding to each job you apply for, this profile may also be used as a cover letter. If you already have a job, or have held one earlier, you should highlight the first four points mentioned above, and mention the others briefly. For first-time job seekers, however, it is important to emphasize your educational background, field work, surveys, projects and major activities. You should be able to highlight how everything you did honed some skills, which can now be used to advantage in a professional environment.

	Application Letter
	Жани:
	Filipina
	: ===
	: ===
	:
	•
·····	

## 3.5 SPEAKING: PRESENTATION

#### **Activity 4**

Make a presentation to your class/friend on why you think it is essential to have a portfolio while applying for a position in an organization.

## 3.6 LISTENING: CREATING A WEB-VERSION OF YOUR PORTFOLIO

#### **Activity 5**

Listen to an expert talking to you about **creating a web-version of your portfolio**, and answer the questions given below. You can listen to the audio two to three times, if needed.

1)	Why is it especially beneficial for a web designer or a software engineer to have a portfolio website?		
2)	Why must you be careful while choosing a free website to create your portfolio?		
3)	How is it easier to show a client your expertise in a field in a web portfolio?		
4)	Why do you need to keep checking your portfolio website regularly?		
+)	with do you need to keep elecking your portions website regularly:		
	Can you complete the following sentences based on what you heard in the audio?		
	i) Having a portfolio in a web format demonstrates		
	ii) A portfolio is always work in		
	iii) Artists can use the web portfolio to		
	iv) You must mention the link to your portfolio in your		

#### Getting Ready for the Job Market and Organising a Portfolio

## 3.7 GRAMMAR: THE PRESENT CONTINUOUS/ PROGRESSIVE TENSE

Look at the following sentences:

- i) We are sending back the defective pieces.
- ii) What are you doing in London?
- iii) Mrs. Kamath is away on sick leave, so I am organizing the event.

The present continuous is formed by using the present tense of the auxiliary verb be and the -ing form of the verb.

#### **Functions of the Present Continuous:**

#### Moment of Speaking

The present continuous is used to talk about an activity taking place at the moment of speaking. Example:

I'm afraid Dr. Bhardwaj is not available at the moment. She *is talking* to a patient on the other phone.

#### Current Projects:

The present continuous is used to talk about actions or activities and current projects that are taking place over a period of time, even if they are not taking place precisely at the moment of speaking. Example:

'We may be able to sell some of the unpopular colours at a discount and get the edges interlocked at our factory. We *are sending* back the defective pieces'

#### • Temporary situations:

The present continuous is used to indicate that an action or activity is temporary rather than permanent. Example:

Mrs. Kamath organizes our events. She is on sick leave, so I am organizing them.

#### • Future events:

It is used for future events that are part of an arrangement or a plan, at a more informal and personal level. Example:

Suresh is having a party this weekend.

#### **Check Your Progress 3**

1) Put the verbs in the box into the present continuous in the blanks given below:

lead	spend	have	prepare
deal	make	get	affect

i)	Take these figures to Jasmeet. He needs them for the presentation he
ii)	At the moment we a training video for Indian Telecom.
iii)	I with enquiries about our new car while Suresh Kapai is away on vacation.

iv) Cheap imports ......to the closure of a number of inefficient factories.

v)	Roshan: How's business?			
	Binoy: Not that good? The recessionus. Peol(not) very much and we (not) many new ord			
vi)	Kiran is upstairs with Dhruv and Shiv. They	. a		

2) Fill in the blanks with the simple present or the present progressive verbs.

meeting about the new catalogue.

Fitshoes was founded fifty years ago, and they i (manufacture)
and ii(supply) shoes to several large companies. They iii
(conduct) market surveys to find out the needs of the customers. At the moment,
they iv (work) round the clock, to complete an order of 20,000 jogging
shoes for the Health Day marathon. The next order is for export to USA. The
chairperson of Fitshoes v(have) discussions with the Americans to find
out what kind of shoes they vi(require).

### 3.8 LET US SUM UP

In this Unit you learnt about the importance of portfolios in job searches. A portfolio helps you to highlight your strengths as it presents a visual and tangible evidence of your skills and achievements. It has become increasingly important to have a portfolio when applying for a job.

Collecting a portfolio is not a one-day job; it is something you do over a period of time, as you achieve milestones in all you undertake to do. These are not just about the proof of what you have done but the special skills you acquired in the process. A portfolio is always a piece of work in progress. This means it is important to keep updating it regularly. House your portfolio in a three-ring binder, so that it is easy to add or subtract documents according to need. Do not let your portfolio exceed twenty pages.

It is important to index the documents in your portfolio so that a potential employer can easily locate in it the documents that are of greater relevance to the job you are seeking.

Remember the first personal document in your portfolio is always your resume, followed by credentials, and then educational degrees, volunteer work, etc. Place your documents according to their relevance to the job you are aspiring for. Having a webversion of your portfolio is an added advantage as it creates an impressive visual impact, demonstrates that you are tech-savvy, and is easy to access.

The vocabulary exercises and the grammar activities are given to help you to improve your word-power and acquire fluency in the language.

#### 3.9 ANSWERS

#### **Activity 1**

- 1) i) Team spirit, warmth, friendliness, jubilant
  - ii) Sportsmanship, competitive spirit, ambition, spirit of adventure, fearlessness
  - iii) Multi-tasking, hardworking, flexible, willing, dedicated
  - iv) Innovative thinking, creativity, imaginative
  - v) Good communication skills, good interpersonal skills, supportive, friendly

#### **Activity 2**

- No, a portfolio is not a resume. A portfolio is much more comprehensive than a resume. It is a compilation of documents that are a tangible proof of a person's achievements and skills.
- 2) Yes, the resume is the first document in the portfolio.
- 3) Yes, the portfolio can include pictures that document one's skills and achievements.
- 4) Collecting documents for a portfolio is an ongoing process. One should add all documents to it that can be used to highlight one's personality. You, however, need to edit it for each job application.

#### **Check Your Progress 1**

- A portfolio is a visual representation of a person's abilities, skills, capabilities, knowledge and qualities. It presents tangible proof of these skills and abilities in the form of artifacts, certificates, and other documents. The portfolio provides evidence of a person's potential by demonstrating what s/he accomplished in the past.
- 2) **A resume** is a concise document that outlines all of a person's relevant credentials, education, work experience, and activities. It does not include any additional documents.
  - **A portfolio** has detailed proof of these credentials in the form of documents. It may also contain photographs. A resume is always the first document in a portfolio.
- 3) Some qualities that a portfolio can represent in the form of documented evidence are a person's abilities, skills, knowledge and potential.
- 4) It helps to form the habit of documenting your accomplishments and to make a focused preparation for interviews. It also helps you to assess your own progress in career development and compare it to the employer's requirements.
- 5) The portfolio begins with an index. The first document in a portfolio is always the resume. The next section contains certificates, commendations and other credentials. The third section of the portfolio has all educational degrees, achievements, extra-curricular activities, volunteer work, etc. The final section contains personal information in brief.
- 6) A portfolio collection is developed over a period of time. It is always work in progress and should be updated regularly. Whenever you develop, create, write or do anything that could be of value to you in your work, you should file its documents as part of your portfolio collection.

#### **Check Your Progress 2**

1)	i)	Results that are easy to see so there is no doubt	Tangible
	ii)	Evidence that shows people your abilities	Credentials
	iii)	Ornamental objects of no great value	Frills
	iv)	Arranged in order of time of occurrence	Chronological
	v)	An object produced or shaped by human craft	Artifact
	vi)	An official award or a recommendation	Commendation
	vii)	Expressing much in few words	Concise
	viii	Coming before	Prior

2) i- carpeted, ii- motored, iii- piloted, iv- captain, v- queued vi- shouldered, vii- butter, viii- bud, ix- pocketed, x- floored

#### 3.6 Listening: Creating a Web-Version of your Portfolio (Tape script)

With the ever-increasing popularity of the Web, it is advantageous for you to know how to design web pages. Consider creating a web version of your resume, with links to your digitized portfolio. It's an excellent way to display your work and impress potential employers. Placing your portfolio into a web format is extraordinarily powerful. It demonstrates that you are current and contemporary. The visual impact is striking.

Portfolio websites are especially useful for photographers and artists looking to display photos, sketches, paintings or prints on the web. If you are a writer, it can contain writing samples. It makes perfect sense for a web designer, software engineer or writer of online content, to have a web site that shows their previous work. If this is the method in which you work, what better way to present yourself than online?

Remember that your portfolio is a work in progress. You don't need to upload everything at once. Take it one step at a time and take the time to create a professional, polished portfolio. Keep your portfolio current. Check to make sure everything is in working order on a regular basis. That means no broken images or broken links to other sites or outdated information. If you have a link to your email address, test it to make sure it works.

Add a link of your portfolio to your resume and mention it in your cover letters so employers can access the information quickly and easily.

You just need to keep a few things in mind when building your online portfolio:

- If you decide to use a free website to create your portfolio, be mindful of domain names and free websites that offer you space for your site. Many free sites also use banner ads to support their sites and you have no control over what type of ad might be displayed. You would not want a hiring manager to see a pop up of Madonna on your portfolio!
- Use images and color, but keep it neat and clean.
- Edit and update as you come across new jobs that fit your interests. When you refer a potential employer to your website, you will be able to refer them to specific web pages that demonstrate the expertise they are seeking.

#### **Activity 5**

- 1) Because it shows their previous work.
- 2) Many free sites use banner advertisements to support their sites and you have no control over what type of advertisements might be displayed. This may sometimes turn out to be embarrassing.
- 3) When you refer a potential employer to your website, you can refer them to specific web pages that demonstrate the expertise they are seeking. This is easier than sifting through papers.
- 4) You need to check your website regularly to make sure everything is in working order and to ensure there are no broken images or broken links to other sites or outdated information. Also, if you have a link to your email address, you should test it regularly to make sure it works.

- 5) i) Having a portfolio in a web format demonstrates that you are current and contemporary.
- Getting Ready for the Job Market and Organising a Portfolio

- ii) A portfolio is always work in **progress**.
- iii) Artists can use the web portfolio to **display photos**, **sketches**, **paintings or prints**.
- iv) You must mention the link to your portfolio in your **cover letter and resume**.

#### **Check Your Progress 3**

Missing words are given in **bold**.

- i) Take these figures to Jasmeet. He needs them for the presentation he is preparing.
- ii) At the moment we **are making** a training video for Indian Telecom.
- iii) I **am dealing** with enquiries about our new car while Suresh Kapai is away on vacation.
- iv) Cheap imports are leading to the closure of a number of inefficient factories.
- v) Roshan: How's business?
  - Binoy: Not that good? The recession is affecting us. People are not spending very much and we are not getting many new orders.
- vi) Kiran is upstairs with Dhruv and Shiv. They **are having** a meeting about the new catalogue.
- 2) i- manufacture, ii- supply, iii- conduct, iv- are working, v- is having, vi- require

# UNIT 4 RESPONDING TO ADVERTISEMENTS

#### Structure

- 4.0 Objectives
- 4.1 Warm Up Writing a CV and Letter of Application
- 4.2 Reading Comprehension: What is a CV?
- 4.3 Vocabulary: Sub-heads in a CV
- 4.4 Writing: Writing Your Own CV
- 4.5 Writing Applications
- 4.6 Accepting an Offer
- 4.7 Declining an Offer
- 4.8 Grammar: Simple Past Tense
- 4.9 Warm Up Responding to Advertisements
- 4.10 Listening Comprehension
- 4.11 Reading Comprehension
- 4.12 Speaking
- 4.13 Writing
- 4.14 Let Us Sum Up
- 4.15 Answers

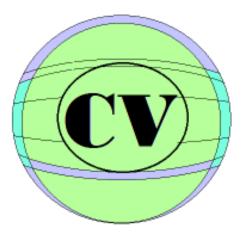


If you are looking for a job, or wish to change your job, you will probably have to write a number of letters, particularly letters of application that you will send along with your curriculum vitae (CV). The other types of letters may be requests for references, follow-up letters when you receive no reply to an application, and letters accepting or rejecting an offer of a job. In this section we shall discuss some of these letters, but shall pay the most attention to the letter of application. This letter requires a special effort, as you have to convince your reader that you deserve to be called for an interview.

In this unit you will learn how to respond to various types of advertisement that job seekers may be interested in. You will also learn:

- about the contents you need to included in your response;
- the essential features of a good and satisfactory response; and
- different techniques of writing your response.

And, while learning all these, you will also be getting training and practice in all the four skills of English language viz. Listening, Speaking, Reading, and Writing including note-making/note-taking, vocabulary and grammar.



## 4.1 WARM UP – WRITING A CV AND LETTER OF APPLICATION

#### **Activity 1**

Imagine that you are the manager of a fast food outlet in Delhi. You are looking for a young person to take orders at the customer counter. You have received many CVs in response to your job advertisement.

Put a tick against the personal information necessary to select the right candidate:

Name

- Sister's name
- Date of birth
- Favourite food
- Contact address
- Email
- Passport number

## **4.2 READING COMPREHENSION: WHAT IS A CV?**

Read the following passage on what a CV is and how it should be written.

Your curriculum vitae (CV) is your most important weapon when it comes to job hunting. With your CV or resume you will be able to promote yourself.

A prospective employer will often make a snap judgment as soon as they read it. Even the most qualified people on the planet can find themselves rejected if the resume fails to come up to scratch. So how can your CV catch the attention of an employer?

Avoid making it too fancy and complicated. You only have about five seconds to grab the attention – if it is too clever and unreadable it will go in the bin. Don't try to make jokes and never criticize previous employers.

#### CV length

There are no set rules governing the length of your CV – this will be decided on the basis of your career history, education and achievements. If possible, try to keep it to one page, but if this looks too crowded then spread it out over two sheets. If you write more than this, the employer has too much to read.

Everyone has a different theory when it comes to the design of a CV. Don't make your design very complicated; just make sure everything is clearly marked. Include your career, progress, education and achievements prominently so your prospective employer doesn't have to search.

#### Here is a basic format:

- Start off with your name, address and contact details clearly listed at the top of the page.
- Follow this with a profile of yourself which should include an outline of your skills, experience and immediate career goals.
- After this you can put in your career history in reverse chronological order over the past 10 years – with brief descriptions of your responsibilities and achievements.

• Then comes education, interests/personal details and references.

#### Remember to include:

- Career history
- Skills and strengths
- Awards and achievements
- Contact details

#### Stick to the truth always

Make sure your CV is printed on good quality A4 size paper and never attach extra documents, letters or certificates. You can take these along for the interview. Read and re-read your CV, and then ask a friend or family member to read it as well. Make sure there are no spelling errors or coffee stains on the CV as these will give an extremely bad impression. It is important to be truthful. Never try to smudge dates and jobs to hide periods of unemployment. A basic check will expose your deceit and ruin any chance of getting the job.

Follow all instructions on the job advertisement. If they want four copies of your CV, then you should send four. It is also important send it on time. Once again, remember your CV is the **first impression** that an employer has of you.

#### **Check Your Progress 1**

No	w answer the following questions:
1)	How does a CV help in job hunting?
2)	Why is it important to keep your CV simple and readable?
3)	How long should your CV be?
4)	In which section will you include your career goals?

5)	What do you need to keep in mind while describing your career history?	Responding to Advertisements
5)	How can a friend help by reading your CV?	
)		
7)	Should you hide that you were unemployed for six months?	
4.	3 VOCABULARY: SUB-HEADS IN A CV	

Although a CV can be organized in many different ways. Most prospective employers would expect to see the following headings.

Education	Referees	Personal Details	Profile
Additional Skills	Interests	Professional Experie	nce

#### **Activity 2**

Tarini Sharma is compiling her CV. She has collected the relevant details. Now she has to organize them. Look at the following points and decide which heading Tarini should put them under. First one is done for you.

- i) Fluent in English = Additional skills
  - Interests
  - Additional skills
  - Education

- ii) Pop music and dancing
  - Interests
  - Additional skills
  - Personal details
- iii) Prof. D. Solanki, University of Delhi
  - Personal details
  - Profile
  - Referees
- iv) Able to work well in a team
  - Profile
  - Personal details
  - Interests
- v) Responsible for supply chain management
  - Additional skills
  - Interests
  - Professional experience
- vi) Thomas Cook Travels Assistant Project Manager (2009 to date)
  - Personal details
  - Interests
  - Professional experience
- vii) Computer literate
  - Interests
  - Professional experience
  - Additional skills
- viii) Date of birth 4 May, 1987
  - Personal details
  - Profile
  - Professional experience

#### 4.4 WRITING: WRITING YOUR OWN CV

Using all the information you've gathered on writing CVs in this unit, write a good CV for yourself. Keep in mind the ideal job that you're looking for, perhaps as a Sales Manager in an organization. Before you actually start writing, organize the points under the various headings of a good CV.

If you are writing a CV for the first time, include any work experience that you have. This could be unpaid, voluntary, summer job(s), internship or extra-curricular activity. You can use the following template to write your CV. Feel free to make changes to the template according to your needs.

### Responding to Advertisements

#### 4.5 WRITING: APPLICATIONS

References

Whenever you send a copy of your curriculum vitae to an organization where you are looking for a job, you should also send a personal covering letter, which is known as the letter of application. The two are sent together, and you should consider them inseparable, even if you are answering an advertisement that asks for only the curriculum vitae. This letter supplements your curriculum vitae in that it provides information that is not usually included in the curriculum vitae, or cannot be fitted in it for lack of space. A letter of application, therefore, is an elaboration and an explanation of the facts that you list in your curriculum vitae.

There is an important difference between a letter of application and a CV. The CV is a straightforward, factual presentation of the facts relating to your education, work experience and other qualifications. In the covering letter you have a chance to interpret these facts, and show how they are particularly relevant to the position you

are applying for. So your letter goes beyond merely saying that you have certain qualifications; it shows that your qualifications are appropriate to a specific job and organization. And your aim in the letter should be to offer your reader several convincing reasons why s/he should talk to you in person in connection with your application. Therefore, your letter and curriculum vitae together explain your qualifications. They also provide an evidence of your ability to select appropriate information and organize it for a reader. An effective presentation can easily make even average qualifications appear quite impressive. A poor presentation can just as easily make excellent qualifications look ordinary.

Your letter of application must attempt to do three things:

- i) catch your reader's attention favourably,
- ii) convince your reader that you are qualified for the position,
- iii) ask for an interview.

You should try to achieve the three objectives in a one-page letter.

If you are applying for a *specific* job which has been advertised, identify the job by title, and state where you came to know about it. Remember that an organization may have advertised for several jobs on the same day, in the same newspaper or professional journal. If you do not specify which job it is that you are applying for, it will confuse your reader, and give him/her sufficient reason to move on the next application. Some of the ways you could begin are:

I am interested in applying for the post of ...... which was advertised in The Times Hindu on 21 June, 2....

In answer to your advertisement in The India Times of 21 June, 2..., I wish to apply for the post of ...... in your organization.

Your advertisement in The Times Hindu of 21 June, 2.....for a production manager interested me because your requirements closely parallel my work experience.

There may be occasions when you may be exploring the possibility of a suitable job in different organizations. Then, you should explain that you are seeking a particular kind of job and are writing to inquire whether the organization has any openings for such a job.

#### Example:

I am looking for a responsible position in the sales department, where my training in marketing and experience in selling consumer goods may prove useful. I would be interested in exploring the possibility of obtaining such a position in your firm.

Once you have begun your letter (i.e. stated the title of the job and indicated where you came to know of it), your aim should be to convince your reader that you are suitable for the job. You, therefore, need to explain how your experience and skills qualify you for the job.

In your curriculum vitae, you would have listed the basic facts relating to your education, experience and special skills. In your letter, you will have to show your reader what these facts mean by placing them in the specific context of the job you are applying for. For instance, if you are applying for a sales job, indicate that your previous job has taught you to present a product line effectively. If you are applying for a job as an office manager, indicate any supervisory experience you may have

Responding to Advertisements

had. However, if you are applying for your first job, highlight how your education matches the job and show your capacity for hard work and taking initiative. Example:

In answer to an advertisement for the job of T.V. service mechanic in a private organization:

I have experience of precisely the kind of work that the post you advertised entails. I have a diploma in T.V. Repair from I.T.I. After taking the diploma I was an apprentice with Alfa Televisions for six months, where I was given responsibility of repairing and selling T.V. sets. During this period I also repaired many DVD players.

You may want to enter into an entirely new field in which you lack experience. In that case you should frankly admit that you are inexperienced. At the same time you should give persuasive reasons why you wish to change your job, and show your keen interest in the new area that you wish to enter. Example:

At the moment I am working as a clerk in a government office. I do not find the work particularly interesting, and wish to make a career in sales.

Although I lack previous experience, I think I have the necessary personal qualities to be successful in this field. I enjoy traveling and meeting people. My academic record is good. Moreover, the officer under whom I work at present will be able to testify to my willingness to learn and work hard. In order to make myself more efficient in this field, I have completed a Distance Education course in marketing.....

The final part of your letter is to ask your reader to do something for you. In a letter of application this is the place to request for an interview. Now, it is obvious that the aim of your letter is to ask for an interview. Therefore, the important thing is not what you ask for, but how you do it. The point is to do it tactfully, without appearing to beg or demand.

Don't write in any of the following ways:

- I hope that my letter receives your kind favour and you will give me a chance to appear for an interview.
- I am sure that when you have reviewed all the applications for this position, you will see that I am the best qualified for this job.

Try to be polite but direct; ask for what you want like this:

I will appreciate an opportunity to talk to you in person about the position of....in your company and will be available for an interview at your convenience.

If my application is considered, I shall be available at any time to suit your convenience, though I would need a little notice in order to make travel arrangements.

The last paragraph of your letter is also the place to state any restrictions on when you will be available for an interview, or special instructions about how to contact you. Examples:

I will be happy to meet you at your convenience and provide any additional information you may need. You can contact me either at my home address or at 033-2324643 during regular business hours.

Could you fix an interview to discuss my qualifications in more detail? With a week's notice I can arrange to travel to Mumbai at your convenience.

You must make sure that you type your letter and avoid all errors.

#### **Check Your Progress 2**

- Given below are sentences taken from an application for the post of a sales officer. Rearrange the sentences in the correct order, and organize them into separate paragraphs.
  - My present job requires me not only to sell goods but also to keep an account of the sales.
  - ii) I am twenty-seven years old and have a diploma in marketing.
  - iii) I am interested in applying for the post of a Sales Officer which was advertised in *Express India* on 21 June, 2.....
  - iv) I enclose my curriculum Vitae, and will be happy to give you any further information that you require.
  - v) You can contact me either at my home address or at 984112341 during regular business hours.
  - vi) The reason I wish to leave this job is that I find the office routine too monotonous for me.
  - vii) I have been working in a department store for the last three years, where I have often been sole in charge of the shop.

viii) Since the job advertised involves traveling and meeting people, it would

suit my abilities and temperament better.			

.......

2) Given below is a letter of application for the post of Secretarial-Assistant in a commercial organization. The beginning and the end of the letter are missing. Complete the letter by filling in the gaps.

Responding to Advertisements

16, Wazirpur, Khelgaon, Lucknow-226004

	Manager,			
Chand Book H				
Lucknow-226 (	006.			
Dear Sir,				
Dear Sir,				
		• • • • • • • • • • • • • • • • • • • •	•••••	
•••••	•••••			
•••••	• • • • • • • • • • • • • • • • • • • •	•••••	•••••	
National Open secretarial cour Writing, Busine	University with a see at the Institute ess English, Shor in Computer App	an A Grade. In A Grade. In A Grade. In a function and Typelication offered	have also completed by the last of the las	I studied Business that I also took a
•				

3) Here is an advertisement that appeared in India Times on 7 July, 2... Keeping in mind the format discussed in this unit write an answer to the advertisement.

#### **MARKETING MANAGER - PHARMACEUTICALS**

A new pharmaceutical unit requires a dynamic marketing manager. The incumbent shall have full responsibility for sales promotion and will be required to formulate and implement marketing strategies.

Applicants should have 3-5 years' relevant experience.

Attractive salary and perks will be offered.	Applications giving full bio-data and
past record may be sent within 10 days to:	

Dhana Pharmaceuticals Pvt. Ltd. 47/G-5, Boundary Road,			
Civil Lines, Meerut city, India			
dhanapharma@gmail.com			
		•••••	
		•••••	
•••••	• • • • • • • • • • • • • • • • • • • •	• • • • • • • • • • • • • • • • • • • •	

#### 4.6 ACCEPTING AN OFFER

If you are offered a job that you would like to take up, you must write a brief letter of acceptance as soon as possible, certainly within a week. The format of the letter is simple.

- Begin by thanking the person for giving you the job. Then, accept the job that you have been offered. Take care to identify the job by title.
- In the second paragraph you should specify when you would like to take up the post.
- Conclude the letter with a statement that you look forward to working for your new employer.

Some of the ways in which you could begin a letter of acceptance are:

Thank you for your email of 6<sup>th</sup> May, 2......offering me the post of Storekeeper in your company, which I am glad to accept.

Thank you for your offer for the post of ...... in your ...... I have great pleasure in accepting the offer.

Some of the ways in which you could conclude your letter are:

- I look forward to what I am sure will be a rewarding future with Exact Time Watches.
- I am looking forward to working with your company.
- I feel very happy to have obtained this appointment and assure you that I shall do my best to make a success of my work.

#### **Check Your Progress 3**

Imagine a situation where you have received a letter from General Television saying that you have been selected for the job you applied for. Given below is the main part of the letter. Write a letter accepting the offer.

#### GENERAL TELEVISION PVT. LIMITED

#### **64, Asaf Ali Road,** New Delhi-110 002 India

May 16, 2....

Dear Mr. Hussain

I am pleased to be able to offer you the post of a Technical Supervisor in our company.

As we discussed during our talk with you, your initial salary will be in the scale of Rs. 20,000-40,000. You will also be entitled to the regular perks that we give to our employees.

If you accept this offer, please let us know how soon you can join our office.

With best wishes.

Sincerely yours, R.N. Saxena (Personnel Manago	,		
		• • • • • • • • • • • • • • • • • • • •	 

#### 4.7 DECLINING AN OFFER

While searching for a job, you may have applied to several organizations and may as a result receive more than one offer. You will then have to select the job which is most attractive to you, and write your letter of acceptance. To the other employers, you must write a letter of refusal immediately.

When writing such a letter, begin by giving a thought to your readers. Remember that they have invested some time and effort in you, compared you with other applicants, and found you the best person for the job. They may have counted on your accepting the job. If you refuse the offer they will have to do some of their work over again.

Therefore, in your letter of refusal, you must be tactful and courteous. Try to give honest and sincere reasons for your refusal. If you have accepted another offer, say so, and explain why. Do everything to ensure that you and your readers part company as friends.

You may begin the letter by first thanking them for offering you the post. Then make a reasonable excuse for not accepting the offer. Examples:

Thank you for your letter of offering me the post of in your organization. I am sorry I am unable to accept this offer as
Thank you for your offer for the post of in your I am afraid I am unable to accept your offer as

A more unconventional but equally polite way of rejecting an offer is as follows:

I enjoyed talking with you about your opening for ........... and was gratified to receive your offer. Although I have given the offer serious thought, I have decided .............

One of the ways in which you can conclude your letter is:

I appreciate your offer and I am sure I would have enjoyed working for your company, however......

#### **Check Your Progress 4**

Read the letter given in the exercise under Check your Progress 3 offering you the joof a Technical supervisor. Write a letter in reply, refusing the offer.

#### 4.8 GRAMMAR: SIMPLE PAST TENSE

#### **Activity 3**

Tick the sentences which are correct. Say why the others are wrong.

- i) Before the wheel was invented, people have traveled long distances on the backs of animals.
- ii) I go to a very interesting presentation last week.
- iii) Yesterday, a fire broke out in a cloth shop.
- iv) The fire has destroyed all the other shops in the market.
- v) The door opened suddenly and armed men rushed in.
- vi) Did you checked the figure?

**Form:** The Simple past (positive) is formed by using the past tense form. Regular verbs add **-d** or **-ed** to the bare infinitive to form the past tense. For negatives and questions we use the auxiliary **did** and the infinitive.

I/you/he/she/it/we/they worked / did not (didn't) work.

Did I/you/he/she/it/we/they work? (Yes, I/you/etc. did./No, I/you/etc. didn't.)

The verb **to be** follows a different pattern.

I/he/she/it was/was not (wasn't)...

We/you/they were/were not (weren't)...

Was I/he/she/it ...? (Yes, I/he/she/it was. / No, I/he/she/it wasn't.)

Were we/you/they ...? (Yes, we/you/they were. /No, we/you/they weren't.)

We use the Simple Past Tense for an action or an event that occurred at a definite time in the past and is over at the time of speaking. Adverbs of time are commonly used:

Yesterday	on Monday	last week	in the 1960s
at 6:30	in January	a few days ago	

#### **Example:**

- 1) Your advertisement in *The Times Hindustan* of 21 June, 2... for a production manager **interested** me because your requirements closely parallel my work experience.
- 2) First meeting of the MD and the Managers of all Departments **held** on **Tuesday** 29<sup>th</sup> January, 2...

We use the simple past to refer to an action which took place over a period of time in the past, or which took place regularly and repeatedly, but is over now.

- Manager (Sales) **reported** that the figures of the last quarter had been delayed...
- William (Bill) H. Gates was the Chairman of Microsoft Corporation.
- During this period I also **repaired** many DVD players.

be

#### **Activity 4**

eat

ix)

x)

1) Use the verbs in the box to complete the sentences. Some of the sentences are positive statements, some are negatives and some are questions. You may use some of the verbs more than once.

visit

start

go

realize	accept	complain	place	ring
i)	you	the Red F	Fort when you	went to Delhi?
ii)	On Monday, last week, the tenth class students their board examination.			
iii)	I her u	p yesterday, but sl	he	at home.
iv)	I am writing with last month.	reference to the o	order I	with you
v)	Last week a numl service.	per of customers _		about the tardy
vi)	Oh I am sorry. I _		you ł	nad visitors.
vii)	When	they	the n	new company?
viii)	When	_ you	abroad las	t year?

She \_\_\_\_\_ the job because the timings didn't suit

We \_\_\_\_\_ the food as it had gone bad.

	where possible.
	For example:
	My father's name is Shri Virender Sahgal. He went to University in 1973, where he studied Architecture. He graduated in 1978 and started his own architecture firm.
11	O DECDONDING TO ADVEDTICEMENTS
4.9	9 RESPONDING TO ADVERTISEMENTS
1)	Where might you read the following words and phrases? Who do you think migh have put it and where? Why do you think the person has put it there? What do you think the person is like? Say as much as you can about this person.
	WANTED ONE-ROOM SET
2)	In which of the following ads. do you think young students and/or job seekers would be interested? Why? Why not? Justify your answer.
	- Wanted Wife
	- Situations Vacant
	- Part-Time Job Available
	- Study Abroad
	- Wanted Room Mate
	- Passport Services Rendered
	- Available Paying Guest Accommodation
	- Sanitary and Hardware Fittings
<u></u>	· ·
4.	· ·
	· · · · · · · · · · · · · · · · · · ·
	10 LISTENING COMPREHENSION
Act	10 LISTENING COMPREHENSION  tivity 4  Read the following questions that you have to answer while you are listening to
	10 LISTENING COMPREHENSION  tivity 4  Read the following questions that you have to answer while you are listening to the conversation (tape script-1).
Act	tivity 4  Read the following questions that you have to answer while you are listening to the conversation (tape script-1).  i) Why does Preeti arrive late for the class?

ii)	What	sort of help does Preeti seek from her class teacher?	Responding to Advertisements
ix)	How 1	many bedrooms are there in the flat advertised?	
	•••••		
x)	In wh	ich area of the town is the accommodation located?	
	•••••		
	•••••		
xi)	Who s	suggests the ideas and their organization for drafting the letter?	
	•••••		
No		1 to the conversation carefully and tick the most suitable answer from	
		s given below:-	
i)	Pree	eti arrived late for the class because:	
	a)	She was reading ads in the newspaper in the reading room.	
	b)	Preeti lost her watch in the reading room.	
	c)	She was talking to her friends about an ad in the newspaper.	
ii)	Pree	eti seeks help from her class teacher in:	
	a)	finding a suitable accommodation.	
	b)	helping her to locate the advertiser's address.	
	c)	drafting a suitable response to the ad.	
iii)	The	flat advertised has:	
	a)	Three bedrooms on the ground floor.	
	b)	Two bedrooms on the first floor.	
	c)	Four bedrooms with two toilets.	
iv)	The	accommodation is located:	
	a)	Near The India Times.	
	b)	Near the University area.	
	c)	In the most modern area of the town.	
v)	The co	ontent and organization for drafting the letter are:	
	a)	elicited by the teacher from the class.	
	b)	written on the board by the class teacher.	

taken from a letter-writing book.

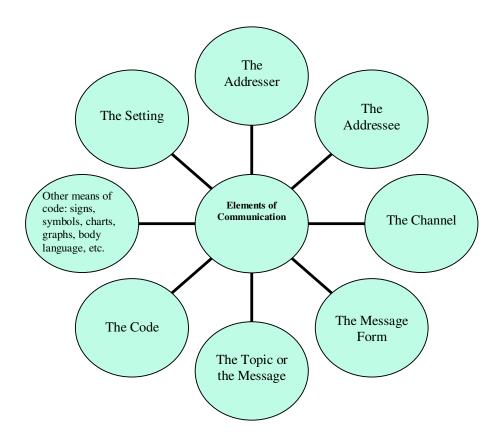
c)

2)

#### 4.11 READING COMPREHENSION

Read the text given below and **answer** the questions that follow. (Read fast; do not stop at words/phrases you do not understand. Keep reading, guessing the meanings of difficult words/phrases from their shape, form, and context and try to get the gist of what the writer has to say).

- 1) There are various types of advertisements and they appear in varied forms and at various places. There are advertisements for jobs, accommodation, study abroad, passport and immigrations services, hobby classes and so on, and these can appear in newspapers, journals; on notice boards, internet and others. Some of these advertisements can be of interest to young students and job seekers and they may want to respond to these. But before one responds one also checks out if s/he is eligible to apply with regard to qualifications, experience, age and other terms and other conditions laid down by the advertiser and it is only then that one thinks of responding to the ad.
- 2) Responding to an advertisement is a form of communication with the absent advertiser and hence it ought to meet all the essential requirements of such a communication which according to Dell Hymes are dictated by the following elements of communication:-



- i) The Addresser: The person who originates the message; the sender of the communication
- ii) The Addressee: The person to whom the message is addressed; the receiver of the communication
- iii) **The Channel:** The medium through which the message travels. For example, we can write or speak out our message. We can write a letter, send an email, or make a telephone call, or talk face-to-face in person.

Responding to Advertisements

- iv) **The Message Form**: By message form we mean the selection of particular words and structures of the message.
- The Topic or the Message: the content of the message; what is being communicated.
- vi) **The Code**: This word 'code' refers to the language or dialect of the message. This code could be any of the natural languages French, Hindi, English or any other natural language.
- vii) In addition to code (language), we can also use other means of communication as, for example, signs, symbols, charts and graphs; and body language that human beings use in order to interact with others, particularly in face-to-face communication.
- viii) **The Setting:** This term refers to the social and physical setting in which the interaction takes place, i.e. who is communicating with whom, when and where.
- 3) These elements of communication make certain demands on the respondent one who is responding to the advertisement given by an advertiser, who is not in front of him. In the following paragraphs we will talk in some detail what these demands and obligations are. These are essential features not just of responses to ads but of any kind of writing task you are required to do completely and satisfactorily.
- 4) All advertisements impose upon the respondent certain **tasks** to be completed if s/he wants to respond and hence one must read the advertisement carefully to identify these tasks and achieve them fully and satisfactorily. Under 'Task Coverage' we keep three sub-points in mind to be taken care of.

The first is the **format** of the communication. The topic and the channel of communication are important. The advertiser may seek some specific information and this may have to be conveyed in a certain format. S/he may also desire the content of the response in a certain **form/lay out** for which s/he may even prescribe a form available at a price or free of cost. But format does not mean just the layout; more appropriately it means the text-type that is whether it is a letter, essay, warning, advice and so on.

The next under this head would be **task fulfillment** that is the respondent must cover all that s/he needs to say. Some advertisers may also want the candidates to attach with their application a 200-or so words written piece justifying their suitability or may ask for names and addresses of referees and so on.

The third sub-point under task coverage is imposed by who the sender and the receiver are and the social setting in which they are communicating, and the channel of communication. In other words, what the relationship between the sender and the receiver of the communication is, and what would be the channel of communication i.e. how the communication would be made – verbally or in writing.

We can write a letter, send an email, or make a telephone call, or talk face-to-face in person. These details will help us decide the tone and style of communication. Some advertisements, as for example advertisements for paying guest accommodation, may require the applicant to write a letter or make a phone call or meet personally.

Some times a covering letter may also have to be sent along with one's curriculum vitae. In such cases the **purpose** of the letter ought to be clearly stated and its **tone** must also be consistent and appropriate for the purpose.

- 5) Thus under 'task coverage' we will pay special attention to achieve three things: appropriate format, task completion, and also appropriate tone particularly if we are responding through a letter or on the telephone or in face-to-face interaction.
- 6) Another important quality of a good response is the **organization** and presentation of the response. This is also called cohesion and coherence coherence at the paragraph level and cohesion at sentence level. A well-written piece of writing, for example a letter or a descriptive/discursive piece, will show a logical development of ideas from the beginning to the end of the communication both at sentence level as well as at paragraph level using adequate **paragraphing** at appropriate places in the organization. Organization will necessitate use of appropriate **cohesive and linking devices** to indicate a logical relationship between ideas and sentences.
- 7) Beside the organization of the content, the respondent must also pay attention to the language of the response. Appropriateness of **lexical** resources and spelling, **grammar** and range and complexity of **structures** and use of important **punctuation** marks are also important for effective response including the type of paper used particularly for making applications for jobs required.
- 8) Finally, when the response is ready we would want to send it to the advertiser. The advertiser may have given instructions about the **mode of response**, that is how the response ought to be sent: by ordinary or registered/speed post, by courier, or using e-communication or walk-in with application or through, what is called, the proper channel. The advertiser may also ask for certain documents to be attached with the application e.g. application fee, copies of certificates, degrees and testimonials, self-addressed envelope and others. Only when you carry out all these instructions and complete all formalities can you say that you have made a full and satisfactory response.

#### **Check Your Progress 5**

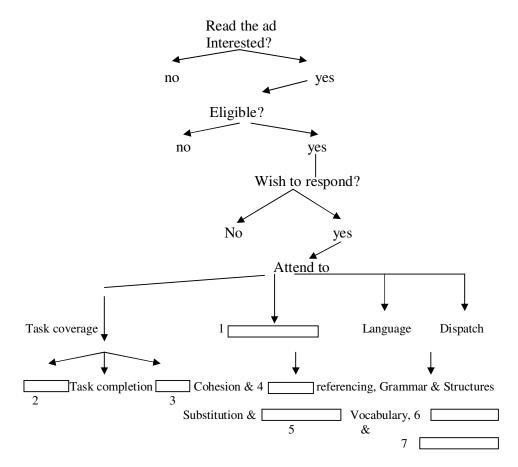
	1	)	Tick t	the	most	suitable	e title	for	this	reading	passage
--	---	---	--------	-----	------	----------	---------	-----	------	---------	---------

- a) Various types of advertisement
- b) Mode of delivery of responses to advertisements
- c) Features of a good response to advertisements
- d) Importance of language, grammar and punctuation

Read the text once again, slowly this time and answer the following question:

2)	According to the writer while responding to advertisements the respondents must keep three main things in mind. What are these three things?

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4) Does this Reading Text answer the question Preeti asked during the listening activity in the last class? Discuss with your partner/others in your group/someone at your home.

#### 4.12 SPEAKING

#### **Activity 5**

Speak for about 2 minutes describing the essential features of a good response to an advertisement for the job you are seeking. You can make notes, if you want to, and you will have two minutes for making notes before you begin speaking. (Speak in front of mirror/to someone at home or a friend) and then at your study centre.

#### 4.13 WRITING

#### **Activity 6**

1) During the Listening Comprehension activity, you were asked to write a response on behalf of Preeti. Show your draft to your partner/others in your

group/someone at home and seek his/her/their comments. Revise your draft, if you want to do so, in the light of the comments received. (You can choose a partner/friend and exchange your draft/comments through e-communication as well).

2) Respond to the following ad:

Wanted two young boys/girls from 4.00 to 8.00 p.m. for a popular bookshop in Connaught Place New Delhi. Six days working. Students preferred. Meet Mr. Krishna Swami personally along with applications within next 3 days between 4 – 8 p.m. at

#### 4.14 LET US SUM UP

In this unit you have learnt about the steps one ought to take in order to get ready for the job market. You have also learnt the importance of work in our lives and the different types of work-related activities we ought to do in life. You have gained insight into when and how students start preparing for the job market and what are the different sources for one to look for a job. You have also been given insight into the various ways that companies use to recruit prospective employees. We have also given you some of the common competencies and skills that you are required to have when applying for jobs these days.

We have also told you about different types of advertisement students and job seekers may be interested in and how to write responses to these ads. We have also tried to give you different techniques of drafting your responses. And, while learning all these, you have also received training and practice in all the four skills of English language viz. Listening, Speaking, and Reading comprehension and Writing.

#### 4.15 ANSWERS

#### **Check Your Progress 1**

- A CV helps in job hunting by giving a first overall impression of ones' achievements.
- 2) If a CV is not clear and readable it will get rejected. Most employers spend very little time on a CV.
- 3) A CV should not be more than one or two pages. We must choose the information that will go into the CV.
- 4) I will include my career goals in my profile.
- 5) My career history should be in reverse chronological order. This is because an employer will be most interested in my latest job.
- 6) By reading through my CV, a friend can help me make sure that I've made no mistakes.

Responding to Advertisements

#### **Activity 2**

i- Additional skills, ii- Interests, iii- Referees, iv- Personal details,

v- Professional experience, vi- Professional experience, vii- Additional skills, viii-Personal details

#### **Check Your Progress 2**

1) Paragraph 1: Sentence (iii)

Paragraph 2: Sentences (ii), (vii), (i)
Paragraph 3: Sentences (vi), (viii)
Paragraph 4: Sentences (iv), (v)

#### 2) The beginning of the letter:

I would like to apply for the post of secretarial-assistant that was advertised in India Times on 15<sup>th</sup> July, 2...

#### The conclusion of the letter:

I enclose my curriculum vitae, and would appreciate an opportunity of being interviewed. I would, then, be able to give you a better idea of my abilities.

3) Shanti Building 2,

19 Peddar Road,

Faridabad

7<sup>th</sup> May, 2....

Dhana Pharmaceuticals Pvt. Ltd. 47/G-5, Boundary Road, Civil Lines Meerut City

Dear Sir/Madam,

I am interested in the job of Marketing Manager advertised by your company in India Times on July 7, 2...

I have a diploma in Marketing and four years' experience in a pharmaceutical company. In such a short period, I have risen from the position of a salesman to a sales supervisor.

In my present job I assist the manager in planning marketing strategies, monitoring sales realization, and organizing sales promotion contests among the sales staff.

I am looking for a challenging position where I am given a free hand in formulating and implementing marketing strategies for a new organization.I enclose my curriculum vitae, and will be happy to meet you at your convenience to provide any additional information. I would however need a little notice in order to make travel arrangements.

Sincerely,

Ravinder Singh

Encl: Curriculum Vitae

#### **Check Your Progress 3**

May 20, 2.....

Dear Sir,

Thank you for your letter of 16<sup>th</sup> May, 2... offering me the post of Technical Supervisor in your company.

I am happy to accept your offer and be a part of your team. I look forward to working in the organization to the best of my ability.

I will be able to join in two weeks' time.

Thank you,

Yours faithfully

Hussain

#### **Check Your Progress 4**

Dear Sir,

Thank you for your letter of 7<sup>th</sup> March offering me the post of Technical Supervisor in your company.

I am afraid I shall not be able to accept your offer because of certain personal reasons.

I appreciate your consideration and am sure I would have enjoyed working for your company.

#### **Activity 3**

- i) Wrong .... people traveled....ii) Wrong. .....went to .....iii) Correctiv) Wrong. ... fire destroyed ...
- v) Correct vi) Wrong. ... check ......

#### **Activity 4**

Missing words are given in **bold**.

i) Did ....visit, ii- started, iii) rang ... was not, iv) placed, v) complained, vi) didn't realize, vii) did ...start, viii) did ...go, ix) didn't accept, x) didn't eat

#### 4.10 Listening Comprehension (Tape script-1)

(A girl student appears at the door of the classroom; she is late for the class.)

Preeti: May I come in, sir?

Teacher: Yes Preeti, come in. Why are you late for the class today, Preeti?

Preeti: Sorry sir. I was sitting in the reading room browsing through

advertisements in the newspaper and lost track of time.

Teacher: What was so interesting about the advertisements?

Preeti: Nothing so special about ads. For some time I, and three of my friends,

have been looking for a house to rent and an advertisement in today's paper caught my attention; seems it would suit us. Sir, can you help me

respond to this ad?

Teacher: Yes, sure. In fact today my plan is to take up this topic: how to respond to

ads. Preeti, do you have the cutting of the ad?

Preeti: Yes, sir. Here it is.

Responding to Advertisements Teacher: Preeti please read the ad aloud and I will write it on the board so that

everyone can see it. (He writes on the board as Preeti reads it):

Available on rent 2 BR flat 1st floor

near univ.; modern constn. & fittings

fully furnished with modern kitchen.

Contact Hamsa Dattani Box No. ND 3552

The India Times New Delhi – 110 002

Teacher: Ok boys and girls. If you were Preeti, how would you respond to this ad?

Anand: Sir we would contact this advertiser.

Teacher: Rehana, what do you think about Anand's suggestion?

Rehana: Sir I agree with Anand. But how to contact the advertiser? S/he has not

given her/his telephone number!

Teacher: So what should we do? Meena what do you say?

Meena: We ought to write a letter. But the person has not given any address!

Anand: S/he has; 'Box No. ....' is also like postal address.

Teacher: Yes, Anand is right. It is as good as his postal address to response to this

ad. I'll explain later how these words function as the address of the advertiser. For the present let us continue with our task. So Meena can

you tell us what we should write in our letter.

Meena: We should ask some questions about the accommodation.

Preeti: Should we not begin the letter by stating the purpose of writing the letter?

Teacher: What do have others to say?

Mohan: Sir I think we should begin our letter by explaining who we are and why

we are writing this letter to him/her. Only then should we ask questions

about the accommodation.

Teacher: Do you all agree to what Mohan has just said about our response to this

ad?

A11: Yes sir.

Teacher: Let me then sum up what we ought to do. Preeti would write a letter to

the advertiser and in this letter she would:

Describe who she is and why she is writing this letter.

Explain why she is interested in taking this house on rent.

Ask some questions about the accommodation.

Now boys and girls you have got the content – that is what to write and the order in which to write the content of your letter. For your next class

draft a letter of at least 150 words on behalf of Preeti.

The class: Okay Sir.

Preeti: Sir, I've a question. This method of writing our response to an ad is all

> right when we are in the class and you as teacher are there to guide us. But what should we do when we are alone and there is no body to guide

us?

I'll deal with that in the next class.

#### **Activity 5**

2) i- a; ii- c; iii- b; iv- b; v- a.

#### **Check Your Progress 5**

- 1) c
- 2) Task Completion; Task Organization; Language: Grammar
- 3) 1-Organization; 2-Format; 3-Tone; 4-Coherence; 5-Paragraphing 6-Spelling; 7-Punctuation.
- 4) No. It only describes the qualities of a good response to a writing task.

#### **Activity 6**

Good Morning/Afternoon everybody. The essential features of writing a satisfactory response include making notes of as many ideas that come to one's mind to respond to a given task. One can compare these ideas with one's friends and make changes, if necessary. Next, one should rearrange these ideas in the order in which one would like to write them. The ideas can be expanded to make them self-explanatory. The draft should then be edited keeping in mind the language elements such as the grammar, structures, vocabulary, spelling and important punctuation marks. Once the draft is ready one can show it to others for feedback. The draft can then be revised based on the feedback. One can then write the fair draft. Now the material is ready to be sent.

#### **Activity 7**

1) Response on behalf of Preeti:

12th September, 2....

To Ms. Hamsa Dattani Box No. ND 3552 The India Times New Delhi-110002

#### Sub: Seeing clarification regarding ad for flat for rent

Dear Ms. Hamsa

I am Preeti Damle, a Ph. D. scholar in the School of Humanities, IGNOU. I am writing to you with regard to the advertisement in The India Times dated 10th September, 2....

I have been looking for an apartment in the university area for a few weeks. I plan to move out of the university hostel accommodation as my mother is coming to stay with me. A furnished flat would be very convenient. Besides it being on the first floor would be an advantage for my mother as she need not climb too many stairs.

I would like to see the flat at the earliest. I would also like to know the monthly rent and whether it is inclusive of the electricity and water charges. What is the security amount that needs to be deposited? I would also like to know whether it has easy access to a shopping center, the metro as well as other modes of public transport. Does it have adequate security arrangements?

Looking forward to hearing from you soon. My email id is preeti\_d@gmail.com and cellphone number is: 9999237481.

Thank you

Regards,

Preeti Damle

2) Part-time jobs are a good option for students to take up while pursuing their course of studies. It gives them a sense of independence as well as responsibility. Besides acquiring skills in multi-tasking the students also learn effective time management. A stint at the world of work would familiarize the students with work etiquette. This would be an eye-opener for them and help them be well prepared when they take up permanent jobs later. A part-time job gives a sense of economic independence while inculcating in the youngsters a value for money. They will learn to manage their finances. It would also give the student an insight into his/her strengths and weaknesses. The students can then concentrate on honing those strengths and use it to his/her advantage.

At the same time the students should not get carried away by the independence part-time jobs offer. They should not compromise on their academics. The part-time job should not eat into the time that is to be devoted to academics.

Overall the advantages of a part time job are many. If one can maintain a balance between work and studies then this experience can be an enriching one.

3) Response to ad:

12<sup>th</sup> September, 2....

To Mr. Krishna Swami XYZ Books Connaught Place New Delhi

Sir,

#### Sub: Clarification regarding advertisement for part time job at XYZ Books

I am Sonali Kapoor, a second year B.A. Literature student of Jesus and Mary College, Delhi. I am writing to you with regard to the advertisement in the ABC newspaper dated 12<sup>th</sup> September, 2....

As an avid lover of books, a bookshop seems to be an exciting place to work. XYZ Books is a favorite among us students and the chance to do a part time there is very appealing.

I would like to know my job profile. Sir, I also want to clarify whether the six day working week implies that Sunday is a holiday or we have the option to take any one day off.

Looking forward to hearing from you soon. My email id is sonalik92@gmail.com

Thank you

Regards, Sonali Kapoor

Room No:22, JMC Hostel Chanakyapuri, New Delhi.

#### **Activity 7**

#### To signal logical relationships

**Cause** therefore, so, accordingly, consequently, as a result, hence,

thus, that's why

**Condition** If, then, whether, in that case **Contradiction** In fact, as a matter of fact

**Contrast** (see unit) **To signal textual relationships** 

**Addition** (see unit)

**Equivalence** In other words, namely, that is to say

**Exemplification** For example, for instance, such as, namely

**Stating the obvious** Obviously, of course, clearly, surely

# BCS-052

# BLOCK 2

CPD: 011-65164822
IGNOU COACHING AND
PROJECT TRAININGS

#### **BLOCK 2: INTRODUCTION**

All of us desire upward mobility and success in our professional lives. One of the important factors for success is facing interview panels with confidence and self-assurance. This can only happen if we prepare ourselves well for the interview. In this block, we prepare you for the job market. We begin by helping you to reflect on your skills and abilities and help you prepare an effective curriculum vitae. We also prepare you for diverse kinds of interviews that are prevalent these days, i.e. face-to-face, walk-in and phone interviews. Many companies are now including group discussion as part of their selection process. We also have a separate unit on this aspect as part of the interview process.

The units are as follows:

Unit 1- Preparing for Interviews Unit 2- Facing Interviews Unit 3- Phone and Walk-in Interviews Unit 4-Group Discussions

Please do all the activities in the units and listen to the audios at appropriate intervals. If you do this, we assure you that you will improve your communication skills in English and prove to be effective in all the interviews that you may face.

Good luck and all success for you in your life.

#### **ACKNOWLEDGEMENT**

The material (pictures and passages) we have used is purely for educational purposes. Every effort has been made to trace the copyright holders of material reproduced in this book. Should any infringement have occurred, the publishers and editors apologize and will be pleased to make the necessary corrections in future editions of this book.

#### **UNIT 1: PREPARING FOR INTERVIEWS**

#### Structure

- 1.0 Objectives
- 1.1 Warm Up
- 1.2 Listening Comprehension
- 1.3 Reading Comprehension
- 1.4 Speaking
- 1.5 Writing
- 1.6 Vocabulary
- 1.7 Grammar: Modals Indicating Obligation
- 1.8 Let Us Sum Up
- 1.9 Answers

#### 1.0 OBJECTIVES

In this unit you will learn what all steps one ought to take to prepare to face interviews skillfully and confidently. You will also learn about:

- two different types of interview in the business world
- various steps you must take after receiving the call letter
- why and how you can know about the company; and
- what a *mock interview* is and how to plan and practice it.

#### 1.1 WARM UP

#### **Activity 1**

- 1 Make a list of steps you would take if you receive a letter to appear after two weeks for an interview for a job you had applied for some time back.
- 2 Discuss your list with your partner/someone at home and add more steps if you want to.

#### 1.2 LISTENING COMPREHENSION

#### Check your progress 1

You are going to listen to a class lecture (tape script-1). Before listening to the audio recording read the following questions that you have to answer on the basis of the lecture.

- 1 The main aim of the speaker in this lecture is to: (Tick off the most suitable answer)
  - a Talk about interviews given by actors and politicians.
  - b Describe two types of interview in the business context.
  - c Explain how to face interviews for jobs.
  - d Suggest how to face journalists' interviews.
- The following 5 steps summarize the structure of this talk. Put these steps in the order in which the talk is structured by marking them 1, 2, 3, 4 and 5).

#### The speaker:

- a describes the purpose of interviews given by celebrities and important persons.
- b talks of two types of interviews.
- c talks of the nature and purpose of interviews for selecting employees.
- d explains the purpose of interviews given by business people.
- e says that the art of interviewing and being interviewed requires training.

#### 1.3 READING COMPREHENSION

Read the text given below and answer the questions that follow. (Read fast; do not stop at words/phrases you do not understand. Keep reading guessing the meanings of difficult words/phrases from their shape, form, and context and try to get the gist of what the writer has to say).

#### Reading text

- When you receive an interview call letter/email, read it carefully to note down the venue of the interview, date and time and mark these in your calendar or diary including the nature and type of interview, for example whether it is face-to-face interview/walk-in or telephone interview. You ought to send a letter/e-mail confirming that you would be available for the interview even if the sender of the letter has not asked you to do so. Courtesy demands that you must inform him/her even if you are not able to make it.
- If you decide to appear for the interview then send a letter/e-mail of confirmation. Also if you have to travel to another town/city to attend the interview then plan your journey and immediately make travel arrangements both for forward and return journey to ensure that there are no last minute problems.
- Next, dig out the original advertisement for the post and the CV you sent to the company to see what qualifications, skills, competencies and experience the company demanded and how your CV claims to meet

them. Obviously, the employer has found some merit in your CV and hence you have been short-listed for this interview. So collect all evidence – certificates, degrees, testimonials. photographs and relevant documents to support your claims and arrange them properly in your portfolio. (See unit 2: Preparing a Portfolio of Block 1). Keep all the relevant documents in your Portfolio and update/improve upon it to suit this particular interview and take it along with you. A well-managed and neatly arranged portfolio makes a good impression on the selectors if it happens to be a face-to-face/walk-in



interview. You must also carry with you photocopies of your degrees, certificates and testimonials.

Preparing for interviews

- Next try to know as much as you can about your prospective employer, the products they make and the services they render in the country and abroad. It is also necessary to know about their competitors in the field and their areas of business operations. All these make good sense to understand the standing and requirements and expectations of the employer from its employees.
- One needs to hone one's communication skills that include the ability to use certain words and expressions to perform diverse functions appropriate to the interview. In addition, communication if done using appropriate pronunciation leaves a good impression on the interviewers. This suggests speaking in a neutral accent without mother tongue interference. Spoken English skills cannot be learnt in a few days or even few weeks but take time to be mastered and hence guidance, patience, and practice are required over a long period.
- Many join some sort of coaching institutes to receive training in communication skills and preparing for interviews. It is a good idea if you can afford them. But even then you need to rehearse for each call. So what you can do before the interview is to anticipate likely questions that can be asked on the basis of your CV sent to this company and also on the basis of the competencies and generic skills we have described in Block 1 Unit 1. The mock interview can be designed in four stages: Stage 1 should be designed to 'greetings and seating' and checking personal details regarding general and technical qualifications. Parts 2 and 3 ought to focus on finding out competencies and generic skills, past and present employments and duties and responsibilities, and other traits of personality beneficial to the company.

You can then seek the help of a friend or colleague or someone at home to conduct a mock interview to sharpen your skills and gain confidence to face the real event. Remember, interviews conducted by experts are structured (see unit 2: Facing interviews) and a similar structure can be framed for mock interviews to give you practice. This mock interview must require you to perform the following communicative functions:

narrate, justify, support, describe, evaluate, identify, assess, explain, agree/disagree; speculate, comment, suggest, compare, outline, predict, justify, consider, explain, and others.

Finally, plan when and how you would leave your place for the venue. Ensure that you have kept all the documents you possess in support of your candidature/application ready in your portfolio – originals and one photocopy of each – along with passport size photographs of yours and the interview letter that contains the company's address and telephone number. If you do not



know exactly the venue of the interview, then it is better to locate it one day in advance so that you do not have to look for it at the last moment. You can telephone the company's enquiry office and seek directions about its location if you want. Dress nicely and appropriately for the occasion, start well in time as there can be traffic jams or break downs on the way. Take it easy and go through your usual chores. If you do all these, you would feel confident and relaxed and free from anxiety and fear and are sure to stand out from the rest.

#### Check your progress 2

- 1 Which of the following do you think is the most suitable title for this text?
  - i How to face interviews
  - ii Dressing nicely for the occasion
  - iii Preparing for the interview
  - iv Sharpen your communication skills
- 2 Read the text once again, slowly this time and attempt the following:-

The following can be suitable sub-headings for the reading text. Write these sub-headings at their appropriate places within the text.

- i Hone your communication skills.
- ii Know the Prospective Employer
- iii Plan and Practice Mock interviews
- iv Collect documents and up-date your portfolio
- 3 Complete the following sentences in your own words:
  - i We should inform the company even if we cannot attend the interview because ......
  - ii We should book our tickets well in advance if the venue of the interview is in another town/city ......
  - iii It is desirable to read the original ad and the CV we sent to the company when we receive an interview call from it. It helps us to

#### 1.4 SPEAKING

#### **Activity 2**

Speak for about two to three minutes on the following topic. You can have two minutes to prepare for this topic and make notes if you want to before you start speaking. (Speak in front of a mirror/someone at home or a friend).

Describe what the reading text means by 'mock interview'. You should say:

- What a mock interview is?
- How one can plan a mock interview
- The advantages of a mock interview.

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#### 1.5 WRITING

#### **Activity 3**

You have received a call letter from a company to appear for the interview for a post you applied for some time back. Unfortunately, you are unable to attend on this particular date. Write a letter/email to the Manager HR of the company. In your letter/email:

### 1.6 VOCABULARY

English has a large number of prefixes of foreign origin (from Greek, Latin, French or Old English) that are very useful in forming words or understanding meanings of various words commonly used in speech and writing. Some of these are:

- anti- (Gr.): opposite to, against (e.g. anti-party; anti-govt.)
- arch-(Gr.): first, chief. (e.g. arch-enemy; arch-rival; arch-angel).
- auto- (Gr.): self. (e.g. automobile; auto-starter).
- bi- (L): twice. (e.g. bi-weekly; bicycle).
- demi- (Fr.): half (as demi-god; demi-official (D.O.)
- dis-(L): in two, asunder. (E.g. dislodge; dis-respect).
- en-, em- (Fr. L): in, into. (E.g. enlarge; enlist; embolden).
- ex- (L): late, former. (e.g. ex-king; ex-minister).
- fore- (O.E.): before. (E.g. foretell; forewarn).
- hemi- (Gr.): half. E.g. Hemisphere.
- homo (Gr.); same, (as in homonym; homo-sapiens; homo-sexual).
- hyper- (Gr.): over, above: (e.g. hyper-sensitive hyper-active).
- in- (L): not: (as insensitive; insane; inconvenience; infirm).
- in- (O.E.): in, into (as inland).
- inter-(L): in the midst of; between (as inter-state; inter-caste).
- intra-(L): within (as intra-departmental enquiry).
- male- (L); mal- (Fr.): badly; ill (as malefactor, maladjustment).

#### **Activity 4**

Add prefixes to the following words:

able	code	bearable	national	lateral
sponsor	compose	colonial	allow	noon
connect	legal	associate	calculation	

### 1.7 GRAMMAR: MODALS INDICATING OBLIGATION

Modals are auxiliary verbs that indicate the functions of the language. They express functions such as suggestions, advice, capability, possibility and so on.

In this Unit we will look at the modals which express "suggestions" and "obligations"

The modals are *should*, *must*, *have to*, *have got to*, *ought to*, *need to*. Examples:

• You *ought to* send a letter/email confirming that you would be available for the interview even if the sender of the letter has not asked you to do so.

- Courtesy demands that you *should* inform him/her even if you are not able to make it.
- You <u>must</u> also carry with you photocopies of your degrees, certificates and testimonials.

Suggestion	Obligation	No obligation	<b>Prohibition</b>
should	must	needn't	mustn't
ought to (strong)	have to	don't have to	can't
need to			shouldn't

#### **Activity 5**

Fill in the gaps in the following sentences using the words given below:

should	shouldn't	have to/has to	don't have to
must	mustn't	need(s)	

- i Although you ...... make a portfolio to apply for a job, it helps to represent your skills and competencies better.
- ii You ..... mail your portfolio to the organization, and also take it with you to the interview.
- iii One ...... preserve and file all records and proofs of achievement in all fields in order to create an impressive portfolio.
- iv The first document in the portfolio..... be the resume.
- v The candidate ...... make adjustments in the portfolio for each position sought.
- vi One ...... try to dress up the portfolio with unnecessary frills. It ..... look professional.
- vii It ...... be put in a proper binder as this allows you to add and delete documents when needed.

#### **Activity 6**

Choose the correct phrase /words in italics to complete each of the following sentences:

- i Applicant *must /need to* include the names of two referees.
- ii You *needn't/mustn't* stay back late, we have cancelled the meeting.
- iii You *needn't/mustn't* send that reminder to Khalid and Sons; they paid their dues this morning.
- iv Airline pilots should/have to have excellent eyesight.
- V You *should/must* save the file before you turn the computer off, or you will lose the data.
- vi Employees are reminded that they *mustn't/needn't* use the office phone to make personal calls.
- vii You *must not/don't have to* come to the meeting if you have more important things to do.
- viii University teachers *must/should* be graduates in their respective areas.
- ix They *must/should* have a Ph. D if possible.
- x They *need/should* have several publications in referred journals.

#### 1.8 LET US SUM UP

In this unit we have told you of some important steps one ought to take to prepare to face interviews skillfully and confidently. While giving you these tips we have described the two different types of interview in the business world, their purpose and functions and how they differ from each other. We have also explained why it is desirable to know as much about the prospective company as you can and

Preparing for interviews

how you can do so. You have also learnt what 'mock interview' is and how to plan and practice it so that you can face the live interview confidently. While you are learning the competencies of preparing for interview, you have also been given training and practice in the four skills of English language viz. listening, speaking, reading, and writing; vocabulary and grammar.

### 1.9 ANSWERS

#### 1.2 Listening comprehension (tape script-1)

Today I'll talk to you about two different types of interview in the business world. You might have come across this word 'interview' quite often in journalism. Journalists often interview politicians, actors, sports persons and other celebrities, and publish their interviews in the print media – newspapers, magazines and journals or telecast them on the electronic media. These important personalities also give interviews on their own to newspapers and television channels. The aim of this form of 'interview' is to seek or give information, views, news or comments for their benefit and for the benefit of the people at large and the media become the tool through which their views are conveyed to the people. These kinds of interviews are also common in the world of business where businessmen and companies' CEOs do give interviews to reporters and journalists on such matters and issues that might benefit their business e.g. some important clarification, new venture, foreign collaboration, mergers or new product and so on.

There is another sense in which the word 'interview' is used – a process of screening and selecting the best - and it is in this sense that the word is understood by young students and job seekers. We are living in a world where there is stiff competition for almost everything everywhere. When there is more supply and less demand, we resort to 'pick and choose' and, in order to select the best, we must choose the best that meets our needs. There are different ways of making this selection and one of these is called 'interview' particularly when we are choosing human resource. In a way it is a process of filtering out and picking up the best to serve our purpose. Both the interviewers and the interviewee therefore need to be thoroughly trained if the job is to be executed professionally.

In the world of business the art of interviewing and being interviewed is important and hence the task requires training and professional competence.

#### Check your progress 1

1- b, 2- 
$$(b-a-d-c-e)$$

### **Check your progress 2**

- 1 iii
- Collect documents: at the beginning of Paragraph 3
   Know your Employer: at the beginning of paragraph 4
   Hone your Communication Skills: at the beginning of paragraph 5
   Practice Mock interviews: at the beginning of paragraph 6
- i-courtesy demands it. ii-to avoid last minute hassles. iii-see what qualifications, skills, competencies & experiences the company demands.

#### **Activity 2**

#### **Mock interview**

Good Morning Ladies and Gentlemen.

All of us must have at some stage faced interviews and may have to do so at some point in life. This requires one to be well prepared. Many a time people opt for professional training to enhance communication skills and preparation for the interview. But if one doesn't have the time and finances to support that what does one do?

Herein lays the importance of mock interviews. They simulate an interview setting and train the person in facing the actual interview with confidence. There is a predictable structure to most interviews which can be followed in the mock interview. The interviewer in the mock interview could be a friend or relative who could ask the anticipated questions and one can practice suitable responses to that and improvise based on the feedback received....

#### **Activity 3**

To: swethasharma@glcibank.org

Dear Ma'am,

I, Rohan Baxla, have received a call letter (Ref no: gcil/fghd/2..../344 dated 23/09/2.... from your organization to appear for an interview for the post of Relationship Manager which was advertised on Monster.com. I feel privileged to have been called for the interview. However due to some domestic urgency I will not be able to attend the interview scheduled on 10<sup>th</sup> December. I have to be in Ranchi and cannot travel to Delhi on the scheduled date due to certain unforeseen domestic commitments.

I would like to know if there is a possibility of a change of date for the interview or would you like to hold a phone interview on 10th October.

It is a golden opportunity to work in an organization like yours and I do not want to miss this chance.

I would be really obliged if you could do the needful.

Thank You. Yours sincerely, Rohan Baxla

#### **Activity 4**

Unable, disable	Encode	Unbearable
International, Multinational	Unilateral, bi-lateral	Co-sponsor
Decompose	Post-colonial	Disallow
Forenoon, Afternoon	Disconnect	Illegal
Disassociate	Miscalculation	

#### **Activity 5**

i- don't have to, ii- have to, iii- must, iv- must, v-ought to, vi-should not, must, vii- needs to,

#### **Activity 6**

i- must, ii- needn't iii- mustn't iv- have to v- should vi-mustn't vii- don't have to viii- must ix- should x- should

### **UNIT 2: FACING INTERVIEWS**

#### **Structure**

- 2.0 Objectives
- 2.1 Warm Up
- 2.2 Reading Comprehension
- 2.3 Listening Comprehension: How to Face Interviews
- 2.4 Speaking: STAR Structure
- 2.5 Writing
- 2.6 Vocabulary
- 2.7 Grammar: The Passive
- 2.8 Let Us Sum Up
- 2.9 Answers



### 2.0 OBJECTIVES

In this unit we will tell you what we mean by 'interview', what normally its structure is, and what skills and strategies you need in order to face an interview successfully and stand out from others. We will also give you examples of some competencies, skills and knowledge that are common across jobs and that companies often require from their employees. We will also suggest some tips on how to face interviews particularly on how to organize your thoughts and ideas.

#### 2.1 WARM UP

#### **Activity 1**

Answer the following questions:

- 1 Have you ever faced an interview? When and why and with what result?
- 2 How did you prepare for this interview?
- Did you face any difficulty in facing this interview? What was the difficulty?
- Was this interview structured? If so how? Give examples to describe the different stages of this interview.

### 2.2 READING COMPREHENSION

Read the text given below and answer the questions that follow. (Read fast; do not stop at words/phrases you do not understand. Keep reading and guessing the meanings of difficult words/phrases from their shape, form, and context and try to get the gist of what the writer has to say).

It should be clear to you by now that an interview is a sort of oral test (whether face to face or on telephone) arranged to screen candidates and select the best possible ones. In almost all cases before an interview is held, the interviewer advertises his/her needs and requirements mentioning duties and responsibilities of the prospective candidates, qualifications, skills and competencies both essential and preferred required of the applicant and draws up an application format to elicit necessary information from the applicants. Only those applicants who meet these requirements are then short-listed for an oral interview to select the most suitable one(s) for the job. Sometimes the interview can be preceded by a written test as the first stage of screening and elimination.

- Interview as a kind of oral test is a structured event. A well-designed interview is a problem solving exercise and there are rules, or unwritten conventions, of carrying out this event. Like a dialogue or conversation, it has a beginning, middle and an end and we can see that there are ways of opening an interview, continuing it, foreclosing and closing this process which both the interviewer and the interviewee has to follow.
- Normally there is only one interviewee at a time but there can be one or more interviewers seated opposite the candidate with a table in between. All the members of the interview board have a copy of the resume of each of the candidates called for the interview. The event is chaired by the chairperson or by his/her nominee in his/her absence.
- Generally all interviews run through four stages. Stage 1 is warming up or making the candidate feel relaxed. Stage 2 tests the candidate's level of suitability. Stage 3 tests the upper limit of the candidate after which it begins to wind down before closing the interview in Stage 4.
- The candidate is ushered in, and after the initial formalities welcoming, greetings, and seating the interaction begins. Generally it is the chairperson or his nominee who begins the interview by asking for general personal information that, in fact, is already given in the application form. Certain questions may also be put to make the candidate feel at ease. For example, if the candidate is from another town or city, the questions can be:

When did you arrive here? Did you have a nice journey? and so on

The aim of these initial exchanges is to help the candidate settle comfortably and feel relaxed.

- Once the candidate is introduced and settled, stages 2 and 3 begin with the Chairperson requesting experts in the field to take over. These stages are longer interactions as these are designed to cross check what the candidate has claimed in the CV. The interviewers' questions try to probe in depth the candidate's proficiency, past achievements, strengths and weaknesses, aptitude, confidence and personality, dedication, devotion to duty, sense of responsibility, leadership qualities and willingness to work at odd hours or on week ends, and so on. The salary and other perks are also discussed. In fact, it tries to cover directly and indirectly all the requirements and needs the interviewer demands of the candidate. The probing questioning is done by experts belonging to the candidate. The professional field and also by other members on the board from HRD and Finance before the winding down begins. Stage 4 is the actual end of the interview with words like:
  - O.K. Thank you for coming. Wish you good luck. We'll soon let you know about the outcome, etc.

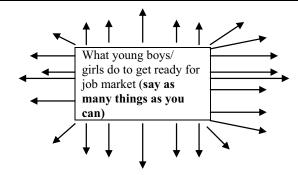
- 1 Select from the following the most suitable title for this passage:
  - i How to face interviews
  - ii Nature and structure of interviews
  - iii Composition of the interview Board
  - iv Questions asked in interviews

2	The writer talks of two things about interviews in this passage. Write these two sub-titles where these would occur in the given passage.	Facing intervie			
	i Structure of interviews ii Interviews as a testing technique				
3	According to this passage how many stages are there in a common interview? Use short phrases to describe these stages. Example: Checking personal details.				
4	What is the importance of probing questions? What kinds of questions are asked in this stage?				
5	What do you think is the importance of the initial stage in an interview?				
	What do you think is the importance of the initial stage in all interview.				
	LICTERING COMPREHENCION, HOW TO				
2.3	LISTENING COMPREHENSION: HOW TO FACE INTERVIEWS				
talk (tape given					
1	What is the importance of interaction during the interview?				
2	What are the skills required to face an interview?				
3	In what way do you think your command over English will help you in facing interviews?				

Recruitment-II	What aspects of communication are to be kept in mind in order to create good impression on the interview panel?	a		
		• • •		
	2.4 SPEAKING: STAR STRUCTURE			
	Activity 4			
	Speak for about two minutes on the following topic. You can have one minute prepare for this topic and make notes if you want to before you start speakin (Speak in front of a mirror/someone at home or a classmate at the study center).	g.		
	You are going for a job interview. How have you prepared for it? You cause 'STAR' structure to organize your thoughts.	an		
	" $S-T-A$ - R" structuring device is used for logical development of thought The four letters of 'STAR" stand for the following:	ts.		
	S: stands for 'Situation': A brief sentence or two to set the scene and give the context.	ve		
	<b>T:</b> stands for 'Target/Task': The specific aspect you focused on and why. <b>A:</b> stands for 'Action': What you actually did, how and when, and the rationale for your choices.	he		
	R: stands for 'Result': What the outcome was and the difference it made.			
	Candidates find this technique of structuring their ideas very useful and we've no doubt that you too can learn to make use of this technique with some practice.			
	2.5 WRITING			
	Activity 5			
	Some people think that promotions within the company should be by seniori while others believe that merit alone should be counted.	ty		
	Discuss <b>both</b> the views and give your own opinion. Write about 250 words.			
		•••		
		•••		
		•••		

.....

### 2.6 VOCABULARY



### **Activity 6**

1	Write down as many sentences as you can 'about what young boys/gin	rls
	do to get ready for the job market. Example:	

### 2.7 GRAMMAR: THE PASSIVE

Rules for changing active voice into passive voice.

- The object of the verb becomes the subject, and the subject becomes the object.
- If the subject or object in the sentence in the active voice is a pronoun, it changes its form as shown in the table below:

From Subject to Object			
<b>Subject position</b>	<b>Object position</b>		
Ι	Me		
We	Us		
You	You		
Не	Him		
She	Her		
They	Them		
It	It		

 The verb in the active voice is changed to its passive form. The table below shows how the verb is changed into its passive voice form in the different tenses.

Tense	Active voice	Passive voice
The simple	He <b>loves</b> bananas.	Bananas are loved by him.
present		
The present	He <b>is eating</b> a banana.	A banana is being eaten by
continuous		him.

The present	He has eaten a banana.	A banana has been eaten by
perfect		him.
The simple past	He ate a banana.	A banana was eaten by him.
The past	He was eating a	A banana was being eaten by
continuous	banana.	him.
The past	He had eaten a banana.	A banana had been eaten by
perfect		him.
The simple	He will eat a banana.	A banana will be eaten by him.
future		

### Compare the following sentences:

The event *is chaired* by the Chairperson. (passive sentence) The Chairperson *chairs* the event. (active sentence)

The two sentences have the same meaning, but the emphasis is different.

In an active sentence, we are more interested in the person or thing doing the action (the agent).

In a passive sentence, we are more interested in the person or thing affected by the action. If we want to mention the agent we use by.

But often the agent is not important. Example:

The candidate *is ushered* in.......
The salary and other perks *are* also *discussed*.

#### **Activity 7**

viii

- 1 Put the verbs in brackets into the passive voice in the following sentences: i You'll hardly recognize our college. It ..... (redo) in the Summer vacations. ii Two students ..... (send) out of class for copying during the test. The computer room which ...... (complete) only last iii year, ..... (equip) with the latest computers. Applications ..... (invite) for the post of a Mathematics iv lecturer. Preference ...... (give) to applicants with teaching experience. The retiring teacher ..... (give) a fond farewell by the v students and teachers. The four students ..... (scold) for disturbing the class. vi vii The ancient language Pali ..... (speak) only by a few scholars.
- A person who works in the Human Resource Department is explaining how they select candidates in her company.

Write at least ten sentences in the passive voice, describing the recruitment process. The process is given below in the active voice. You may have to add a sentence or two of your own.

The students who secured very high marks in Science

..... (interview) by the Committee for a scholarship.

**Facing interviews** 

If there's a vacancy in any department of our company, we usually advertise it in-house first of all. If we don't find any suitable candidates, then we advertise the job in papers or on the Internet. We ask the applicants to send in their CVs. We short list the suitable applications and invite the short listed candidates for an interview. After that, we ask some of the applicants back for a second interview. Then we call them for a group discussion. We choose the best candidate. After this we check his or her references, and then we offer the applicant the job.

•	•	 advertised in-house.

### 2.8 LET US SUM UP

In this unit you have learnt what we mean by 'interview', what normally its structure is, and what skills and strategies you need to face an interview successfully. You have also learnt what behaviour competencies, skills and knowledge are common across jobs that companies often require from their employees these days and we have also offered you some tips on how to face interviews. Besides we have described in detail on how to organize your thoughts and ideas to achieve logical development of thoughts.

#### 2.9 ANSWERS

- 1 ii -Nature and structure of interviews
- 2 Structure of interviews: at the beginning of paragraph 2. Interview as a Testing Technique: at the beginning of paragraph 1.
- 3 Stage 2: Cross-checking candidate's claims;
  - Stage 3: Assessing candidate's competencies;
  - Stage 4: Closing the interview. (You may get other similar phrases).
- 4 Probing questions are important as these questions try to probe in detail all the relevant facts about the candidate. They try to understand the candidate's proficiency, past achievement, strengths and weaknesses, aptitude, confidence and personality, dedication, etc.

The initial stage sets the mood for the interview. The initial formalities like welcoming, greetings, and seating is intended to make the candidate comfortable and at ease and prepares him/her for the more formal questions.

#### 2.3 Listening comprehension: How to face interviews (tape script-1)

- Interviews and tests of any kind are quite taxing and nerve wracking even for experienced people and hence one needs to keep one's cool and be prepared to face them with full confidence. Fortunately, most of the interviews in modern times are conducted by experts in the field, particularly in big organizations and by professionally managed companies recruiting personnel for their clients. However, exceptions are there and one ought to learn the technique of facing interviews.
- What are these techniques and how can you apply them? We have said that interviews are a kind of oral testing. The company has obviously called you for an interview because it has found that your CV, among a few others, appears to meet their needs and requirements. Interaction during the interview would now enable the organization to cross check the statements and claims made by you in your CV and also judge other traits of your character and personality necessary to carry out the duties and responsibilities attached to the job. Hence, what helps you now on this occasion is your command of the English language, particularly your oral communication skills that you can put to use effectively to convince the members of the selection committee that you are the best candidate of the lot for the particular vacancy.
- You will particularly need socializing skills and conversational skills soon after entering the venue and the interview room; functional skills to make enquiries about the waiting room and so on. In the first phase of the interview you will have to talk about yourself before the interview enters the second and the third phases which we have outlined.
- Parts 2 and 3 of the interview are designed to confirm and cross check what you have stated and claimed in your CV, that is, about your general and professional qualifications, behavioural competencies, generic skills, knowledge, experience and other qualities of your character and personality vis-à-vis company's requirements for the job such as ability to work under pressure, meet targets, work at odd hours and so on. For example, you can be asked questions such as the following to find out your behavioural competencies and attitudes to them:
  - Do you enjoy working in a group? Why/Why not?
  - Tell us about a problem you faced in completing an assigned work in your last job/at college. Could you complete the work? Why/Why not?
  - Do you think it is good to go prepared for a scheduled meeting, or should you be spontaneous?
- It is here that your command of English, training in facing interviews, ability to anticipate what can be asked and give relevant responses, and knowledge and experience will come to your aid in facing the interview successfully. This is the occasion when the portfolio you have made must be passed on to the Chairperson since this becomes a visual evidence of what you say and claim.

Facing interviews

- You must also keep in mind aspects such as: speed of talking; organizing your thoughts; accuracy of grammar and structure; and pronunciation. The tips we have already described will leave a lasting impression on the members of the interview board.
- 7 Let us sum up what all these mean. Pay full attention to the person who is asking the question so that you know exactly what the question is. Do not interrupt the interviewer when s/he is still speaking; let him/her complete his question before you reply. Be relevant and answer to the point; do not speak too fast or too slow; too low or too loud but loud enough so that everyone on the other side of the table can hear what you say. This is the occasion when the portfolio you have prepared proves very useful to you to support your claims. Hand it gracefully to the Chairperson for perusal while giving evidence of your behavioural competencies, skills and experience and so on. Emphasize your strong points that are relevant and support your candidature but do not tell a lie or try to bluff or hide your weak points as being aware of one's weaknesses itself is one's strength. Be polite and do not loose your temper even when you are provoked; being patient and keeping one's head are also a candidate's strong points. Finally, use appropriate words/phrases to thank the interview board at the end of the interview.

#### **Activity 3**

- Interaction during the interview would enable the organization to cross check the statements and claims made by you in your CV and also judge other traits of your character and personality necessary to carry out the duties and responsibilities attached to the job.
- Important skills required for an interview include socializing skills, conversational skills and functional skills.
- A good command over the English language will give the candidate an edge over the others. Such a candidate will be able to convince the members of the selection committee of his/her suitability for the job in terms of his/her qualifications, personality traits and so on.
- We need to keep in mind aspects like speed of talking; organizing our thoughts; accuracy of grammar and structure; and pronunciation while communicating.

#### **Activity 5**

#### **Argument for seniority:**

A senior person would be quite experienced and adept at the job which a junior lacks. A senior person's perspective would be mature and balanced.

#### **Argument for merit:**

A meritorious person comes with the assurance of potential to perform well. Also merit would include technological knowledge and subject skills.

You could add more reasons.

#### **Activity 6**

They prepare an effective CV highlighting their skills and knowledge. They try to polish their spoken English skills by joining classes.

They approach recruitment agencies and register themselves for a suitable job.

You could add more in a similar manner.

2 Confident, responsible, skilled, able, knowledgeable, goal-oriented, problem-solving, etc.

- 1 i You'll hardly recognize our college. It **was redone** in the Summer vacations.
  - ii Two students **were sent** (send) out of class for copying during the test.
  - iii The computer room which was completed (complete) only last year, is equipped (equip) with the latest computers.
  - Applications **are invited** (invite) for the post of a Mathematics lecturer. Preference **will be given** (give) to applicants with teaching experience.
  - v The retiring teacher **was given** (give) a fond farewell by the students and teachers.
  - vi The four students were scolded (scold) for disturbing the class.
  - vii The ancient language Pali **is spoken** (speak) only by a few scholars.
  - viii The students who secured very high marks in Science will be interviewed (interview) by the Committee for a scholarship.
- If no suitable candidates are found then the job is advertised in the papers or on the internet. The applicants are asked to send in their CVs. Suitable applications are short listed. Short listed candidates are invited for an interview. Some of the applicants are asked to come back for a second interview. They are then called for a group discussion. The best candidate is chosen. The candidate's references are then checked. Finally, the applicant is offered the job.

### **UNIT 3: PHONE AND WALK-IN INTERVIEWS**

#### **Structure**

- 3.0 Objectives
- 3.1 Warm Up
- 3.2 Reading Comprehension-I
- 3.3 Listening Comprehension
- 3.4 Reading Comprehension-II
- 3.5 Speaking
- 3.6 Writing
- 3.7 Vocabulary: Walk-in-Interviews
- 3.8 Grammar: Articles (A/An, The)
- 3.9 Let Us Sum Up
- 3.10 Answers



### 3.0 OBJECTIVES

The objective of this unit is to tell you what 'walk-in' and 'phone' interviews are. First, we will describe what walk-in interview is, how it resembles and/or differs from a normal interview, and why some advertisers ask candidates to come for walk-in interviews. Next, we shall take up 'phone' interview, its emergence and need in modern times, and how to prepare to face 'phone' interviews. We will also give you practice in an aspect of grammar i.e., articles – a/an, the.

### 3.1 WARM UP

#### **Activity 1**

Read the following advertisement and answer the questions given below it:

WANTED a multi-skilled graduate for office and other jobs by a medium-sized manufacturing unit in West Delhi. Come for 'walk-in' interview. Phone ............

- 1 Have you heard of this term 'walk-in' interview? What does it mean?
- Why do you think advertisers sometimes ask candidates to come for a 'walk-in' interview?
- What is 'phone interview'? Why do some advertisers resort to this technique?

### 3.2 READING COMPREHENSION-I

Read the text given below and answer the questions that follow. (Read fast; do not stop at words/phrases you do not understand; keep reading and guessing the meanings of difficult words/phrases from their shape, form, and context and try to get the gist of what the writer wants to say).

We have so far been talking about face-to-face interviews fixed by the employers with the candidates. The normal procedure adopted by these employers or their recruiting agents involves certain stages in the process of selection of candidates. Some of these steps are: advertising the vacancy and inviting applications; sorting out candidates to be invited for the interview; preparing a brief synopsis of these candidates; deciding members of the interview panel; contacting these members and seeking

their consent and availability; fixing the venue, date and time of interview; informing the candidates of these details; conducting interviews of the candidates by the members; recommending to the HRD department certain candidates (with some on reserve valid for some time as per company's rules) for selection and appointment in order of preference; issue of appointment letters by the HRD. These types of advertisements intend to cast a wide net for recruiting candidates and are a long time-consuming process and also costs money and man power.

- Walk-in interviews', as the name suggests, by-pass all the steps involved between the advertisement and the interview. The employer advertises the situation vacant asking the candidates just to walk-in for interview on a specific date and time. For instance one may ask the candidates to walk-in with their applications/CV on a particular day at a specified time say on Monday the 6th November between 10.00 a.m. and 1.00 p.m. All the candidates who report at the time may be interviewed the same day.
- 3 Let us think of some of the reasons for asking candidates to come for a walk-in interview. There can be many reasons for an employer for taking this short cut.
- The employer may be a small businessman who does not have the secretarial staff necessary to handle the paper work involved in the long recruitment process. He may be the sole person to make a decision about the selection and does not need a panel of experts to help him here. This shortcut is an effective means of cutting costs as it saves time, money and manpower.
- Another reason can be that the vacancy is for a short period and the advertiser is aware that not many will be interested or the job may be of specialized nature and not many applicants with this special qualification might be available in the job market.
- We also find that some jobs require a candidate having a good personality and presentable figure and in such cases the employers may ask candidates to come for a 'walk-in' interview to judge for themselves the suitability of the candidates for the job.
- However, walk-in interviews are like any other face-to-face interview and you'll require the same set of skills and documents to face it.

#### **Activity 2**

Read the text once again slowly this time and attempt the following questions:

- Suggest a suitable title for this text.
- The writer describes the following three things in this text. Number them in the order in which these occur in the passage:
  - i Reasons for requesting for walk-in interview
  - ii Normal procedure for recruitment
  - iii What is walk-in interview?
- 3 Match these titles to paragraphs in the text.
- What advantages do walk-in interviews have over regular face-to-face interviews?

5	What are the reasons why employers ask candidates to come for a walk-in interview?
3.3	LISTENING COMPREHENSION
Activ	y 3
	re going to listen to a class lecture (tape script-1). Before we play the ing read the following questions:
1	The main aim of the speaker is to:
	i describe what walk-in interview is.
	<ul><li>ii tell when phone interview became popular.</li><li>iii explain why some companies use 'phone interviews'.</li></ul>
	iv how to face phone interviews.
2	MNCs try to recruit staff from other countries as well because they:
	i represent many countries.
	ii seek experts at reasonable salaries.
	iii want to maintain their international character.
3	Companies arrange phone interview because it is
4	What is the relevance of phone interviews in this day and age?

# 3.4 READING COMPREHENSION-II

Read this passage suggesting some steps on how one can **face a phone interview**. Predict what you think the writer will tell you in this write up. Compare your list with your partner and see if you can add more to your list.

- What must you do if you are to face a phone interview? You have to take certain steps to ensure that it proceeds smoothly. First, note down carefully the date and time of the telephone call and the name of the interviewer. Make sure that the date and time given are of your country or of a foreign country. If it is a foreign country then ask for their local time as well as this might be different.
- Second, before the call comes through make sure to secure the room where the call is to be taken. It should be free from disturbance and distractions such as noisy fans or air-conditioner, another telephone/cell phone, and so on. The room ought to be comfortable, with a glass of water within your reach, adequate but not very bright lighting, and note pad and pencil handy. It is a good idea to keep a recorder nearby to replay later on what you said. A copy of your CV and portfolio should also be kept in front of you. The telephone instrument should be free from noise. If the interview is taking place in your home then make sure that there is someone else there to receive visitors or answer the door bell and ensure that nobody disturbs you in your room till the interview is over.
- When the call comes, use the techniques of telephone conversation that we have discussed in a later block. Some of the important ones are as follows:
  - i Greet and identify yourself and ask who is calling.
  - ii Listen carefully and speak clearly at a reasonable speed.
  - iii Take turns; know when to speak and when to stop and listen.
  - iv Mind your pronunciation, stress and tone; remember the other party cannot see you and your body language.
  - v Show eagerness and enthusiasm; sound interested.
  - vi Be brief and to the point.
  - vii Check if you are being understood by the interviewer; repair yourself, if necessary.
  - viii Ask for clarification, if desired.
  - ix Take the hint for foreclosing and closing.
  - x Use appropriate greetings while ending the conversation.
- Next, you should ensure that your ideas are well organized. This is all the more essential in case of telephone interview. In the previous unit we suggested "STAR" structure as a way of organizing your thoughts to achieve logical development of ideas but there are other different ways of organizing our ideas depending upon the topic and what we want to achieve and who our audience is.

1	What are the steps you must take before attending a phone interview?

2		some of the techniques of telephone conversation to bear in mind ag a phone interview.	Phone and walk -in interviews
3.5	SPI	EAKING	
Activ	ity 5		
1	cand illust activ	a look at 10 desirable traits that most employees look for in their idates. Think of how many of these you possess and how you would rate them at your job interview with examples from your education, ities, work or life experience. Practice how you would talk about with your study partner.	
	i	Problem-solving skills	
	ii	Ability to work under pressure	
	iii	Ability to focus on projects	
	iv	Leadership skills	
	V	Positive attitude	
	vi	Definiteness of purposeclear goals	
	vii	Enthusiasmhigh level of motivation	
	viii	Sense of humor	
	ix	Time management	
2	Imag	up a job advertisement relating to your field of study / interest. ine that you have been called by the advertiser for a job interview. e a list of at least three questions you could ask at the interview.	
	•••••		
	•••••		
	•••••		

## 3.6 WRITING

### **Activity 6**

Some people believe in working for a company for a long time while others believe in changing jobs quite frequently.

Discuss the advantages and disadvantages of **both** these views and give your own opinion. Write about 250 words.

Recruitment-II	
	3.7 VOCABULARY: WALK-IN INTERVIEWS
	Activity 7
	Listen to the teacher talking about Walk-in-Interviews (tape script-2). Fill in the blanks while listening to the talk.
	Walk-in Interviews are becoming increasingly popular these days. They help companies and organizations to 1
	Hence in order to tackle a projected <sup>6</sup> , to upgrade the target with a view to tap improving opportunities in the market, meet the <sup>7</sup>
	Usually successful walk-in candidates get an offer <sup>12</sup> , and are required to join the company immediately. There are some <sup>13</sup> too, viz., many walk-in opportunities are temporary or short-term; or if otherwise, many times companies find it difficult to <sup>14</sup>
	If you are in the process of getting ready for the job market and are ready with your profile, self assessment and all set to <sup>16</sup>

In order to be successful in such interviews candidates need to be in <sup>18</sup>						
at all times. The interviewers are aware of the fact that these are						
impromptu affairs and review the candidates accordingly. However, candidates						
whose basic skills are well developed and have						
<sup>19</sup> as well as						
suitable skill sets have a good chance of success in such interviews. Another						
important factor is your ability to <sup>21</sup> and to present yourself.						
If these are well developed, they give you the <sup>22</sup> and						
comfort to deal with the needs of walk-in interviews.						

### 3.8 GRAMMAR: ARTICLES (A/AN, THE)

- A and an are called indefinite articles. Articles are placed at the beginning of a noun or noun phrase.
- We use *a/an* only with singular noun/noun phrase. The noun in the noun phrase can be counted, e.g. a synopsis, two synopses, a process, two processes, a candidate, two candidates.
- A/an is not used before uncountable nouns e.g. money, milk, gold, sugar, etc. However, we can count water, sugar by using appropriate countable nouns before them e.g. a glass of water, a bag of sugar.
- A/an is not used before a proper noun e.g. before Varanasi.
- A is used before singular countable nouns/noun phrases beginning with consonants or consonant sounds e.g. a day, a telephone.
- An is used before countable nouns/noun phrases beginning with vowels, or vowel sounds, e.g. an advertisement, an expert.

#### Use of 'the': Definite Article

We use *the* at the beginning of a noun or a noun phrase:

• The most common use of *the* is refer to a person/thing/event that has been mentioned once.

Examples: Once upon a time there was a king
The king was famous for his kindness.

• The is used to refer to things which are unique, i.e. things of which there is only one in the universe.

Examples: *the* sun, *the* Earth, *the* Himalayas, *the* Ganga, etc.

• Uniqueness of the objects may also arise because of the immediate context which is specific to the speaker and the listener.

Examples: We have so far been talking about face-to-face interviews fixed by *the* employers with *the* candidates.

• We use *the* before countable nouns when we wish to refer to the whole system,

Example: "Who invented *the* computer?"

• *The* is used before Nationality:

Examples: the British, the Irish, the Americans

• The is sometimes used with adjectives without there being a noun.

Examples: The poor (people) get poorer and *the* rich richer. *the* old, *the* homeless, etc. (poor and rich are both adjectives)

• The names of regions, islands, oceans and newspapers generally have *the* before them:

Example: *the* Middle East, *the* Andaman and Nikobar islands, *the* Atlantic Ocean, *the* Times of India.

• In superlative constructions:

Example: the fastest, the most expensive, the best, the worst

#### No Article

• We do not use an article with certain types of nouns, such as school subjects and abstract nouns.

Example: Chemistry is my favourite subject.

#### **Activity 8**

Read the passage and insert *a/an*, *the* at the appropriate place.

Hina: Right, you all know why I've called this meeting. The Funtime Park has had ......... serious drop in income over ........... last 6 months. Liza has circulated ....... report in which she makes it clear that she feels this is only ...... temporary setback and she expects ........ Park to return to profitability in ....... first half of next year. Now, we have three options facing us: one is to close ........ Park completely; ........ second is to keep it open but on ........ much reduced scale and therefore cut cost and ........ third, is to continue as before. I think we've all had time to analyze the figures so I'd like to confine this meeting to your assessment and conclusions. Hiten, how do you see it?

Hiten: Very dimly, I'm afraid. I see no evidence that the Park will return to profitability next year or for that matter at any time in the foreseeable future...

Liza: I don't believe you have read ...... single word...

Hina: Liza, you'll have ...... chance to give us your point of view in ..... second. Let Hiten finish first...

Hiten: Right, as I was saying I'm afraid Funtime is ......lost cause. We've already lost nearly Rs. 4,00,000 in the last 4 months. We can't afford to continue absorbing those sorts of losses. I think we should close it down as soon as possible and liquidize our assets.

Hina: So, let me just summarize. Hiten is for closing ...... park as soon as possible and selling off ......land and property. Is that right?

2	Fill in the gaps in the paragraphs with a, an, the, $\emptyset$ (no article) All meetings have something in commonmost important is
	agenda, next is the role ofChairperson
	efficient chairperson will adhere toagenda and time, and focus
	only on purpose and reaching the desired objectives of
	meeting.

### 3.9 LET US SUM UP

In this unit we have described what 'walk-in' and 'phone' interviews are; you have also learnt how these two resemble and/or differ from normal interviews as well as from each other. You have become aware why some advertisers ask candidates to come for walk-in interviews. We have also described in detail 'phone' interview, its emergence and need in modern times, and how to prepare for and interact during a 'phone' interview. Finally, we have given you some more ways of organizing your ideas so as to achieve logical development of your thoughts.

#### 3.10 ANSWERS

- 1 Walk-in INTERVIEW
- 2 ii- Normal procedure for recruitment, iii- What is walk-in interview, i- Reasons for asking for walk-in interview
- 3 i-4, 5 ii-1, iii-2
- Walk-in interviews, as the name suggests, by-pass all the steps involved between the advertisement and the interview. Some of these steps are: advertising the vacancy and inviting applications; sorting out candidates to be invited for interview; preparing a brief synopsis of these candidates; deciding members of the interview panel; contacting these members and seeking their consent and availability; fixing the venue, date and time of interview; informing the candidates of these details, etc. They can be time consuming and expensive. A Walk-in interview is relatively economical and easier to conduct.
- There can be many reasons for an employer asking candidates to come for a walk-in interview. The employer may be a small businessman who does not have the secretarial staff necessary to handle the paper work involved in the long recruitment process. He may be the sole person to make a decision about the selection and does not need a panel of experts to help him here. This shortcut is an effective means of cutting costs as it saves time, money and manpower. Another reason can be that the vacancy is for a short period and the advertiser is aware that not many will be interested or the job may be of specialized nature and not many applicants with this special qualification might be available in the job market. We also find that some jobs require a candidate having a good personality and presentable figure and in such cases the employers may ask candidates to

come for a 'walk-in' interview to judge for themselves the suitability of the candidates for the job.

#### 3.3 Listening comprehension (tapescript-1)

- 1 'Phone' interview as the name suggests is conducted over the telephone. Phone interview is the gift of modern revolution in information technology, office automation; and globalization of business and trade. Satellite communication has connected us with all parts of the world and we can talk to anyone in any part by direct dialing. This is a giant stride from the days when we had to wait for hours to be connected to our people within our own country and even when connected one could hardly hear what the other party was saying.
- Faster means of transport and communication and interdependence of the nations of the world has given rise to globalization of business. In recent years many multi-national companies have established offices and business centers in many parts of the world. Competition has also grown and hence need for expertise and recruitment of experts at competitive salary from all over the world too has grown. 'Head-hunting' is now not confined to the boundaries of a particular country.
- MNCs cast their net wide for personnel and advertise their staff requirement on their websites and these are browsed by those looking for international exposure. Candidates apply using e-communication. Instead of face-to-face interview these companies resort to 'phone' interview. Moreover, there is only one interviewer at a time talking to the candidate on the telephone although a conference call is also a possibility these days. These employers are generally interested in the expertise of the candidate and not so much in her/his looks and appearance.
- Why do these companies take recourse to interviewing candidates on the telephone? They do so as face-to-face interview may not be feasible or may not be cost effective. These days most good companies pay the candidates invited for interview the cost of travel and hotel expenses and inviting candidates to another country can really be quite expensive. Therefore they use this alternative 'phone' interview to interact with the short-listed candidates. Many employers within the same country have also started using this technique as it is convenient and is comparatively inexpensive.
- How does 'phone interview' work? Simple. The interviewer fixes with the candidate the date and time to interview him/her on the land line number given by the candidate in the CV sent to the company and thus this technique is repeated with all the candidates short-listed for interview

- 1 iii, 2 ii, 3 cost effective/less expensive.
- Phone interview is the gift of modern revolution in information technology, office automation; and globalization of business and trade. Satellite communication has connected us with all parts of the world and we can talk to anyone in any part by direct dialing. This is a giant stride from the days when we had to wait for hours to be connected to our people within our own country and even when connected one could hardly hear what the other party was saying.

In recent years many multi-national companies have established offices and business centers in many parts of the world 'Head-hunting' is now not confined to the boundaries of a particular country. MNCs cast their net wide for personnel and advertise their staff requirement on their websites and these are browsed by those looking for international exposure. Candidates apply using e-communication. Instead of face-to-face interview these companies resort to 'phone' interviews.

### **Activity 4**

- 1 You have to take certain steps to ensure that a phone interview proceeds smoothly. First, note down carefully the date and time of the telephone call and the name of the interviewer. Make sure that the date and time given are of your country or of a foreign country. If it is a foreign country then ask for their local time as well as this might be different. Second, before the call comes through make sure to secure the room where the call is to be taken. It should be free from disturbance and distractions such as noisy fans or air-conditioner, another telephone/cell phone, and so on. The room ought to be comfortable, with a glass of water within your reach, adequate but not very bright lighting, and note pad and pencil handy. It is a good idea to keep a recorder nearby to replay later on what you said. A copy of your CV and portfolio should also be kept in front of you. The telephone instrument should be free from noise. If the interview is taking place in your home then make sure that there is someone else there to receive visitors or answer the door bell and ensure that nobody disturbs you in your room till the interview is over.
- 2 Some of the techniques of telephone conversation are as follows:
  - Greet and identify yourself and ask who is calling.
  - Listen carefully and speak clearly at a reasonable speed.
  - Take turns; know when to speak and when to stop and listen.
  - Mind your pronunciation, stress and tone; remember the other party cannot see you and your body language.
  - Show eagerness and enthusiasm; sound interested.
  - Be brief and to the point.
  - Ask for clarification, if desired.
  - Use appropriate greetings while ending the conversation.

#### **Activity 5**

### Sample answer:

- Leadership skills- I have been the Cultural Activities leader at school as well as the Associate Secretary of the Students Union at College. The positions have helped me understand the qualities that are required to lead people in a collaborative manner. I work well in a team and am able to infuse those working with me with energy and positivity...
- In case of being called for an interview for the position of relationship manager at a private bank, the three questions that could be asked are:
  - i What is the Job profile like?
  - ii What is expected out of me in this job?
  - iii Does this job require a lot of traveling?

The new age employee is a firm believer in the maxim that 'variety is the spice of life'. This explains the increasing trend of job hopping and the high attrition rates that companies are witnessing today. We find that it is often in the public sector or government offices that people still prefer to work long term but that is not the case with private companies and the MNCs. Youngsters today are on the lookout for better exposure and better pay packs and perks. They want to have a gamut of experiences to showcase in their resumes. There is also the job security factor that colour the choices that employees make. Government jobs offer more security and this may be reason why some prefer to stay on and work for the company....

#### 3.7 Vocabulary: Walk-in-interviews (tape script-2)

#### **Activity 7**

Walk-in Interviews are becoming increasingly popular these days. They help companies and organizations to <sup>1</sup>source personnel to meet their <sup>2</sup>immediate need. In today's business world where growth and <sup>3</sup>achievement of target is the mantra, companies sometimes need staff <sup>4</sup>on short notice for time bound projects. For these kinds of needs they may not want to wait for the <sup>5</sup>elaborate procedure adopted for regular appointments.

Hence in order to tackle a projected <sup>6</sup>**shortfall in target**, to upgrade the target with a view to tap improving opportunities in the market, meet the <sup>7</sup>**unexpected demand** in products and services, to fill the <sup>8</sup>**gap in human resource** availability in-house due to increasing attrition, etc. companies <sup>9</sup>**resort to** walk-in interviews.

Generally candidates in marketing and sales, production and technical staff, operational staff and many other categories find <sup>10</sup>**opportunities in** walk-in interview venues. Companies advertise the interview schedule and <sup>11</sup>**positions to be filled**, along with venue details and offers.

Usually successful walk-in candidates get an offer <sup>12</sup>**instantly**, and are required to join the company immediately. There are some <sup>13</sup>**disadvantages** too, viz., many walk-in opportunities are temporary or short-term; or if otherwise, many times companies find it difficult to <sup>14</sup>**retain these employees**. For freshers and candidates who are <sup>15</sup>**not employed currently**, these opportunities help them to get employed immediately.

If you are in the process of getting ready for the job market and are ready with your profile, self assessment and all set to <sup>16</sup>**justify the claims** you have made in your CV, you stand a good chance of being able to <sup>17</sup>**tackle the requirements** of a walk-in interview. A lot of the questions you will be asked are similar to the regular interviews.

In order to be successful in such interviews candidates need to be in <sup>18</sup>**a state of preparedness** at all times. The interviewers are aware of the fact that these are impromptu affairs and review the candidates accordingly. However, candidates whose basic skills are well developed and have <sup>19</sup>**good overall world knowledge** and general <sup>20</sup>**awareness** as well as suitable skill sets have a good chance of success in such interviews. Another important factor is your ability to <sup>21</sup>**communicate** and to present yourself. If these are well developed, they give you the <sup>22</sup>**right amount of confidence** and comfort to deal with the needs of walk-in interviews.

1 Completed paragraph with *a/an*, *the* at the appropriate place.

Hina: Right, you all know why I've called this meeting. The Funtime Park has had a serious drop in income over the last 6 months. Liza has circulated the report in which she makes it clear that she feels this is only a temporary setback and she expects the Park to return to profitability in the first half of next year. Now, we have three options facing us: one is to close the Park completely; the second is to keep it open but on a much reduced scale and therefore cut cost and the third, is to continue as before. I think we've all had time to analyze the figures so I'd like to confine this meeting to your assessment and conclusions. Hiten, how do you see it?

**Hiten**: Very dimly, I'm afraid. I see no evidence that the park will return to profitability next year or for that matter at any time in the foreseeable future...

Liza: I don't believe you have read a single word...

**Hina**: Liza, you'll have **a** chance to give us your point of view in **a** second. Let Hiten finish first...

**Hiten:** Right, as I was saying I'm afraid Funtime is **a** lost cause. We've already lost nearly Rs. 4,00,000 in the last 4 months. We can't afford to continue absorbing those sorts of losses. I think we should close it down as soon as possible and liquidize our assets.

**Hina**: So, let me just summarize. Hiten is for closing **the** Park as soon as possible and selling off **the** land and property. Is that right?

Completed paragraphs with a, an, the,  $\acute{O}$  (no article) in bold: All meetings have something in common.  $\acute{O}$  most important is **the** agenda,  $\acute{O}$  next is the role of **the** Chairperson. **An** efficient chairperson will adhere to **the** agenda and time, and focus only on **the** purpose and reaching the desired objectives of **the** meeting.

### **UNIT 4: GROUP DISCUSSIONS**

#### Structure

- 4.0 Objectives
- 4.1 Warm Up
- 4.2 Listening Comprehension
- 4.3 Reading Comprehension-I
- 4.4 Reading Comprehension-II
- 4.5 Language Focus
- 4.6 Speaking
- 4.7 Writing
- 4.8 Vocabulary
- 4.9 Grammar: Non-Finite Verbs (The Participle)
- 4.10 Let Us Sum Up
- 4.11 Answers



### 4.0 OBJECTIVES

In this unit you will learn what Group Discussion (GD) means and what its importance is in life in general and business world in particular and also for recruiting employees. You will also learn:

- how GD differs from conversation and debates;
- what the essential requirements are for a successful GD;
- what you need to do and must not do to be a successful participant in GD; and
- certain useful language expressions for participating in and leading a GD.

#### 4.1 WARM UP

#### **Activity 1**

Work alone and then discuss with your partner/others in your group the following questions:

- 1 What is group discussion?
- 2 How and why is it arranged?
- How does group discussion differ from other similar activities e.g. conversation and debates?
- 4 Write down your answers in 'note form' in your notebook.

### 4.2 LISTENING COMPREHENSION

#### **Activity 2**

You are going to listen to a recording of a talk. Before listening to it, read the following questions that you have to answer while listening to the recording.

- 1 The focus of the talk is:
  - i Oral communication tasks in the business world
  - ii Group discussion and its importance in business
  - iii Conversation, discussion and debates
  - iv Complexity of modern business

- In this talk the speaker makes the following four points. Number them 1, 2, 3 and 4 in the order in which these occur in the text:
  - A Reasons for emergence of 'group discussion'
  - B Importance of 'group discussion' in modern business
  - C Various types of oral communication activities in business
  - D What group discussion means
- Are the following statements true or false? (Write 'T' or 'F'). If false, rewrite the true version/form.
  - i Group Discussion members do not come with an open mind to participate in the discussion.
  - ii Group discussion is a democratic form of decision-making process.
  - iii Group discussion leads to development of employees.
  - iv Group discussion benefits the employees but not the management.

### 4.3 READING COMPREHENSION-I

Read the text given below and attempt the questions that follow. (Read fast; do not stop at words/phrases you do not understand; keep reading and **guessing** the meanings of words/phrases you do not know from their shape, form, and context and try to get the gist of what the writer wants to say).

- 'Conversation' like Group Discussion can take place between two or more persons in a reasonable group. But it differs from Group Discussion in many respects. First, Conversation is a pastime. People often enter into conversation just to 'kill time'. Next, there are no hard and fast rules for participating in a conversation. Moreover, it is not a very disciplined and concerted talk; there is no fixed topic for discussion. The conversation may shift from topic to topic and no one particular topic may be focused upon, developed or closed properly; no foreclosing or closing may be done and no conclusions may be drawn. Finally, the conversation comes to an end when it is time to disperse or when the participants lose interest or their attention is distracted.
- Debates and arguments differ from group discussion in many respects. No doubt there is a topic for debate but the participants come to take part with pre-formed positions; their views and opinions are pre-determined and they fiercely defend them one against the other. In fact the participants are virtually divided into two parties or groups: one those who are in favour of the subject and the others who are against the topic. They have no intention to enter into a joint enquiry and there is no scope for free and open discussion. The session may end in victory/defeat or in a stand off where the two sides still maintain their original positions on the topic/subject.
- 3 Students are trained to participate in debates in schools and colleges and you may be quite familiar with what these are and how they are organized and made orderly in school or college environment. But in reality, these can be quite disorderly and disorganized in spite of best efforts, and can get quite acrimonious and bitter on some occasions.



### **Activity 3**

1	What is the main focus of the writer?
2	By now we have described to you what Group Discussions, Debates and
	Conversations are. List as many similarities and differences as you can

GD Debate Conversation

,		

### 4.4 READING COMPREHENSION-II

### 4.4.1 Pre-reading

You are going to read a text on Group Discussion (GD). What do you already know about this topic? What more would you want to know? Write these down in note form in your notebook.

Now discuss your points with your partners. Would you like to add more points to your notes? Why/Why not?

Now read the text given below and attempt the tasks that follow. (Read fast; do not stop at words/phrases you do not understand; keep reading and guessing the meanings of words/phrases you do not know from their shape, form, and context and try to get the gist of what the writer wants to say).

- In recent times group discussion has emerged as an important and potent tool for testing candidates for recruitment as this technique at one go analyzes almost all the behaviour competencies and some of the generic skills we have already described in earlier units. Therefore your awareness of what this technique is, how it works and how to participate in GD becomes essential for a successful performance.
- There are certain conditions that must be met for a group discussion to be successful. Some of these conditions are dictated by the nature of the task, but there are some general points you must remember in order to be a successful participant. These are:
  - a There is only one topic for discussion
  - b All the members must express their views only on **this topic** under discussion.
  - c Members must take turns to talk; they must listen to one another, talk to one another and respond to one another.
  - d They must put forward more than one point of view on the topic.
- Members of the group must also follow certain rules for the success of the group discussion. These are:

# a Equality, freedom to express, and respect for participating members.

The participants are all treated as equals and must have regard for the opinions of each member of the group. The participants are free to offer their opinions without fear or anxiety, pressure, ridicule or embarrassment.

#### b Reasonableness, orderliness and truthfulness

All the participants must come to the group discussion with an open mind; they are not to be dogmatic or have pre-determined opinions; they all must be willing to listen to reason and to accommodate others' views on the subject. The participants must observe order and take turns to talk; must listen to others and not shout down opinions they do not like. The participants must speak what they believe to be true; they must not remain silent, be reticent or vague in their views.

- Anything that violates the spirit of free and open discussion or joint enquiry breaches the spirit of GD and one must guard against this. Some examples of breach of rules are
  - i interrupting the speaker or not allowing the speaker to complete his/her contribution.
  - ii shouting down people whose views one does not like.
  - iii refusing to listen to reason and/or evidence.
  - iv dogmatic in one's own opinion even in the face of evidence to the contrary.
  - v agreeing to a point without believing in it or under duress or threat.

This does not mean that you cannot 'interrupt' someone. You can do so at the appropriate moment and without causing offense.

The discussion group can take up any topic for discussion provided the topic poses a question and requires a joint enquiry. A discussion question invites joint enquiry whereas other forms of discussion e.g. debates discourage it. Hence a discussion question has to be an interrogative sentence, not a word or phrase. It must **not** be framed as a 'yes/no' or 'either/or' question and must **not** be broad or ambiguous.

#### **Activity 4**

Read t	he text	once again	n a bit	slow	ly t	his	time	and	attempt t	he:	fol	lowir	ıg:
--------	---------	------------	---------	------	------	-----	------	-----	-----------	-----	-----	-------	-----

1	Suggest a suitable title for the text.
2.	Which of your points noted under Pre-reading are confirmed?
<b>_</b>	which of your points noted under Fre-reading are commined:
3	What new things about GD do you learn from this text?

- 4 Are the following statements true or false according to the text? If false, rewrite the true version.
  - i You must not question what the Manager says in GD.
  - ii All GD members, juniors and seniors, are treated equal.
  - iii In GD, it is better not to say anything that may offend the management.
  - iv You should stick to your point of view even if you feel that you are wrong.
  - v In GD, there is only one topic for discussion.
- 5 Are the following topics suitable for Group Discussion? Why/Why not?
  - i Higher education
  - ii Should we develop rural or urban areas in India?
  - iii Tourism
  - iv How can India Become self-sufficient in energy resources?
  - v Research in health issues should be left to the private sector.

#### 4.5 LANGUAGE FOCUS

Here is some helpful language for group discussions:

#### ■ Stating an opinion

- It seems to me...
- In my view...
- I tend to think...

- It's obvious that...
- I believe....
- Clearly ...

### ■ Interrupting

- Excuse me, may I ask for a clarification on this...
- If I may interrupt...
- Sorry to interrupt but......

\_

#### Handling Interruptions

- Sorry, please let me finish.....
- If I may finish what I am saying.....
- Could you please allow me to complete what I'm saying.....?

#### Moving the discussion on

- Can we go on to think about.....?
- I think we should now move on to consider......

### **■** Expressing Agreement

- I totally agree
- I agree entirely
- I quite agree
- I couldn't agree more
- Absolutely / precisely /exactly
- I think you're right

#### **■** Expressing disagreement

- I don't agree at all
- I totally disagree
- I think quite differently on this
- I don't really think so
- I'm afraid I can't agree with you there

#### ■ Checking comprehension / reformulating

- To put that another way...
- If I follow you correctly...
- So what you're saying is...
- Does that mean...?
- Are you saying...?

#### ■ Making a suggestion

- I suggest that....
- We could.....
- Perhaps we should...
- It might be worth....
- What about....?
- Why don't we....?

### 4.6 SPEAKING

Practice your group discussion skills by arranging to meet with your study partners. Select any of these topics and conduct your discussion. Remember to apply the tips we have given you, the do's and don'ts as well as the formulaic language given in the unit. Ask someone to assess you on the basis of the



assessment criteria given in this section. Some excerpts of a possible model are given for the first topic.

- 1 What ails Indian sports?
- 2 Is coalition politics here to stay?
- 3 Should colas be banned for the safety of public health?
- 4 The cable TV invasion.
- 5 Education and success is there a correlation?

#### **Speaker 1: What ails Indian Sports?**

There is no doubt about the fact that Indian sports have come a long way from what it was in the early days of Independence. However, we also cannot deny that looking at our population and potential, we Indians have not achieved much in the area of Sports. I am of the view that lack of infrastructure is the biggest problem that we face. This is particularly true of smaller towns and the countryside...

#### Speaker 2:

I quite agree with what you say about the lack of facilities in small places. But don't you think that a lot of the facilities available in the bigger towns are underutilized? ...

#### Speaker 3:

I'm afraid I don't really agree with you there. Many children wish to make use of the infrastructure but the professional sports persons and sometimes the administrators do not really allow everyone to make use of the facilities. Besides the fee for some of these stadiums is ...

#### Speaker 4:

If I may add here, that besides lack of infrastructure, there is also a great deal of political interference in sports. On many occasions the deserving players are not selected. For example take the case of ...

#### **Activity 5**

Play this simple game with a friend. You are player 1. Then, go through each block and write down the answer. The start up box is common for both players. Roll a dice and move the given number of blocks. Whichever block you stop at is the position you are at in a discussion. Solve that and move on...

Remember to use the language inputs given in the unit. Keep a photocopy of the input in your hand to help you. As you become familiar with these expressions, they will become a part of your language in use. However, this will take some time. Until then don't hesitate to practice with the language input kept before you to lend the necessary support to you.

1	2	3	4
Free education till	You are the second	You do not	You must add a
college is the best	speaker. Discuss	agree with the	point to the ideas
way to empower	the implications of	opinion of the	given by the
our vast human	the issue. Ask	participant who	earlier speaker /
resourceframe	about group	spoke just	participant
the initial line	opinion.	before you.	participant
the initial line	оринон.	Explain why.	
5	6	7	8
There are members	Restate the	You are not very	You are in
		sure about what	
in the group who	existing idea and introduce a fresh		complete
have not		was just said. Ask for	disagreement with what is
participated.	aspect.	-	
Express your view		clarification.	being said.
and ask for theirs.	1.0		Express yourself
9	10	11	12
You have been	There's a	You need to	You agree with
interrupted twice	disagreement	review what has	the speaker. In
and you need to	between two	been discussed	fact you have a
finish what you	participants and	till now.	point that
were saying.	the discussion has		supports him/her.
	come to a		
	standstill.		
13	14	15	16
Add a new	Make a suggestion	You feel there's	There's definite
perspective, move	about what should	no consensus.	consensus.
the discussion	be considered next.	Restate the	Conclude the
ahead on a fresh		differing views	discussion.
point.		and move	
1		towards a	
		conclusion.	
17			
The discussion			
was successful.			
Congratulations!			
The conclusion			
was			



### Assessment criteria

The participants of Group Discussions are evaluated by a panel of experts. Here are most of the areas on which they would mark you on their evaluation sheets. It would be extremely helpful to keep these in mind when you participate in Group Discussions.

- ← Command over spoken English it should be logical, coherent, correct, appropriate
- ♣ Knowledge base authentic information genuine facts and figures
- Convincing power cogent, decent and constructively forceful attitude
- Discourse management coping with twists and turns of arguments
- Body Language eye contact, body posture, attentiveness

  Maturity candidate must not 'bully' others or take undue advantage to prove himself/herself a 'leader'.
- Listening intelligent and analytical

- Supplementing responding and adding to what another has said before initiating a fresh turn
- **♣** Initiative and Assertiveness

#### Beneficial team behaviour

- Initiate discussions
- Seek information and opinions
- Suggest procedures for reaching a goal / consensus
- Clarify or elaborate ideas
- **4** Summarize
- Act as a gate-keeper, direct conversational traffic, avoid simultaneous conversations
- Subdue dominant
  talkers, make room for reserved and shy people
  Keep the discussion from digressing
- ♣ Be flexible and creative in resolving differences



### 4.7 WRITING

#### Check your progress 1

You have prepared a chart in Section 4.3 under certain headings showing similarities and differences among GD, Conversation and Debates. Develop the points you have noted in the chart to write about 250 words on your findings.

# Check your progress 2

4.8

**VOCABULARY** 

Read the text and use the right form of the word in the bracket to form a word that fits in the numbered space. The first one is done for you as an example.

4.9	GRAMMAR (THE PART	: NON-FINITE V ICIPLE)	ERBS
xii	Define	the discussion	
xi 	Accept	your objective	
X .	Convey	a fresh direction	
ix	Provide	decisions	
viii	Summarize	order	
vii	Maintain	a consensus	
vi	Accommodate	responsibility	
V	Synthesize	dissenting viewpoints	
iv	Resolve	contradictions	
iii	Take	ideas convincingly	
ii	Restore	arguments	
i	Build	eye contact	(Answer: Build a consensus)
	h the words in the ty for you.	wo columns to make word	d collocations. The first one is
Chec	k your progress 3		
pairs quick	naturally or habitua	ally. These are called we that follows has collocated the collows has collocated the collocated	ny words occur in groups or ord collocations. Example: a tions with verbs. The first one
conta in wh with	ct with as many men	mbers of the group as pos	(speak). Maintain eyessible. This will involve others (chance) of carrying them (wer) a specific point raised by
Do no	ot address only one	or two persons when 4	(speak). Maintain eye
is to a impos	appoint yourself as a se a system whereb t to be a free <sup>3</sup>	y everyone gets a chance	ne GD as well as the examiner (air) of the group. Do not try to be to speak in turn. A GD is to it proceed naturally. Do not estitute for discussion.

Read the following sentences:

- 1 There are no hard and fast rules for <u>participating</u> in a <u>conversation</u>.
- 2 Moreover, a conversation is not a very <u>disciplined</u> or <u>concerted</u> talk.
- Students are trained to participate in debates in schools and colleges. 3
- 4 <u>Interrupting</u> a speaker is not a nice thing to do.

The underlined verbs are non-finite verbs, i.e. they do not change with the number and person of the subject and do not express tense.

#### **Recruitment-II**

The tense in the sentence is expressed by the finite verb. This finite verb functions as noun or adjective.

#### **Activity 6**

- 1 Underline the non-finite verbs in the following sentences/phrases:
  - i Traveling in a train can be a wonderful experience.
  - ii She stoops to conquer.
  - iii I read the collected plays of Mahesh Dattani.
  - It was a working lunch so we did not feel heavy and sleepy afterit.
  - v Mother Teresa picked up the abandoned children and the dying lepers from the streets of Kolkata.
  - vi Grandmother told us an interesting story.
  - vii The student had a worried look on his face.
  - viii They took the injured man to the hospital.
- Fill in the blanks with the correct participle forms of the verbs given in box:

wound	tire	fry	swell
amaze	bore	value	shock
name	break	excite	

i	The boy sat on achair by mistake.			
ii	potatoes are tasty to eat.			
iii	He took thechild to the hospital.			
iv	Rohit found his job, he wanted to do somethin			
	more			
V	We went for a long walk. It was very			
vi	In South America, each community has its own			
	customs.			
vii	My grandmother was an storyteller.			
viii	In many societies, story telling is askill.			
ix	The doctor looked at theankle.			
X	We could hardly believe our ears, it was indeed a			
	news.			

### 4.10 LET US SUM UP

In this unit you have seen how Group Discussion has emerged to become a significant tool for decision making, especially for business purposes. We have also seen how GD differs from conversations and debates. Since GD has become a popular medium for recruiting candidates this unit also incorporates tips for

preparing effectively for a successful GD. We have also given you certain words and expressions of English useful for participating in GD as well as for leading a GD.

#### 4.11 ANSWERS

#### 4.2 Listening Comprehension (Tape script-1)

- There are different types of oral communication activities in business world such as conversations, group discussions, debates, participating in meetings and seminars, giving lectures, making presentations, negotiating business deals and so on and each one of these has its own characteristic qualities and requires training and skill to handle them. Here in today's talk we'd confine ourselves to considering only one of these that is 'group discussion'.
- Group discussion has emerged as an important tool for making decisions in modern times not only in modern business settings but also in other fields as well. In the past there used to be mostly one-man enterprises and the decision-making vested in this one man and there was a general antipathy to discussion. But in modern times life has become quite complex in all spheres: political, social, economic and so on. Moreover, the spirit of democracy has been steadily gaining ground in the minds of the people.
- In such a scenario, Group Discussion has become a necessity as this technique has many advantages for both the management and the employees. This technique helps the management in getting maximum ideas in minimum possible time. Group discussion is a very important and useful tool as it enhances the personal and professional growth of employees at all levels because group interaction trains them in the decision-making process. Moreover, they get a sense of participation in the management and they learn to work as a team which is very useful for the success of any modern business. The decision made becomes everybody's decision and not the one imposed upon them from above and this is a great asset for the Management since all employees will want to see that the decision made is fully implemented and thus it will enthuse them with motivation, dedication and devotion.

#### **Activity 2**

- 1 ii
- 2 1C; 2D; 3A; 4B.
- 3 i F All the members come with an open mind.
  - ii T
  - iii T
  - iv F GD benefits both the management and the employees.

#### **Activity 3**

The main focus of the writer is to establish how group discussions are different from conversations and debates.

2

<b>Group Discussion</b>	Debate	Conversation
Involves two or more	Involves two or more	Involves two or more
people	people	people
It is a formal discourse	It is a formal discourse.	It is an informal discourse.
		More like a pastime.
There is a specific topic	There is a specific topic	There is no specific topic
to be discussed about.	to be debated on.	for a conversation. It shifts
		from time to time.
Participants come with	Participants come with	Participants come with a
a more open mind and	pre-formed positions.	more open mind and are
are receptive.		receptive
There are some rules to	There are some rules to	There are no such rules for
follow in a discussion.	follow in a debate.	participating in a
		conversation.
A conclusion has to be	It may end in	No conclusions may be
drawn at the end of a	victory/defeat or in a	drawn. It ends when its
discussion.	standoff where the two	time for participants to
	sides still maintain their	disperse or they lose
	original position on the	interest.
	topic.	

#### **Activity 4**

- 1 Requirements of a successful group discussion
- 4 True and False:
  - i F (You must question but using language politely and skillfully)
  - ii T
  - F (You must say what you feel is true but use your language skillfully to sound polite and inoffensive.)
  - iv F (You must be flexible and change your views if evidence to the contrary is given.)
  - v T
- 5 Suitability of topics for group discussion (you can have your own opinions):
  - i **Higher Education**: A topic framed and worded like this is broad and vague and hence not suitable for group discussion.
  - ii **Should we develop rural or urban areas in India?** This topic is worded as 'either/or' one and hence not suitable for group discussion.
  - iii **Tourism**: This topic is framed simply in one word and hence the topic is vague and not suitable for GD.
  - iv **How Can India Become self-sufficient in Energy Resources?** This is a suitable topic as it poses a predicament to the members and requires a joint enquiry for making a decision.
  - v Research in Health issues should be left to the private sector: Such a topic is good for debate and not for discussion as people can speak either 'for' or 'against' the topic and may come up with pre-determined propositions and views.

#### Check your progress 2

1-surest 2-chairperson 3-flowing 4-speaking. 5-chances 6-answering

#### Check your progress 3

i Build a consensus
ii Restore order
iii Take decisions
iv Resolve contradictions
v Synthesize arguments

vi Accommodate dissenting viewpoints

eye contact vii Maintain the discussion viii Summarize ix Provide a fresh direction Convey ideas convincingly X responsibility хi Accept Define your objective xii

#### **Activity 6**

- 1 The non-finite verbs:
  - i Traveling in a train can be a wonderful experience.
  - ii She stoops to conquer.
  - iii I read the <u>collected</u> plays of Mahesh Dattani.
  - iv It was a working lunch so we did not feel heavy and sleepy after it.
  - v Mother Teresa picked up the <u>abandoned</u> children and the <u>dying</u> lepers from the streets of Kolkata.
  - vi Grandmother told us an interesting story.
  - vii The student had a worried look on his face.
  - viii They took the <u>injured</u> man to the hospital.
- 2 i- broken, ii- fried, iii- wounded, iv- boring, exciting, v- tiring,
  - vi- naming, vii-amazing, viii- valued, ix- swollen, x- shocking

# BCS-052

# BLOCK 3

CPD: 011-65164822

IGNOU COACHING AND PROJECT TRAININGS



# BCS-055 BUSINESS COMMUNICATION

Indira Gandhi National Open University School of Computer and Information Sciences

Block

3

# **BUSINESS WRITING**

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August, 2013

© Indira Gandhi National Open University, 2013

ISBN: 978-81-266-6505-1

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Further information on the Indira Gandhi National Open University courses may be obtained from the University's office at Maidan Garhi, New Delhi-110068.

Printed and published on behalf of the Indira Gandhi National Open University by the Director, SOCIS.

Laser Composer: Tessa Media & Computers, C-206, A.F.E-II, Jamia Nagar, New Delhi-25

Print:

## **BLOCK 3 INTRODUCTION**

In this block we have primarily concentrated on different types of business correspondence, which are essential to you in your workplace. Note that all these diverse types of correspondence can also be written in the form of email. Also, we discussed the most difficult but also most important areas of business writing, i.e., writing proposals and reports.

We have given you practice in writing for both Internal and External Business Correspondence. Internal correspondence involves memos, offices orders, circulars, notices, etc. which are used for circulation within the workplace. External correspondence involves writing letters, emails to business colleagues, partners and customers outside your workplace. The mechanics of each type of writing has also been discussed.

In order to get anything **done** in a business situation we need to write a proposal. The proposal can be accepted or rejected depending on a number of factors. But an important factor in the acceptability of any proposal is how we write the proposals itself. Therefore, we give you the mechanics of proposal writing with an emphasis on project proposals.

After a particular business activity is concluded, you need to write a report on it. This report reflects very transparently the process of business activity you conducted, the findings or facts that you uncovered, the problems you faced and the recommendations that you have to offer. Also, we give you examples of actual reports in the format that is required for a report.

Along with the activities pertaining to difference types of correspondence, writing proposals and writing reports, we have also given you practice in vocabulary enhancement, grammar and listening comprehension.

Please read these units carefully and use the format and style when you need to write proposals and reports for your workplace.

We have the following units in this block:

Unit 1 – Features of Written and Oral Communication

Unit 2 - External Communication

Unit 3 – Writing Reports

Unit 4 – Writing Proposals

We have given you practice in these situations through interesting activities. If you sincerely and earnestly do all the activities, you will gain confidence to communicate with fluency in English. We have given answers to all the exercises/activities. Please listen to the audio files uploaded on our IGNOUs website <a href="www.ignou.ac.in">www.ignou.ac.in</a> under BCA pages of School of Computer and Information Sciences for speaking and listening activities.

Hope you benefit from this block.

# UNIT 1 FEATURES OF WRITTEN AND ORAL COMMUNICATION

#### Structure

- 1.0 Objectives
- 1.1 Warm Up
- 1.2 Making a Choice: Different Styles of Communication
- 1.3 Written Communication
- 1.4 Reading: Letters, Memos, Office Orders and Circulars
  - 1.4.1 Downward, Non-interactive Internal Communication
  - 1.4.2 Office Order
  - 1.4.3 Circulars
- 1.5 Grammar: The Order of Adjectives
- 1.6 Let Us Sum Up
- 1.7 Answers

#### 1.0 OBJECTIVES

In this Unit you will learn about:

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

#### 1.1 WARM UP

#### **Activity 1**

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

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

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

- 2) Think about the following:
  - i) How can you communicate effectively?
  - Think of an instance when your meaning was distorted because of miscommunication.
  - iii) Did it create a 'comedy of errors' or lead to a 'sad situation/sorry state of affairs'?
- 3) How will you react when faced with the following situations? Give your answers in both media, verbal and non-verbal. The first one has been done for you.
  - i) Your grandparents have come to visit you.
    - You will greet them verbally by saying 'namaste', 'salaam' etc. The non verbal greeting would be a warm hug, a welcoming smile and/or touching their feet in respect. The communicative mode is thus a mix of both formal and informal.
  - ii) You have gone with your friends to see a film. You meet your teacher at the theatre who is going to administer a test the next day.
  - iii) You meet an old friend unexpectedly at a restaurant.
  - iv) You want to complain to the municipal authorities about the increasing menace of stray animals in your area.
  - v) Your boss has asked you about the marketing strategies your team has adopted regarding the latest product of the company.
  - vi) You have to visit your boss who has lost his father recently.

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

# 1.2 MAKING A CHOICE: DIFFERENT STYLES OF COMMUNICATION

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

#### **Styles of Communication**

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

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

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

#### The Relater

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

#### How to deal with them:

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

#### The Socializer

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

#### How to deal with them:

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

#### The Thinker

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

#### How to deal with them:

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

#### The Director

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

#### **Business Writing**

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

How to deal with them:

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

#### **F** Check Your Progress 1

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

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

#### **Check Your Progress 2**

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

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

#### 1.3 WRITTEN COMMUNICATION

#### **Activity 2**

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

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

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

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

#### **Activity 3**

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

#### 1) **MEMORANDUM**

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

From: MD

Date: 24/02/20xx

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

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

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

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

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

2) Serangoon Garments Serangoon Road

Singapore

Tel: 934-23456 Fax: 934-23457

Date: 27<sup>th</sup> February 20xx

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

Dear Mr. Sareen,

Sub: Discrepancies in your last consignment of garments

No. IG-01/108

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

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

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

Yours truly,

## Hwang Cho

Manager Serangoon Garments Singapore

# 1.4 READING: LETTERS, MEMOS, OFFICE ORDERS AND CIRCULARS

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

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

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

#### **Business Writing**

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

1001/103	
an you add more guidelines?	

#### 1.4.1 Downward, Non-interactive Internal Communication

# Memo

#### Memorandum

Activity 4

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

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

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

#### Features of a Memo

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

#### Uses of a Memo

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

#### Writing a Memo

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

#### **Avoid Saying**

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

#### **Instead Word it Like This**

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

#### 1.4.2 Office Order

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

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

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

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

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

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

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

#### **OFFICE ORDER**

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

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

(SUDHIR KUMAR)

COLLECTOR CUM DISTRICT ELECTION OFFICER KARAIKAL DISTRICT

To The Dy. Collector (Revenue) Karaikal

#### Copy to:

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

#### 1.4.3 Circulars

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

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

iii)

- **Activity 5** 1) As the Finance Manager of your company, write a memo about the decisions arrived at in a meeting between the MD and you. The decisions were about the guidelines for executives traveling on company business. i) Company executives will travel in economy class in planes and AC two tier class in trains. ii) They will stay at 3-star hotels.
  - iv) The executives can withdraw cash up to Rs. 10,000/- as advance for incidental expenses.

their travel including booking of tickets and hotel reservations.

The Travel Department of the company will make all arrangements for

	v)	Hotel bills shall be settled directly by the company. Payments unrelated to company business shall be made by the executive.
2)	Draf	t an office order for the following situation:
		Sheela Nair, Deputy Manager Sales, was promoted to the next higher grade enior Manager on 26 <sup>th</sup> of July 20xx.
	•••••	
	•••••	
3)	infor becar	e a circular on behalf of the Delhi Transport Authority for the purpose of ming all bus commuters that Grey-line buses have been taken off the roads use of traffic violations and the recent spate of accidents involving them. It also decided to introduce more DTA buses on all major routes.
	•••••	
	• • • • • •	
	•••••	

#### **Check Your Progress 3**

Now that you have read about some types of downward, non-interactive internal communication, answer the following questions briefly in your own words:

1) What are the principles of effective business correspondence?

•••••		•••••	•••••
•••••	• • • • • • • • • • • • • • • • • • • •	•••••	•••••

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

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

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

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

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

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

matter immediately and decide how to rectify it. This work has to be done on top priority. You are requested to come to my office tomorrow i.e. 28 <sup>th</sup> of February, at 11.00 am with workable solutions and concrete suggestions to stop our client from severing relations with us.						

## 1.5 GRAMMAR: THE ORDER OF ADJECTIVES

Read the following sentences from the text:

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

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

Some adjectives give a general opinion, examples:

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

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

Food: tasty; delicious

Furniture: wooden, steel, comfortable/ uncomfortable

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

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

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

Therefore in sentence 5, few would come before effective.

#### **Check Your Progress 4**

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

#### 1.6 LET US SUM UP

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

#### 1.7 ANSWERS

#### **Check Your Progress 1**

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

#### **Check Your Progress 2**

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

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

#### **Activity 2**

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

#### **Activity 4**

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

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

#### **Activity 5**

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

#### **MEMORANDUM**

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

From: Finance Manager

Date: February 22<sup>nd</sup> 20xx

#### Subject: Guidelines for business travel

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

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

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

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

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

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

#### **OFFICE ORDER**

#### Sub: Promotion of Ms. Sheela Nair as Senior Manager

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

Vivek Bhatia Secretary

To

Ms. Sheela Nair

Deputy Manager, Sales

#### Copy to:

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

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

#### **CIRCULAR**

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

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

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

Prashant Sharma Chairman – DSTA

#### **Check Your Progress 3**

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

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

#### 2) Memos and office orders:

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

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

#### 3) The difference between memo and office order

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

#### 4) The memo has the following characteristics:

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

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

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

Date: 27/2/20xx

#### 8) **MEMORANDUM**

To: Managers (Sales, Production, Quality Control)

From: MD

**Subject: Urgent meeting concerning Funky Toys.** 

Features of Written and Oral Communication

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

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

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

## **UNIT 2 EXTERNAL COMMUNICATION**

#### **Structure**

- 2.0 Objectives
- 2.1 Warm Up
- 2.2 Language Focus
- 2.3 Reading I: Different Types of Informative and Persuasive Letters
- 2.4 Vocabulary: Multiple Meaning of Words
- 2.5 Writing-I: Sequencing
- 2.6 Grammar
  - A. Noun Clause
  - B. The Present Perfect Tense
  - C. The Present Perfect Continuous Tense
- 2.7 Reading-II: Email Guidelines
- 2.8 Writing-II: Writing an Email
- 2.9 Let Us Sum Up
- 2.10 Answers

### 2.0 OBJECTIVES

In this Unit you will learn about:

- What is external business correspondence?
- The mechanics of drafting external business correspondence
- Types and functions of external business correspondence
- More types of external business correspondence
  - Informative and Persuasive Letters
    - Routine letters
    - Sales letters
  - Letters for Special Purposes
  - Problem Letters
- How to write
  - Routine Letters
    - Letter of inquiry
    - Letter seeking information
    - Letter of request
    - Letter of quotation
  - o Sales Letters
    - Prospecting letter
    - Cover letter with offers etc.
    - Follow up letter(s)
    - Sales appreciation letter

- Letters for special purposes
  - Agency letters
  - Personnel letters relating to employment
  - Status enquiries
  - Seeking finance
- Problem letters
  - Complaints and follow ups
  - Concessions
  - Collection Letters on account of overdue/pending payment
- Emails
  - Some guidelines for writing them
- How to write these letters

#### 2.1 WARM UP

There are two letters written by the same person for different purposes. Do they have the same tone, format and content? What is similar / different about them?

#### Letter 1

Apt # 505 Himalaya Apts, Sector-9, Dwarka N. Delhi – 75. Dear Jatin,

Date: 23<sup>rd</sup> February 20xx

How are you? I hope you are fine. Guess what happened the other day?! I met the film actress Priyanka at a birthday party of a mutual friend. I was so excited to meet her, more so because it was unexpected. The food was good and the music great, but all the guests were taken up with Priyanka. She looked pretty and as attractive as she does on the screen. All the boys (including me of course) were crowding around her and trying to shake her hand or talk to her. I was very impressed by the fact that she was friendly and did not mind people jostling around asking for her attention. After signing countless autographs, she danced to the songs from her films which were played repeatedly as a sort of tribute to her.

How are your parents and others at home? Are you still working for Satyam? When are coming to Delhi? Do make it soon so that we can meet. Convey my regards to your parents.

With love Samar

#### **Business Writing**

#### Letter 2

To The Marketing Manager *The Entertainers* Jhandewalan Delhi

Date: 22<sup>nd</sup> February 20xx

Sir,

I had recently bought an HD LCD TV from your showroom. However, after using it for less than even a month, I find that the high definition picture quality is simply not there. At times there is distortion of picture too. I find it extremely disturbing that our new and expensive TV is malfunctioning. As the set is within a two-year warranty period, I request you to send someone immediately to repair/replace the TV.

Yours Sincerely Samar Singh (Apt # 505, Himalaya Apts, Sector-9, Dwarka, N. Delhi – 75)

Both letters are examples of external correspondence but the second letter is formal in tone and the content is in the nature of a complaint in a business context. The first letter is informal, casual and non-business in content and context.

#### **Differences between Formal and Informal Letters**

Formal letter	Informal letter
It is written to make a specific point to a person/organization known or unknown to us.	It can address different topics and is written to people you know.
Its primary aim is to convey information.	Generally it deals with private thoughts, feelings and topics of interest to the person to whom the letter is addressed.
It contains certain linguistic features which are formal in nature.	It contains expressions which characterize conversation – exclamatory expressions (Guess what happened the other day?!), questions (How are your parents and others at home?), contracted forms (It'll take some time), etc.
It is generally brief, clear, precise and complete. It is well-organized and points are arranged in a logical sequence.	It may talk about different subjects and even ramble a bit. Its organization and logical continuity is more loosely structured.

Activity 1
Can you add some more differences?
2.2 LANGUAGE FOCUS
We use language - both spoken and written - for specific purposes. The words and phrases used to convey one purpose would have to be changed to fulfill another purpose. Chunks of language that serve a specific purpose can be referred to as structures. These are often formulaic expressions that fulfill language functions. They also provide different levels of formality to create a variety of moods. For example, "I'm afraid this is really not possible" is a polite way of refusing something. A number of ways of conveying the same intent is possible in situations of differing degrees of formality.
No way (most informal)
Not possible
Absolutely not
This is simply impossible / not possible
It seems difficult for this to happen
I'm afraid this is really not possible
I'm sorry it may not be possible
I regret to inform you that this may not be possible (most formal)
Instead of writing in a stilted, official language, use a more personal, down-to-earth style. It is true that there are certain conventions that we have to follow in business correspondence. But the tendency to use outdated phraseology makes our language stylized and pompous. See the following letter:
Dear Mr. Sareen,
Thank you for your gracious letter of the 7 <sup>th</sup> instant. In response to your query, I wish to state that we no longer sell the equipment you enquired about. Be advised that Sanburn & Co. could be of some help to you. You may address further correspondence to that firm for assistance in the matter.
Thank you,
Yours sincerely,
Hiten Saxena

Store Manager

Surely there are some words and phrases you would like to omit? We could replace words/phrases like 'gracious', 'of the 7<sup>th</sup> instant', 'I wish to state', and 'Be advised' with less archaic and more contemporary forms. Now read the re-written letter given below. Does it sound better?

Dear Mr. Sareen,

Thank you for your letter of 7th Oct 20xx.

We no longer sell the equipment you enquired about. However, we are aware that Sanburn & Co. deals with such items. The company executives may be able to help you. You may like to write to them for assistance.

Sincerely yours,

Hiten Saxena Store Manager

#### Activity 2

Apart from being polite and clear, you should be concise too. Here are some more examples of words/phrases you must avoid in your writing. Can you replace them with concise forms? See the answers given at the end of the unit to check your responses.

- 1) In due course
- 2) Please find attached the file you requested
- 3) It was realized by Mr. Sareen that we must cut down costs
- 4) There are some rules that must be observed
- 5) I beg to state that
- 6) After a dialogue with you
- 7) Causative factors
- 8) The issue of utmost importance is collaboration
- 9) Answer in the affirmative
- 10) In accordance/compliance with your request
- 11) Pursuant to our conversation
- 12) I enclose herewith the papers
- 13) Notwithstanding the fact that
- 14) In the majority of circumstances

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

#### **Activity 3**

To write effectively, you need certain skills that will enable you to write simply, clearly, correctly and briefly. Read the following paragraph.

When the mall owners were contacted on December  $23^{rd}$ , the assistant manager informed the senior chief engineer that they were thinking over advertising block 1 for sale. But he also expressed his inability to take a firm decision by requesting this company to confirm their intention of buying the block within a month when their president will come back from a business trip, which will be January 22nd 20xx.

The two things you would have understood after reading the above paragraph is that the mall owners were contacted on December  $23^{rd}$  and the president is returning on January 22nd. The important information about the sale of the block of shops is muddled up by the use of excessive words.

flow will you rewrite this paragraph to make sense? Check your writing with the	
answer given at the end of this unit.	

How will you rewrite this personent to make sone? Check your writing with the

#### The Mechanics of Writing a Letter

A business letter should be neat, attractive and create a positive impression in the mind of the receiver/reader. While there should be accuracy in both facts and presentation, attention should be paid to the following points:

- → The letter should give the date i.e. tell when the letter was sent.
- → It should have the name and designation of the recipient. Ensure that the name is spelled right as nothing turns off a reader more surely than her/his name being misspelled. Do not address a lady as Mr. or as Mrs. if she is unmarried.
- → The recipient's address should be given correctly.
- → The letter should also give the address of the sender i.e. from where it is being sent.
- → It should have the name and designation of the sender.

It is a good idea to **plan your letter** before writing it. There are some steps involved in it:

- ✓ Ask yourself: What is the purpose of this letter?
- ✓ Assemble all relevant information and documents
- ✓ Decide upon the key points you wish to convey
- ✓ Analyze your audience and write your messages according to the reader's age, status, characteristics and attitudes especially when he or she belongs to a culture other than your own.
- ✓ Draft the document stating your purpose.
- ✓ Format the document with care. Use a conventional format and appropriate courtesy titles and proper salutations at the beginning and end of the letter.
- ✓ Revise your message with care and then type your final draft. Read it again before sending it. Check for grammar mistakes.

#### Forms of Salutations, the Beginnings and the Endings

A business letter usually begins with 'Dear Sir/Madam' or even a simple 'Sir/Madam' is enough. If you know the name of the person you are writing to, address her/ him by their surname, e.g. 'Dear Dr. Sinha'. Then begin the letter by saying why you are writing, e.g. 'I am writing to ask....., or 'I am writing to

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confirm .......' etc. When you write a letter seeking a favor, or information, you close it by saying "Thank you, Yours Sincerely" or "Sincerely yours". If you wish to get an answer to your letter, you may close by writing "I look forward to hearing from you" or "An early reply would be greatly appreciated".

# **Activity 4**

Given below is a list of verbs and verb phrases. Choose a suitable verb to complete the sentences below. Begin your sentence with "I am writing to ......" or "I would like to ......."

ask inquire about confirm apologize for invite inform complain about thank request allow for
--

i)	the poor quality of the cloth used
ii)	the rude behavior of my clerk
iii)	you for the excellent arrangements
iv)	the post you advertised
v)	the dates which we agreed on

# 2.3 READING-I: DIFFERENT TYPES OF INFORMATIVE AND PERSUASIVE LETTERS

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

There are various kinds of business letters which may be classified according to the nature of the situation for which the letter is written. They can be broadly classified as Informative and Persuasive Letters (Routine and Sales Letters), Letters for special purposes and Problem letters. Given below is a list of different types of such letters.

#### **Informative and Persuasive Letters**

#### • Routine Letters

- Enquiries, seeking information and requests
- Quotations
- Orders and acceptance
- Payment

#### Sales Letters

- Prospective or Promotional letters
- Cover letters with offers, fliers, catalogues etc.
- Proposal letters
- Follow up letters
- Sales appreciation letters

#### • Letters for Special Purposes

- Agency Letters relating to banks, insurance agents/company, government and regulatory agencies, etc.
- Personnel letters relating to employment
- Circulars
- Status enquiries
- Seeking finance

#### • Problem Letters

- Complaints and follow ups
- Concessions
- Collection Letters on account of overdue/pending payment

# **Examples of Different Types of Informative / Persuasive Letters**

# **Letter of Enquiry**

These are generally addressed by prospective buyers to possible suppliers of goods to seek information regarding availability of goods and the terms and conditions of supply and delivery. Such a letter may include a description and specifications of goods required.

[Date]

[To - Name][Company][Address][City, State PIN code]

#### Subject: Catalogue of dresses for your consideration

Dear [Ms./Mr. last name]

We saw your advertisement in the last issue of the monthly magazine Garments Today. We require Indian and Western style dresses for women of all age groups for our store in Connaught Place, New Delhi. We would like to have a look at some sample dresses and their prices before we can place an order with you. Please let us know when we can see them.

Sincerely,

[Your name]

[Your address, if not using your letterhead]

# **Letter Seeking Information (for a business plan)**

[Date]

Your address if not using letterhead [City, State PIN code]

[To - Name][Company][Address][City, State PIN code]

# Subject: Seeking help for a business plan

Dear [Ms. /Mr. last name]

I have been a regular customer of your business and have always admired the way you operate and handle it.

At present I'm trying to set up a new venture of my own for a service business which is quite different from yours. But there are some similarities in the way customers are handled. Would you mind if I called you to ask some questions regarding your philosophy about customer service?

I have enclosed a self-addressed, stamped postcard with some questions so that you can reply by simply ticking off in the appropriate places. Then I will call at whatever time is convenient to you. Thank you for your time.

Sincerely,
[Your name]

[Your address, if not using your letterhead]

# **Letter of Request**

Such letters may include requests for goods and services or for information of various sorts (examples given above).

# **Activity 5**

Read the following letter of request and fill in the gaps with appropriate words in their correct form.

[Date]

Your address if not using letterhead [City, State PIN code]

[To - Name] [Company] [Address] [City, State PIN code]

Dear [Ms./Mr. last name if you know it or Madam/Sir]

Kindly let us know the required information at the earliest.

Thank you for your time.

Yours Sincerely, [Your name]

Letter of Quotation External Communication

When an enquiry is received about goods from a prospective buyer, a letter of quotation has to be sent in reply. Business quotations should give complete information about the nature and quality of goods asked for, time and mode of delivery, prices, any additional charges for packing and shipping or other services, and terms of payment. The letter given below is written in response to a letter of enquiry (see above).

#### [Date]

[To - Name]
[Company]
[Address]
[City, State PIN code]

Dear [Ms./Mr. last name]

Thank you for showing interest in the dresses made by our team of designers. We have enclosed a copy of the catalogue of our dresses so that you can have an idea of the kind of dresses we make and their prices.

You will see that our designs are contemporary as well as ethnic. Our prices too are unbeatable and very reasonable. I would also like to mention that we have been working in this field for at about 7 years now and supply dresses to most of the well-known and exclusive garment showrooms across North India.

I am also enclosing an order form and a document detailing our terms and conditions of payment, discounts on bulk orders and mode of delivery for your attention and information. We also provide a replacement guarantee on our products in case of any problems/defects.

Looking forward to hearing from you soon.

Sincerely yours,

[Your name]

[Your address, if not using your letterhead]

Enclosures: i) Catalogue

ii) Order form

iii) Document of details regarding payment etc.

#### **Sales Letters**

The main aim of this kind of communication is publicity and advertisement of a company's products and/or services offered in anticipation of growth in sales and customer base. The different types of sales letters are:

- Prospecting letters This is sent to prospective or potential customers for your products or services.
- Cover letters They accompany catalogues, fliers, information sheets and offers by companies.
- Proposal letters These are written to take on new products, services etc.

- **Follow up letters** They help to outline in writing what you and the recipient have discussed in a meeting or phone call and what you two have decided. They can also work as reminders to customers who may have discontinued patronizing your products or may be in the form of replies to queries by customers.
- Sales appreciation letters Such appreciation letters acknowledging a customer's patronage build both good will and business.

#### Some important factors to consider while writing sales correspondence:

- While composing a sales letter, you should be able to catch the attention of your reader with an effective opening and generate an interest in her/his mind to know more.
- ❖ Identify your potential customers' need. Sales letters should not only be about what you have to sell; they should address the customer's need and how you can satisfy this need.
- ❖ A sales letter should make the act of purchasing easy. It should clearly state what the customer is expected to do in case s/he wishes to buy a product. The action to be taken should be within easy reach and possibility of the customer.
- ❖ You should also indicate reader benefit, that is, how the action performed will benefit the receiver of the letter
- ❖ Be polite and conversational in your sales letters. Don't try to be comic or flippant as most people regard parting with their money as serious business.
- Check and revise your letter for accuracy.

# **Prospecting Letter**

## **Activity 6**

In the prospecting letter that follows the prepositions are missing. Fill in appropriate ones.

[Date]

[To - Name]
[Company]
[Address]
[City, State PIN code]

Dear [Ms./Mr. last name]

I enjoyed meeting you ......(i) the conference .....(ii) Digital Photography held ...(iii).. [date]. Thanks a lot ......(iv) the tips ......(v) taking better images.... .....(vi) digital cameras. In fact, I went ahead and invested ......(vii) the latest digital camera which is a very handy, convenient and user friendly piece.......(viii) equipment. I have been shooting short videos too which is another great feature .......(ix) this camera.

I remember you mentioning that you have a photography store .....(x) central Delhi. I would like you .....(xi) know that I am ......(xii) the business of selling photographic paper. I have enclosed a flier ......(xiii) my company's [company name] products. I hope you will consider buying paper ......(xiv) us and recommending us .......(xv) your contacts. We take great pride ....(xvi) offering high-quality products. Thank you and good luck......(xvii) your new store ......(xviii) south Delhi.

Yours Sincerely,
[Your name]
[Your address if not using letterhead]

Activity 7 External Communication

#### **Special Offer Letter**

In the following letter, the sentences are grammatically incorrect. Rewrite the letter with grammatically correct sentences.

[Date]

[To - Name]
[Company]
[Address]
[City, State PIN code]

Dear [Ms./Mr. last name if you know it or Madam/Sir]

This news coffee lovers! Just think - you never have wait to go out buy coffee your supply over. Try new mail order coffee service you wonder you managed without it. We sure you find our service convenient easy that we offering free coffee maker with initial order/subscription.

Our service care your preferences. You can increase or decrease order any time by simply visiting web site [give URL] adjusting/altering subscription. We enclosing catalogue showing different flavours coffee caffeinated and decaffeinated varieties. We ensure you pure coffee only as all coffee organically grown.

Act fast add new coffeemaker to home. The free product limited time till stocks last. We look forward you joining our [company name] family discerning coffee lovers.

Sincerely,

[Your name]

[Your address if not using company letterhead]

# **Follow Up Letter 1**

[Date]

[To - Name]
[Company]
[Address]
[City, State PIN code]

Dear [Ms./Mr. last name]

We have noticed that you have not been buying our products recently and we are wondering if there is a problem. If you have any complaints regarding our products or services please don't hesitate to call us and let us know the reason for your dissatisfaction. I am sure we can solve your problem.

I am enclosing a discount coupon valid for your next order as an incentive to continue buying our products and services. As an added incentive, we will extent this discount to a year's purchases if you place a standing order for the whole year.

We look forward to having you back as our valued customer.

Sincerely,

[Your name]

[Your address if not using company letterhead]

# **Activity 8**

# **Follow Up Letter 2**

Complete the letter given below.

[Da	ite]
[Co [Ao	o - Name] ompany] Idress] ty, State PIN code]
Dea	ar [Ms./Mr. last name]
It h	as been a month since we installed your new dishwasher
••••	
	ase help us to serve you better by filling in the enclosed customer feedback form.
••••	
••••	
	anks for buying our product.
	cerely,
[Yo	our name]
	Check Your Progress 1
	w that you have seen how business letters are written for different purposes, wer the following questions:
	What are the different kinds of business letter?
2)	What factors should be kept in mind while making an enquiry?
3)	What are the details that need to be included in a letter of quotation?
4)	What are the different kinds of sales letter?

Externa	l
Communication	1

5)	Prepare a checklist of writing effective sales letters. Collect 2-3 samples of sales correspondence and see if they are effective. If not, what changes would you like to make in them?

**2.3.1** Read the following text, attempt the activities and then answer the questions under check your progress:

We have already learnt about routine and sales letters. Now, you will read about Letters for Special Purposes and Problem letters.

# 1) Letters for Special Purposes are:

- i) Agency Letters relating to banks, insurance agents/company, government and regulatory agencies, appointing business agents, etc.
- ii) Personnel letters relating to employment
- iii) Status enquiries
- iv) Seeking finance

### 2) Problem Letters are:

- a) Complaints and follow ups
- b) Concessions
- c) Collection Letters on account of overdue/pending payment

# 2.3.2 Special Purpose Letters

# i) Agency Letters

#### Correspondence with Banks

A company needs to be in constant touch with its bank for various commercial transactions like opening a current account, stopping payment of cheque, request for an overdraft, loan, bank guarantee etc.

[Date]

[To – Name of branch manager][Name of bank][Address][City, State PIN code]

# Subject: To open a current account

Dear [Ms./Mr. last name]

We are in the business of manufacturing garments and we have recently opened a new showroom of our products in this area. We have a turnover of Rs 2 crores annually. For our financial transactions we need a current account and would like to open one in your bank. Kindly let us know about the formalities that have to be fulfilled in this respect. We look forward to an early response.

Sincerely, [Your name]

[Your designation]

[Your address, if not using your letterhead]

## • Request for Agency

Business firms which do not find it suitable to open branches usually establish agency relationships with other business firms in different towns and cities. This helps to expand business and save the cost of operating and maintaining branches.

There is a particular process of establishing an agency. A business concern may advertise or apply to a manufacturer or supplier for an agency explaining its financial resources, business connections, area and scope of operations, guarantee of business, rate of commission, requirement of sole agency or otherwise and lastly business references. When such relevant information is provided, the objective is to achieve a positive response from the interested party.

The manufacturer or supplier makes enquiries regarding the financial position and business dealings of the applicant from the referees. When the interested party is convinced of the applicant's credentials, a draft agreement or form is sent for completion and signatures.

[Date]

To
[Company name]
[Address]
[City, State PIN code]

#### **Subject: Request for Agency**

Dear Madam/Sir

In response to your advertisement for appointing agents for your products in Dwarka, New Delhi, we would like to offer our services.

Our firm has been in the business of selling children's clothes for more than 10 years. We are interested in selling your products and we are confident that we will be able to boost the sales of your products in this area.

We charge 5% commission on gross sales and guarantee all payments within a period of 90 days from the date of receipt of consignment. Our bankers are United Bank of India, Sector 4, Dwarka. You can refer to M/s Fancy Clothing, Sector 6, Dwarka, for seeking information about our financial integrity.

We shall do our best to promote your business in the Dwarka area and look forward to a fruitful relationship. Sincerely,

[Your name]

[Your company address, if not using your letterhead]

Activity 9 External Communication

Read the letter of appointment of agent and fill in the gaps with appropriate words.		
[Date]  Your address if no using letterhead [City, State PIN co		
[To - Name] [Company] [Address] [City, State PIN code]		
Dear [Ms./Mr. last name if you know it or Madam/Sir]		
Sub:		
We are to inform you that we would like to you as our so agent for the Dwarka area in New Delhi. Your name has been recommend and we hope we also establish good business relations in the future.		
To with, we quote below prices of different kinds of dresses out by us.		
1) Dress with thread embroidery medium size @ Rs 2000/- per piece.		
2) Dress with thread embroidery large size @ Rs 2500/- per piece.		
3) Dress with thread embroidery small size @ Rs 1500/- per piece.		
You will be		
We are also sending separate post our latest catalogue price list of o products. Kindly receipt of our products.	ur	
Yours [Your name]		
ii) Personnel Letters		
Activity 10		
Such letters relate to conditions of employment. Given below is a letter of application for the post of sales manager in a commercial organization. The beginning and end of the letter are missing. Complete the letter by filling in gaps.		
[Date]		
[To - Name] [Company] [Address] [City, State PIN code]		

Business Writing

Dear [Ms./Mr. last name]

I am 34 years old and have at least 10 years of sale [give company name]. I have also headed a team of involved in devising innovative sales strategies, frostage.

I am 34 years old and have at least 10 years of sales experience in a reputed firm [give company name]. I have also headed a team of 8 sales executives and have been involved in devising innovative sales strategies, from the planning to the execution stage.
Looking forward to hearing from you soon.
Sincerely yours,
[Your name] [Your address]
Activity 11  Look at the incomplete response to the above application. Fill it in with the correct form of the verb given in brackets.
[Date]
[Name] [Address] [City, State PIN code]
Dear [Ms./Mr. last name if you know it or Madam/Sir]
We
This position (be) an important one and a key to the growth of our company. That is why we (be) extremely careful in our selection process. We(be) in touch with you within the next 2 weeks to set up a phone interview. After that we will bring in semi-finalists for an in-person interview.
We appreciate your patience and your interest in (work) with us. We look forward to (talk) to you soon.
Sincerely, [Your name]

External Communication

# iii) Status Enquiry Letter

Enquiries about the credibility, financial standing and dealings of business firms, customers and clients are often made. For this purpose confidential letters are sent to known referees or to other business houses and institutions which may have dealings with the firms. It is expected that all these letters as well as replies to the same are written in good faith and in strict confidence. A straightforward opinion which does not reflect any bias or exaggeration should be given when such enquiries are made.

[Date]

[To - Name]
[Company]
[Address]
[City, State PIN code]

Dear [Ms./Mr. last name]

Thank you very much for your order dated February 5th 20xx, for 100 dresses on credit for 2 months. As you are dealing with us for the first time, we shall be grateful if you could furnish to us either a bank guarantee or a Delhi reference known to us. This is standard and usual practice. Meanwhile, we shall give our attention to your order.

Sincerely yours,

[Your name]

[Your company address]

## iv) Letters Seeking Finance

These letters are written to banks or other financial institutions asking them to extend loan facility to business concerns.

# 2) Problem Letters

#### a) Complaint Letter

Given below is a letter of complaint to the Railways.

[Date] [Your address]

The Superintendent Railway Parcel Section New Delhi Station. New Delhi

Dear Madam/Sir

This is to inform you that on January 15th 20xx, we had sent a consignment of our products to Mr. Salve of Mumbai vide railway receipt no.[give number and date] from New Delhi station. The railway receipt was sent to our customer.

#### **Business Writing**

However, we have received a complaint from Mr. Salve that the parcel has not yet reached him. Please look into the matter and let us know what happened to the parcel.

[Your name]

Sincerely yours,

# b) Letters Asking for Concessions

These letters are usually written by business organizations to financial institutions requesting for concessions in the terms and conditions of loan repayment.

# c) Collection Letters

They are sent by business firms to defaulting customers. They are also known as 'dunning letters'. The tone of such a letter should be courteous and polite. The usual practice is to write these letters in 3 stages, first in the form of a **mild reminder**, the second as a **persuasive letter** and the third is the **last resort** stage. The first mild reminder is the 'will pay' stage where the company is confident of receiving payment. The second 'persuasive letter' is the 'should pay' stage. The business house has to persuade and appeal to the erring customer. When all reminders and persuasive letters fail to elicit the desired response from the customer, the 'last resort' letter is sent. This letter is short and to the point. It gives the customer one last chance to pay.

# **Activity 12**

[Date]

Complete the body of the letter.

[To - Name] [Company] [Address] [City, State PIN code]
Dear [Ms./Mr. last name]
We regret to point out that we have written to you repeatedly, on 10th and 25th December, 20xx and again on 21st January 20xx, calling your attention to our unsettled account of Rs 22,250/- against supply of dresses as per your order.
We trust you will make this action unnecessary by settling our account immediately.
Sincerely yours,
[Your name] [Your company's address]
[Your company's address]

# **©** Check Your Progress 2

Now that you have seen how business letters are written for different purposes, answer the following questions:

2) What are the points to be considered in drafting a business letter?  3) Why do business firms appoint agencies instead of opening branches?	
2) What are the points to be considered in drafting a business letter?  3) Why do business firms appoint agencies instead of opening branches?	
3) Why do business firms appoint agencies instead of opening branches?	
3) Why do business firms appoint agencies instead of opening branches?	
4) Define collection letters.	
5) Describe the stages of sending collection letters.	
Activity 13	
1) Write a letter to Punjab National Bank seeking finance for your new v	enture.
	•••••
	• • • • • •
	• • • • • •
	••••
<ol> <li>Write a letter of complaint against a TV company which has delivered TV.</li> </ol>	d a defective

# 2.4 VOCABULARY: MULTIPLE MEANING OF WORDS

# **Activity 14**

Some words can be used as a noun, verb, adjective or adverb. For example, the word 'sound' can be used as a noun ('The ugly sound of honking cars is a regular feature of life in Delhi'), as a verb ('As soon as the siren sounded, the people left their work stations to go home'), as an adjective ('She gave me sound advice') or as an adverb ('She slept soundly').

Fill in the sentences below with the appropriate words given in the box. Remember to make the necessary changes in the word.

		frequent	storm	sparkle	question	Ì
1)	a)		s letters are in th	e form of a question	nnaire in which you	have to
	b)		nagervered quite fearle	his subessly.	pordinates about the	e missing
	c)	His	spirit has not	dimmed with advar	ncing years.	
	d)	He looked at	me			
2)	a)	The	weathe	r kept people at hon	ne.	
	b)	The MD to his proposa		out of the meeting a	fter meeting stiff op	position
	c)		s like a f its beginning.	in a teac	up because it ende	d within
3)	a)	The dewdrops	s glinted and	in the morni	ng sunshine.	
	b)	Themountain.	waters (	of the spring gushed	out from the side of	of the
	c)	Α	of mischief	lit up the face of th	e child.	
4)	a)	He is a	visi	tor to Delhi.		
	b)	•	•	loyeesating or of shirking		oncluded
	c)	After his retir great affection		gement spoke of hin	n:	and with
	d)	The	of swin	e flu is increasing in	an alarming mann	er.

**External** Communication

# 2.5 WRITING - I: SEQUENCING

#### **Activity 15**

Given below are sentences taken from an application for the post of a sales officer. Rearrange the sentences in the correct order and organize them into separate paragraphs.

- My present job requires me to not only to sell goods but also to keep an account of the sales and do some typing too.
- ii) I am 26 years old and hold an MBA degree.
- iii) I am interested in applying for the post of a sales officer which was advertised in The Hindustan Times on 30<sup>th</sup> of July 20xx.
- iv) I enclose my CV and will be happy to give you further information if required.
- v) You can contact me at my home phone or on my mobile during business hours.
- vi) The reason for wanting to leave this job is that I find the office routine too monotonous.
- vii) I have been working in a department store for the last three years where I have been the sole in charge.

viii)	Since the job advertised involves traveling and meeting people, it would suit my abilities and temperament.

# 2.6 GRAMMAR

In this section we study Noun clause, the present perfect and present continuous tense.

#### A) Noun Clause

Read the sentences below from the text:

- 1) Barbara Tuchman rightly remarks <u>that it take two persons to fulfill the function</u> and purpose of the written word.
- 2) He was informed by the assistant manager <u>that the company was thinking of</u> selling Block 1 of the shops.

The clauses underlined above are noun clauses because they do the work of nouns.

i) As subject to the verb as in the sentence, examples:

How the leopard enter the factory was a mystery.

Whatever happens, it is His will.

### ii) As object to the verb as in the sentence, examples:

We are confident that we will be able to boost the sales of your products in this area.

The young girl knew who the thief was.

She also knew where he lived.

# iii) A noun clause is object to a preposition, example:

The executive did not pay attention to what the customer was saying.

# How do you identify a noun clause in a sentence?

Ask the question "what" about the verb of the sentence and the group of words that give you the answer, will be the noun clause. Example

Research has proven that the sooner a complaint is resolved with the customer the greater the satisfaction...

Here you may ask "What has the research proven?" and the answer to this, "that the sooner a complaint..." is the noun clause.

The following words called **subordinating conjunctions** introduce noun clauses.

that	Who	When	however	what	whoever
whenever	Where	whatever	why	how	wherever
whether					

<b>P</b>	Chec	k Your Progress 3
1)		applete the following sentences by adding noun clauses as objects. Use the s given in brackets and the appropriate subordinating conjunction.
	i)	I don't know (get/money back).
	ii)	Can anyone tell me(the matter/with him)?
	iii)	Please confirm (you can come/on Sunday).
	iv)	It is a good thing (he/working hard).
	v)	The airhostess asked me(want/coffee, tea or juice)
	vi)	I don't understand
	vii)	Preeti hasn't decided (go/Mumbai).
	viii)	Jitendra didn't say (he/stay in Delhi).
2)	Con you.	applete the sentences with appropriate noun clauses. We have done one for
	i)	My boss said, "You ought to work harder."
		My boss told me that I ought to work harder.
		My boss suggested that I ought to work harder.
		The Managing Director said, "Riya, why don't you go for a leadership training course?"
	1	The Managing Director suggested

	External
Comm	unication

	The Managing Director noped	Commun
	The Managing Director wanted	
iii)	The Office Manager told the staff, "please come to office on time."	
	The Office Manager advised	
	The Office Manager hoped	
	The Office Manager wanted	
	The Office Manager suggested	
iv)	Aliya said, "I wish I didn't have to work so hard."	
	Aliya wished	
	Aliya hoped	
	Aliya wanted	
v)	The Manager said, "It is hard work that pays in the end, not flattering the boss."	
	The Manager advised	
	The Manager commented	
	The Manager suggested	

# **B)** The Present Perfect Tense

Read the sentences given below. They are from the unit.

- 1) I had recently bought an LCD TV from your showroom.
- 2) We have already read about the different kinds of non-interactive, internal ...
- 3) I have been a regular customer of your business and have always admired the way you operate and handle it.

The words in bold are in the Present Perfect Tense.

Has/have + past participle of the verb

## **Function**

- The Present Perfect Tense is used to talk about the present result of past actions. It is also used to talk about recent events.
  - 1) I have given your report to the Director. (S/He has it now.)
  - I have sent them the samples they wanted.(I have sent them, they are in the post now.)
- The Present Perfect Tense is used for a finished action at an unknown or unstated time, often with ever, never, just, already, yet, since and for.
  - 1) Sunil has never been to England.
  - 2) I've just finished reading the report.
  - 3) My office has been here since 1950.
  - 4) Have you spoken to Sushant yet?

# C) The Present Perfect Continuous Tense

Read the sentences given below:

- 1) We would like to know if you have been providing concession fares for student groups in the past.
- 2) I have been working through the day.

# **Function:**

The Present Perfect Continuous Tense is used with for, since and how long? and other expressions of duration (e.g. all day) to talk about activities that started happening in the past and are still happening now. The activity may have been going on continuously or repeated several times.

- 1) They have been manufacturing scooters here for 10 years.
- 2) I have been trying to call him all day.

<b>Check Your Progr</b>	ess	3
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<b>P</b>	Che	ck Your Progress 3		
1)	Con	applete the following sentences by putting the verbs into the Present Perfect.		
	i)	I'm going to send them a reminder. They (not pay) us for the last shipment.		
	ii)	I (work) enough. I want to retire now.		
	iii)	I arrived late to the airport, I(miss) my flight.		
	iv)	We (spend) a lot of money on modernizing the factory, and it is now very well equipped.		
	v)	Sumit,(you/meet) Kiran Nadar? She's is our Managing Director.		
	vi)	The dollar (fall) sharply.		
2)	You are in charge of a project. Write a short paragraph saying what you have already done and what you haven't done yet. We give you an example:			
	We have already completed the needs analysis			
	We	have not started collecting the data as yet.		
3)		the verbs in brackets into the Present Perfect Simple or the Present Perfect tinuous.		
	i)	I(write) a report for Mr. Kanduri. (it is finished)		
	ii)	I (not/take) a holiday for two years.		
	iii)	I (not/feel) well recently.		
		We(visit) potential sites for the new office, but we haven't found anything suitable yet.		
	v)	Since January, our turnover(increase) by 40%.		

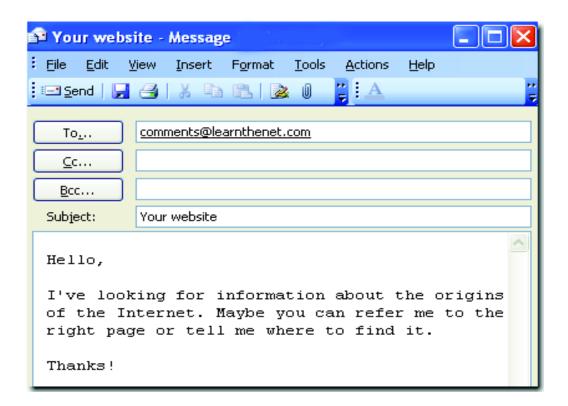
- vi) The legal cell ...... (look) through the MOU, but they say they need another day to read it all.
- vii) I deserve a pay hike because I ...... (met) all my targets this year.
- viii) I ...... (work) on those figures. They are almost ready.

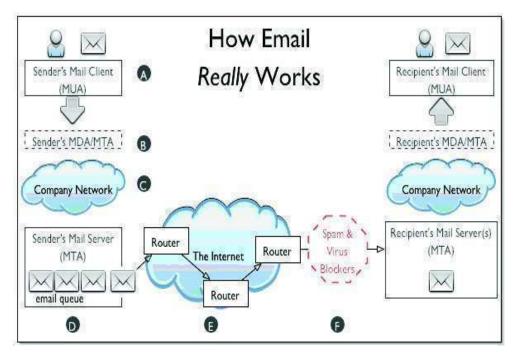
# 2.7 READING - II: EMAIL GUIDELINES

Email or "electronic mail" is a process of sending text messages in electronic form. The messages can also include images and video clips. Email has the characteristics of both writing and speaking. It is presumed to not be subject to the same standards as other written correspondence. As it is a fast and convenient way of communicating, some people believe that it is almost as immediate as a phone call. But the tone of voice and the facility of being able to explain immediately when you sense that there is miscommunication are missing from email. Hence, the correct use of language is important to communicate effectively.



Given below is a sample email page:





#### How email really works

# http://support.kavi.com/khelp/kmlm/user help/html/how email works.html

Some rules have to be observed while writing emails. These guidelines constitute 'email etiquette'. They are:

- ♣ Make your mail easy to read.
- **♣** Use the subject line to tell the recipient the purpose of the message.
- Use the appropriate level of formality. If you are writing to your boss, be as formal as you would be in printed letters.
- ♣ Write in a clear and organized manner. Use short and simple sentences. Use correct spelling and basic grammar.
- ♣ Generally, the length of your message should be kept to one screen only. If there is a file or document you want your reader to view, send it as an attachment with your email.
- ♣ Just like a written letter, be sure to begin your email with a greeting like 'Dear Dr. Gupta' or 'Dear Ms. Sahgal' and also close with a salutation.
- Use standard spelling, punctuation, and capitalization. Do not write in all upper case letters as this denotes shouting/screaming. This is also called "flaming" and considered bad manners.
- Write clear, short paragraphs and be direct and to the point; professionals and academics alike see their email accounts as business. Don't write unnecessarily long emails or otherwise waste the recipient's time.
- Adopt the "you" attitude, emphasize positive points, be polite, use bias-free language and project the company's image.
- ♣ Be sure to revise your letter after writing it.
- ♣ Don't think email is a private affair. Some people send information to recipients who shouldn't read, receive or don't need it.

External Communication

- Don't send usernames or passwords through email. Information about credit cards or bank accounts should never be given via email. Avoid sensitive or information that could be potentially damaging to someone's career and/or reputation, including your own.
- ♣ Do not overuse email acronyms or abbreviations.
- Don't use exclamation marks in every important sentence. This is too informal.

	Don't use emotions in business letters.				
Activity 16					
Ca	Can you add more guidelines?				
<b>P</b>	Check Your Progress 4				
1)	How is email better than other forms of communication?				
2)	Enumerate some rules/guidelines (at least 5) to observe while writing email.				
,					
3)	What kind of language should be used in emails?				
2.	8 WRITING - II: WRITING AN EMAIL				
Ac	tivity 17				
	mpose an email in the correct format for the following situation:				
Ch	ur company, India Garments, wants to buy good quality Chinese silk from a inese company. Write an email to the business head of the Chinese company ting your purpose.				

# 2.9 LET US SUM UP

In this unit you have learnt what interactive external business correspondence is. You also learnt about the principles of effective communication and the mechanics of letter writing. You have also become familiar with writing informative and persuasive letters which include routine and sales letters. You were also shown how to write letters of inquiry, letters seeking information and letters of request. For writing different kinds of sales letters, you were given examples of writing prospecting letters, cover letters with promotional / discount offers, follow up letters and sales appreciation letters. You have been introduced to various types of such correspondence and the purpose for which they are written. You have also become familiar with letters written for special purposes and Problem letters. The former includes agency letters for appointing business agents, letters to banks, insurance companies, financial institutions, government agencies or regulatory bodies, letters relating to personnel and status enquiry letters. The problem letters include complaints and follow ups, concession letters and collection letters.

Email is another form of communication which is transmitted electronically. You saw how easy it was to use email as a casual piece of conversation. You also read that this should not be the case in the business world and great care has to be taken in drafting emails.

We hope you find the unit useful and interesting.

# 2.10 ANSWERS

### **Activity 1**

- i) The formal letter contains the sender's and receiver's address whereas this is not required in the informal letter.
- ii) In the formal letter we use salutations like Dear ... while in the informal letter we use informal salutations like Dearest, My Dear, etc.
- iii) The formal letter is concise and to the point whereas an informal letter is like an extended long distance private conversation.

#### **Activity 2**

- 1) Soon
- 2) The file you requested is attached
- 3) Mr. Sareen realized that we must cut down costs
- 4) Some rules must be observed
- 5) I wish to say
- 6) After talking to you
- 7) causes
- 8) The most important issue is collaboration
- 9) answer/say yes
- 10) as you asked for/ requested
- 11) after what we talked / spoke about
- 12) I enclose the papers
- 13) Although/ even though
- 14) Usually

Activity 3 External Communication

#### Suggested answer:

The senior chief engineer contacted the mall owner, on December 23rd to enquire if block 1 was on sale. He was informed by the assistant manager that the company was thinking of selling block 1. He was further told that the decision would not be taken until the president returned / came back from a business trip on January 22nd 20xx.

#### **Activity 4**

- i) I am writing to complain about ...
- ii) I would like to apologize for ...
- iii) I would like to thank ...
- iv) I am writing to apply for ...
- v) I am writing to confirm ...

# **Activity 5**

Dear [Ms./Mr. last name if you know it or Madam/Sir]

We are <u>arranging</u> a college trip to Kashmir and we are particularly interested in <u>visiting</u> Gulmarg. We <u>would</u> like some information about your tours to the Kashmir valley.

It would be greatly <u>appreciated</u> if you could <u>send</u> details about bus fares, their timings and whether they <u>are</u> comfortable and air-conditioned or not. We would also like to know if you <u>have been providing</u> concession fares for student groups in the past. This information <u>is</u> important to us because we <u>are</u> a large group of 50 students.

# **Activity 6**

Appropriate prepositions are:

i) at	ii) on	iii) on	iv) for v) on	1
vi) through	vii) in	viii) of	ix) of	x) in
xi) to	xii) in	xiii) of	xiv) from	xv) to
xvi) in	xvii) with	xviii) in		

#### **Activity 7**

This news is for coffee lovers! Just think - you will never have to wait to go out and buy coffee once your supply is over. Try our new mail order coffee service and you will wonder how you ever managed without it. We are so sure you will find our service very convenient and easy that we are offering a free coffee maker with your initial order/subscription.

Our service **takes** care **of** your preferences. You can increase or decrease **your** order any time by simply visiting **our** web site [give URL] **and** adjusting/altering **your** subscription. We **are** enclosing **a** catalogue showing different flavours **of** coffee **in both** caffeinated and decaffeinated varieties. We ensure **that** you **get** pure coffee only as all **our** coffee **is** organically grown.

Act fast **and** add a new coffeemaker to **your** home. The free product **is for a** limited time till **its** stocks last. We look forward **to** you joining our [company name] family **of** discerning coffee lovers.

# **Activity 8**

Dear [Ms. /Mr. last name]

It has been a month since we installed your new dishwasher. I am writing to know if it is functioning properly and taking care of your needs. Please help us to serve you better by filling in the enclosed customer feedback form. It will take a few minutes to do so. To return it to us, simply drop the completed form into a post box as it is already stamped and addressed to us.

Thanks for buying our product. If there is anything further I can do for you, please feel free to call us at the numbers given on the letterhead.

# **Check Your Progress 1**

1) Different kind of business letters are as follows

#### **Informative and persuasive letters:**

- i) Routine letters may include the following:
  - Enquiries, seeking information and requests
  - Quotations
  - Orders and acceptance
  - Payment
- ii) Sales letters such as:
  - Promotional letters
  - Cover letters with fliers, catalogues etc.
  - Proposal letters
  - Follow up letters
  - Sales appreciation letters.
- iii) Letters for special purposes
  - Agency letters relating to banks, insurance agents/company, government and regulatory agencies etc.
  - Personnel letters relating to employment
  - Circulars
  - Status enquiries
  - Seeking finance
- iv) Problem letters
  - Complaints and follow ups
  - Concessions
  - Collection Letters on account of overdue/pending payment
- 2) In a letter of enquiry one must ensure that one has asked for all the information that one needs regarding the availability of goods and the terms and conditions of supply and delivery. One may include a description and specifications of the goods required.

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- 3) The letter of quotation is the response to a letter of enquiry from a prospective buyer. It should contain complete information about the nature and quality of goods asked for, time and mode of delivery, prices, any additional charges for packing and shipping or other services and terms of payment.
- 4) The different kinds of sales letter are as follows:
  - a Prospecting letters
  - b Cover letters
  - c Proposal letters
  - d Follow up letters
  - e Sale appreciation letters
- 5) Some important factors to consider while writing sales correspondence:
  - It should have an effective opening to get the attention of the reader and generate interest.
  - It should address the customer's need and how you can satisfy his/her need.
  - It should clearly state what the customer is expected to do in case s/he wishes to buy a product. The action to be taken should be within easy reach and possibility of the customer.
  - It should also indicate how the action performed will benefit the receiver of the letter.
  - The tone should be polite and conversational. Humour should be avoided.
  - It should be checked and revised for accuracy.

#### **Activity 9**

Dear [Ms./Mr. last name if you know it or Madam/Sir]

#### **Sub: Appointment of Agency**

We are <u>glad</u> to inform you that we would like to <u>appoint</u> you as our sole agent for the Dwarka area in New Delhi. Your name has been <u>highly</u> recommended and we hope we <u>shall</u> also establish good business relations in the future.

To <u>begin</u> with, we quote below <u>the</u> prices of different kinds of dresses <u>which</u> have been recently <u>brought</u> out by us.

- 1) Dress with thread embroidery medium size @ Rs 2000/- per piece.
- 2) Dress with thread embroidery large size @ Rs 2500/- per piece.
- 3) Dress with thread embroidery small size @ Rs 1500/- per piece.

You will be <u>allowed</u> 5% commission on sales as per our agreement. Please <u>fill in</u> the enclosed Form of Agency and send it by return post.

We are also sending <u>by</u> separate post our latest catalogue <u>and</u> price list of our products. Kindly <u>acknowledge</u> receipt of our products.

# **Activity 10**

Missing lines are given in **bold**:

[Date]

[To - Name][Company][Address][City, State PIN code]

Dear [Ms./Mr. last name]

I would like to apply for the post of Manager (Sales) that was advertised in The Times of Hindustan on  $15^{th}$  July 20xx.

I am 34 years old and have at least 10 years of sales experience in a reputed firm [give company name]. I have also headed a team of 8 sales executives and have been involved in devising innovative sales strategies, from the planning to the execution stage.

I enclose my curriculum vitae and would appreciate an opportunity of being interviewed. I would then be able to give you a better idea of my abilities.

Looking forward to hearing from you soon.

Sincerely yours,

[Your name]

[Your address]

#### **Activity 11**

Dear [Ms./Mr. last name if you know it or Madam/Sir]

We have received your resume and application for the post of Sales Manager which we had advertised in the [newspaper title]. Your qualifications are excellent and we have added you to the group of applicants we would like to bring in for the interview.

This position **is** an important one and a key to the growth of our company. That is why we **are** being extremely careful in our selection process. We **will be** in touch with you within the next 2 weeks to set up a phone interview. After that we will bring in semi-finalists for an in-person interview.

We appreciate your patience and your interest in **working** with us. We look forward to **talking** to you soon.

Sincerely,

[Your name]

[Your designation]

# **Activity 12**

Missing lines are given in **bold**:

[Date]

[To - Name][Company][Address][City, State PIN code]

Dear [Ms./Mr. last name]

We regret to point out that we have written to you repeatedly, on 10<sup>th</sup> and 25<sup>th</sup> December, 20xx and again on 21<sup>st</sup> January 20xx, calling your attention to our unsettled account of Rs 22,250/- against supply of dresses as per your order. But you have not responded to any of our letters.

In such circumstances we are compelled to inform you with great reluctance that unless our account is settled by the end of February 20xx, we shall place the matter in the hands of our solicitor.

We trust you will make this action unnecessary by settling our account immediately.

Sincerely yours,

[Your name]
[Your designation]
[Your company's address]

# **Check Your Progress 2**

1) The principles of effective communication are as follows:

One has to be brief and use few and effective words instead of long sentences. Courtesy has to be maintained with appropriate level of formality. One has to be precise and take care to include all relevant facts, data and necessary information. One has to be simple, clear, correct and brief.

- 2) There are some points to be kept in mind while drafting business letters.
  - The letter should be attractive to create a positive impression on the reader.
  - It should be accurate in facts as well as presentation.
  - It should have the date, sender's and receiver's address.
  - It should have the name and designation of the sender as well as the receiver with the right spelling.
  - It is good to chalk out a plan before writing the letter. This includes listing
    out the purpose, the key points to be conveyed, analyzing the audience- the
    reader's age, attitudes and cultural background- and also acquiring the
    relevant documents and information.
  - Once the planning is done, make a rough draft. Next format the letter with care using appropriate courtesy titles and salutation at the beginning and end of the letter.
  - Revise with care and type the final draft. Check for grammatical errors.
- 3) Business firms appoint agencies instead of opening branches as this is more cost effective. They can expand business by establishing agency relationships with other business firms. This would help them save the cost of operating and maintaining branches.

#### **Business Writing**

- 4) Collection letters are sent by business firms to those customers who have pending payments. They are also known as 'Dunning letters'. Such letters should have a courteous and polite tone.
- 5) The collection letters are written in three stages usually:
  - i) The first in the form of a mild reminder. This is the 'will pay' stage where the company is confident of receiving payment.
  - ii) The second 'persuasive letter' is the 'should pay' stage. The business house has to persuade and appeal to the erring customer.
  - iii) The third is the 'last resort' stage when all reminders and persuasive letters fail to elicit the desired response from the customer. This letter is short and to the point. It gives the customer one last chance to pay.

#### **Activity 13**

# 1) Letter to Punjab National Bank seeking finance:

1<sup>st</sup> February, 20xx

To Mr. Anand Kapoor Branch Manager Punjab National Bank IGNOU Branch Maidan Garhi, Delhi-110068

Subject: Finance for opening a bookshop on M. G. Road.

Dear Mr. Kapoor,

We plan to open a bookshop and have ear marked a suitable location on M.G. Road for our new venture. It would include a reading space cum cafeteria. Such a bookshop is the need of the hour in our city. The estimate to set up the shop is Rs. 15,00,000. We need a loan to meet the expenses. We request you to let us know the formalities that have to be completed in order to apply for the loan. We would be greatly obliged if you could do so at the earliest. We look forward to an early response.

Sincerely,

Shalini Mathew

F-129, Golf Links

Defence Colony

New Delhi- 110069

# 2) Letter of complaint against a TV company which has delivered a defective TV.

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2<sup>nd</sup> February, 20xx

Shalini Mathew F-129, Golf Links Defence Colony New Delhi- 110069

The Manager Quantum Electronics 72, M.G. Road Pune, Maharashtra

Dear Madam/ Sir

This is to inform you that the television which was sent to me on 25<sup>th</sup> January, 20xx has been malfunctioning. The model number is HYX-09 and the Bill no. is 187490 dated 25<sup>th</sup> January 20xx. After switching on the television, it goes into the 'power off' mode in a few minutes. It is unfortunate that a reputed company such as yours has provided a defective product.

Please arrange to replace the defective television at the earliest.

Thank you

Sincerely yours,

#### Shalini Mathew

#### **Activity 14**

1) a) questions(noun) b) questioned (verb) c) questioning (adjective)

d) questioningly (adverb)

2) a) stormy (Adj)
3) a) sparkled (verb)
4) a) frequent (adj)
b) stormed (verb)
c) storm (noun)
c) sparkle (noun)
d) a) frequent (adj)
e) frequently (adv)

d) frequency (noun)

# **Activity 15**

Paragraph 1: sentence (iii) Paragraph 2: sentences (ii), (vii), (i)
Paragraph 3: sentence (vi), (viii) Paragraph 4: sentence (iv), (v)

# **Check Your Progress 3**

- 1) Completed sentences:
  - i) I don't know how to get the money back.
  - ii) Can anyone tell me what's the matter with him?
  - iii) Please confirm when you can come on Sunday.
  - iv) It is a good thing **that he is working hard**.
  - v) The airhostess asked me whether I wanted coffee, tea or juice.
  - vi) I don't understand why she couldn't come for the event.

- vii) Preeti hasn't decided how she should go to Mumbai.
- viii) Jitendra didn't say where he stayed in Delhi.
- 2) Completed sentences with appropriate noun clauses:
  - ii) The Managing Director suggested that Riya should go for a leadership training course.

The Managing Director hoped that Riya may go for a leadership training course.

The Managing Director wanted Riya to go for a leadership training course.

iii) The Office Manager advised the staff to come to the office on time.

The Office Manager hoped that the staff would come to office on time.

The Office Manager wanted the staff to come to office on time.

The Office Manager suggested that the staff should come to office on time.

iv) Aliya wished that she didn't have to worked so hard.

Aliya hoped that she didn't have to work so hard.

Aliya wanted that she should not have to work so hard.

v) The Manager advised the group that it is hard work that paid off in the end, not flattering the boss.

The Manager commented that it is hard work that paid off in the end, not flattering the boss.

The Manager suggested that it is hard work that paid off in the end, not flattering the boss.

# 5.6 Listening (tape script)

There may be occasions when discrepancies arise between the stipulations in the order placed by the buyer and the actual manner or execution of the order by the supplier. The quantity and quality of goods received may not conform to the goods ordered, or the goods received may be less in number or in a damaged condition. There could be another reason for the discrepancy – the terms and conditions of payment, delivery, etc. may have varied. Letters of claims and complaints may have to be written by the buyers on such occasions.

A letter of complaint should be written in polite language giving only bare facts which should be substantiated by sufficient evidence. The letter should never start with the assumption that the other party is a cheat. Complaints may arise due to some unintentional acts and circumstances and benefit of doubt should be given unless otherwise proved.

When complaints are received, the suppliers should attend to them immediately and speedy action should be taken to rectify the wrong, if any. If the complaint is not justified, the reply must be given in a polite manner and without being offensive. All letters of complaints, claims and adjustments must be clear and definite and should be supported by relevant documents.

Activity 16 External Communication

#### More on email etiquette:

- Double check the name(s) you have entered in the "To" line before sending your mail.
- ii) Reserve the "high priority" label for emails that are in reality "high priority". Don't label all mails as "high priority" as nobody will take your mail seriously after some time.
- iii) Keep attachments to a minimum.
- iv) Use bullets/markers/numbers so that the recipient can focus at once on the important details.
- v) Being gender sensitive helps when replying to women.
- vi) Do not use jargon and slang.

# **Check Your Progress 4**

- 1) Email is better than other forms of communication in following ways:
  - It has characteristics of both writing and speaking.
  - Email messages can include images and video clips.
  - Can be almost as immediate as a phone call.
- 2) Use standard spelling, punctuation, and capitalization. Do not write in all upper case letters as this denotes shouting/screaming. This is also called "flaming" and considered bad manners.

Write clear, short paragraphs and be direct and to the point; professionals and academics alike see their email accounts as business. Don't write unnecessarily long emails or otherwise waste the recipient's time.

Adopt the "you" attitude, emphasize positive points, be polite, use bias-free language and project the company's image.

3) Language can be formal or informal depending on the context.

# Activity 17

To:			
Cc:			
Subject:			

#### Dear Madam/Sir,

We have heard a lot about the good quality of silks manufactured by you. We deal in making and selling silk dresses and we are based in New Delhi, India. As such, we require high quality silk fabrics for our products. Could you please send us information about the variety of silks manufactured by you and their corresponding prices as soon as possible? Please let us know about freight, custom and other charges (if any), as such charges may be applicable to transnational business orders involving two countries. This will enable us to place our order with you.

We look forward to hearing from you and to the beginning of a new relationship. In case you wish to verify our credentials, please contact the referees given below. One of them is a company with whom you already share a business relationship and who had recommended your name to us.

# **Business Writing**

1)	
2)	
3)	
[Give nan you well]	nes, addresses and contact details of business associates/concerns who know
With rega	ards,
[Your nar	me]
[Your full	company address with contact details]
[Give you	r company's website address if you have one]

# **UNIT 3 WRITING REPORTS**

# **Structure**

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Purposes of Reporting
- 3.3 General Kinds of Report
- 3.4 Business Reports Internal
- 3.5 Feasibility Report
- 3.6 Project Report
- 3.7 Grammar:
  - A. Reduced Relative Clauses
  - B. Spotting the Errors
- 3.8 Let Us Sum Up
- 3.9 Answers

# 3.0 OBJECTIVES

After going through the unit, you should be able to identify:

- the purposes of report-writing;
- the different kinds of reports;
- the features of a report;
- the steps to be followed in writing reports; and
- appropriate sectioning of reports.

# 3.1 INTRODUCTION

Written records are a part of all official work. Actions need to be documented. A report is a formal written document on a particular function or operation carried out at the workplace. A report becomes the basis for any future action. It also serves as a source of reference for whatever is done in the future related to a particular event or operation. Reports can also be delivered orally, such as Annual Reports at Company Meetings or project reports in a presentation format to colleagues or superiors. The process of writing in-house reports for the management is to take decisions based on the recommendations.

As reports are written after an action is taken (ATR stands for Action Taken Report) or an operation executed or the occurrence of an event, they are mainly written in the past tense.

The audience, that is, the people to whom we are writing, decides the kind of format that we use for writing a report.

- Is it addressed to
  - > a superior within the organization,
  - > a small circle of colleagues,
  - > or people in the field outside the organization?
- Is it confidential in nature or for public information?

#### **Business Writing**

The answers to these and other questions will determine the kind of format we use for a report.

Reports may be several pages in length or just the length of a single page. They may be in the form of short memos, or letters or lengthy booklets. Government reports on important issues may be published in bound volumes. The language of reports is generally formal, but needs to be simple and clear as it involves the transmission of information that will be used by others.

Sometimes we may be asked by an external agency to study a proposal and submit a feasibility report. A feasibility report is a document which indicates whether a project is worth undertaking or not. A project is undertaken on the basis of a feasibility report. A feasibility report may recommend or not recommend a project to be undertaken

A project report is a document that is written after the completion of the project.

# 3.2 PURPOSES OF REPORTING

Activity 1
What are the kinds of function carried out in an organization? List them here:
***************************************

Some of the **functions in an organization** are listed below along with their purposes. Compare them with those on your list.

- **Visits:** to know about the location, physical layout of a place or understand the functioning of a factory or an office.
- Inspection: to check whether machinery procured has been rightly installed and functioning for the purposes for which it was procured, to assess the damages caused to property for settling insurance claims.
- Stock Verification: to physically check the quantity of stocks in a warehouse or godown.
- **Feasibility assessment:** to assess whether the location of a site is suitable for setting up a premises there.

Reports can be written on each of the above functions.

In addition to these, the **performance of operations** within an organization is also periodically assessed.

- Performance Reports: to apprise the company on the functioning of a unit over a given period of time.
- Company Annual Reports: to apprise the shareholders about the activities, capital investments and net profits of a company.
- o Sales Reports: to provide information about sales figures region-wise.
- Project Reports: to provide information about the achievement of a project undertaken.

**Writing Reports** 

An organization may also **conduct surveys** in order to gather information on various matters of relevance to it:

- Survey Reports: to gather information about people's opinions on a service or product, market needs etc.
- Market Survey Reports: to assess market demand for services or products, collect information about existing products.
- Field Reports: to provide information about what is exactly happening in a field of action.
- Opinion Reports: to obtain information on popular opinion related to societal or business issues.

# 3.3 GENERAL KINDS OF REPORTS

Reports are not exclusive to the business field. Reports can be written on various events, achievements, research findings, academic progress etc.

# 3.3.1 News Reports

When we talk of reporters, who are the people that come to mind immediately? Newspaper reporters surely! We will start with these most common forms of public reports and then proceed to business reports.

Newspapers post staff at different locations in the field to cover events. The news gathered by reporters is selected and presented to readers in a way in which it will be interesting and useful to them. Events happen all the time and in all places. The reporters, the editors in the newspaper office and the readers decide what is newsworthy.

# **Activity 2**

Read the following newspaper reports and identify the purpose of the reports:

#### A) Farmer electrocuted

A farmer was electrocuted at his field near his house at Gumma village in RR district on Sunday. T. Ramesh (42) was trying to put off a transformer connection when he got electrocuted, according to a **police report.** 

# B) Two-Day workshop on women's health

St. Pious Degree and Postgraduate College for Women, Nagpur, conducted a two-day workshop on 'Healthy Women – A Step towards Healthy Society. Interaction with Neighbourhood on August 30 and 31.

# **Objective**

The objective of the conference was to create awareness among women on dietary habits and health. It attracted about 200 hundred women including faculty members and students from various colleges of the city. Experts from the National Task Force for Women in Science, NGOs and scientific bodies delivered lectures on Nutrition, Health and Diet.

#### **Business Writing**

#### C) Restricting recurrence

Health: Stomach cancer and a common germ

Eradicating a common bacterium after stomach cancer surgery may reduce the risk that cancer will recur, a new study reports.

The germ, Helicobacter pylori, is also a cause of peptic ulcer.

Japanese researchers studied 544 patients with early stomach cancer. After their operations, half received an H. pylori eradication regimen, while the others received standard care. The patients were followed with periodic examinations over three years to see how many would develop recurrences.

The **researchers found** that 24 in the untreated group and nine in the treated group developed new lesions.

After controlling for location and type of tumour, sex, age and other factors, the **researchers conclude** that eradication of H. pylori reduced the risk of recurrence by about 65%.

## **Activity 3**

1

1)	List the features that are common to all the three reports
2)	List the features that are different in each report.

#### **Discussion:**

- A) Did you notice that:
  - 1) the tone is objective and neutral,
  - 2) facts are stated,
  - 3) no personal opinion is reflected,
  - 4) all points are relevant to the topic,
  - 5) all points are of significance to readers,
  - 6) they are concise and to the point,
  - 7) reported speech is used,
  - 8) Past tense is used?

Writing Reports

- B) Did you notice that:
  - 1) A) is a report on an incident; it has personal details, actual location;
  - 2) B) is a report on a public event; it states the objective of the event and the details of the participants involved;
  - 3) C) is a report on a scientific study; it starts and ends with the research finding and gives details of the study to validate the claim?

Purpose of the reports: Making available information about events, studies etc.

While newspaper reports are based on facts gathered, reporters protect themselves with verbal hedging devices so that they are not challenged by the affected parties.

## **Vocabulary Box:**

To adopt an objective stance, newspaper reporters use the following reporting verbs:

claim, report, allege, appear, seem, indicate, according to

# 3.3.2 Academic Reports

In academic settings, the most common kind of report we are all familiar with are school **progress reports.** All schools report on the progress of their students. These are called progress reports. The information in these reports is generally in the form of marks which indicate achievement or progress levels.

Students record the procedure, observations and findings of experiments in record books or journals. These are called **lab reports.** Lab reports have a specific format.

- Aim
- Apparatus
- Procedure
- Observation
- Findings

At the higher levels this becomes the framework for research reports. Research reports begin with an abstract which summarizes the objective, method and findings of a study.

School **Annual reports** announce and record their achievements.

# 3.4 BUSINESS REPORTS – INTERNAL

In the previous section, we looked at different kinds of reports. In this section we will examine business reports. Reports are necessary for various kinds of activities undertaken by a business organization. Reports provide information on aspects crucial to the running of a business establishment.

# 3.4.1 Market Survey Reports

The first step in introducing a product or service in the market is assessing customer needs. Marketing personnel are entrusted with the responsibility of identifying a niche for a new product. This may be done along certain specific criteria.

Let us do a simple activity to understand this better.

#### **Activity 4**

You work for a company manufacturing soaps and oils. The company wants to introduce a new brand of hair oil. You have to go out and find out about:

- i) Available brands
- ii) Price range
- iii) Kinds of packaging
- iv) Volume-sizes available
- v) Customer Preferences
- vi) Customer dissatisfaction with existing brands

Collect the information required. You can make use of the following table.

Available Brands	Price Range	Packaging	Volume-sizes Available	Customer Preferences

#### Discussion

On the basis of the information you collected, you will then have to write a report. You could prepare a table like the one above to show the details of the available brands.

The report can have the following parts:

- Introduction
- Statement of Objective
- Sample selection and mode of data collection
- Observations
- Recommendations based on the observations

# 3.4.2 Sample Market Survey Report

Read this report:

Survey Report on the Cellular Service Provider Market

Describing Background Need for survey **Introduction:** Over the past decade the number of mobile phone users <u>has shown</u> an astronomical increase. This <u>has resulted</u> in big business for both cell <u>phone</u> manufacturers as well as network providers. The field is very competitive with each service provider making the most of the growing demand. This <u>has resulted</u> in customers often being misled about the advantages and cost-benefits of various services available in the market.

Stating purpose

**Objective:** The survey **was conducted** to identify the key factors that are crucial (in order of importance) for the setting up of a subsidiary unit of M&N which provides networking services to over 2 million customers in the country. Because of Government regulations, it is difficult to modify the terms and conditions of the

existing services. An attempt to explore possibilities of setting up a subsidiary service to overcome the limitations of the existing services and to add value to them seems necessary.

**Sample Size:** In order to understand what it takes to make a cellular service efficient and what the options that drive the customer to choose a particular cellular service over others are, a questionnaire was sent to 22 people residing in Hyderabad and Bangalore respectively. Among the 22, 15 were students and 7 were full-time working people. On an average, they spend about 30-40 minutes on the phone in one day.

Describing sample group

#### Data obtained from questionnaire:

• Type of service used by consumers:

Prepaid	Postpaid
13	07

Statistical information

Current service providers of the respondents.

M&N	07
Charter	05
Indus	01
Convince	02
I-speak	02
BSNL	03
I-speak	02

 Ways in which the consumers gathered information about their current cellular service provider:

Peers	10
Family	03
Advertisements	04
Work (Office)	05

• Reasons for choosing a particular cellular service provider

Availability of Schemes (ISD, sms, local)	06
Network Coverage	05
Availability of Easy Rechargeable options	02
Free Roaming	04
Peer influence	01
Cost-effective SIM	03
Others (Advertisements)	01
Internet	

 Average preference level of the respondents on the various other service providers.

Charter	06
Convince	01
BSNL	04
I-speak	03
M&N	07
Indus	01

- Percentage of users willing to change to a different service provider: 10%
- Most common reason for change in service providers (in percentage).

Non-availability of services: 10%

Cost: 10%

Bad coverage: 20% SIM loss: 10%

• The factors that consumers look for before applying for a service provider

Coverage	08
Cost-effectiveness	05
Schemes	06
Roaming facility	02
Internet	01

• Does the media have an influence on your choice?

Yes: 65% No: 35%

#### **ANALYSIS**

Findings

Post-survey analysis of the popularity of cellular service providers **indicates that** consumers prefer to go for cellular service providers who are able to cover a wider range of places, network coverage being most crucial. Among the 22 people, only 10 of them **were influenced** in their choice by their peers, 4 by advertisement campaigns while 5 **were influenced** by work groups and 3 by family.

With regard to the factors perceived to be important to enhance customer response and connectivity, the availability of schemes and network coverage is seen as the most essential features. Out of the 22 people interviewed, 8 people **indicated** their first preference as good network coverage, 6 on schemes (STD, SMS), 5 on cost effective planning, 2 on roaming facilities and 1 on internet. This data is indicative of the importance of efficiency in coverage and flexible schemes. A company must ensure that network towers are set up for greater network coverage which **will ultimately improve** roaming facilities as well. Moreover with new cellular phone companies coming up with newer cellular phone models, another option that service providers **could employ** is to collaborate with a cell phone company so that cost-effective schemes can be introduced and utilized.

Customers seek a well-sketched cost-effective networking solution for the changing face of technology. Telecommunications at present comes with a heavy package and service providers **need to branch out** on their networking solutions.

Conclusion: It appears from the data that M&N is the most preferred service provider. However, customers seem to feel that certain weaknesses and drawbacks in the service need to be improved upon. It is evident that there is stiff competition between M&N and Charter services in Hyderabad and Bangalore at present, with the variety of schemes available and more so, free roaming facilities. Among the 22 people interviewed, only 2 people have indicated that they wouldn't mind shifting to another cellular service provider which indicates that most of the companies know pretty much all there is to know about telecommunications and networking. If a company strives to achieve efficiency in networking and come up with cost- effective solutions, then it has a very good chance in becoming 'first among equals'.



#### **Language Focus:**

Reports are for the main part written in the **past tense**. Notice that there is a shift in the tense use from section to section.

**Introduction:** You will notice that there are several instances of the **present perfect** use as in "has resulted"

The present perfect is used for events that have begun in the past and continue to hold good for the present. They may be events that occurred in the past whose impact is felt in the present.

**Objective and Methodology:** The main section describing the objective and procedure of the survey are written in the past tense. Notice the passive forms "were sent", "were interviewed" etc. Reports, as have already been mentioned are formal and objective. The use of the **passive voice** helps in maintaining the impersonal tone.

Notice the point headings of the questionnaire. These are verbless sentences. Such sentences are usually used for headings and listed points.

**Analysis:** This section is in the **present tense** for the most part. It deals with the implications of the survey findings. It also indicates what needs to be done in the **future.** 

# 3.4.3 Internal Inquiry Reports

Corporate functioning is beset with various problems which need to be attended to as they affect business. An organization needs to look into these problems which could be related to customer satisfaction, employee satisfaction, salary structures, business competition or problems related to all of these. When such problems arise, committees are appointed to study the problems and suggest solutions. The scope of each issue is defined and a time specified for the report to be submitted. In this section we will study a sample of this kind of report.

It is an in-house report.

The boxes on the left indicate the tense and grammatical forms used.

The boxes on the left indicate the content.

As you read, understand why a particular tense is used for a particular section.

#### **Business Writing**

#### LETTER OF TRANSMITTAL

28 February 2...

The Vice-President Customer Affairs LOKAIR

Address

Mumbai Dear Sir,

Present Continuous I am submitting the report compiled by the Special Committee appointed by you to examine the causes of the growing customer dissatisfaction with LokAir services.

Topic

Present for future indication

Senior

official

I hope that the recommendations of the Committee will help us set right the problems arising from customer complaints and get our operations back again on the growth track.

Expected outcome

Title

Yours truly,

Beni Yanthan Manager, HRD

REPORT ON

# GROWING CUSTOMER AND EMPLOYEE DISSATISFACTION

Submitted to

Ms. Yogini Madhav

Vice President

CUSTOMER AFFAIRS, LOKAIR

by

Beni Yanthan

Manager

**HUMAN RESOURCES DIVISION** 

28 February

Person responsible for

the study

Language focus:

A report is written **on** something.

A report is submitted to someone by someone.

## TABLE OF CONTENTS

Executive summary
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#### **EXECUTIVE SUMMARY**

Past

Pres.

A Special Committee consisting of five members appointed by the Vice President, Customer Affairs inquired into the causes for growing customer and employee dissatisfaction that have plagued LOKAIR for a year now.

Purpose

Perfect

Past

Surveys and interviews indicated that customer complaints were related to baggage loss, lack of information, overbooking, delayed flights and poor on-board service.

Data collected

Past

The staff response to the above complaints was that it was a result of understaffing, long working hours, low wages and weak communication channels between operations planning and execution. Poor on-board service was a result of insufficient procurements and stocking and lack of communication between ground staff and flight attendants.

Feedback from staff

Present

Recommendations include increase in compensation, rationalizing working hours, open channels of communication between staff and customers, management and operations. Improved mechanisms for baggage security, on-board facilities and customer relations, flight frequency and flight schedules have also been suggested.

Recommendations

#### **TERMS OF REFERENCE**

The following were the members of the Special Committee, set up by the Vice President, Customer Affairs to investigate the reasons for increasing customer and employee dissatisfaction in LOKAIR:

Sign-posting listing

Ms Beni Yanthan, Manager, Human Resources Division (Chairperson)

Ms Kabita Chiring, Security Affairs

Ms Sulagna Ganguly, Customer Care Affairs

Ms Christine Thur, Reservation and Provisions

Ms Aku Kiewhuo, Cabin and Ground Crew

Past Passive

The committee was asked to study the reasons for the steep fall in passengers in LOKAIR during the year 2.... - 2...., examine customer complaints and employee responses and submit its report to the Vice President by March 5, 2....

The study was to include the following six cities

Sign-posting listing

• Mumbai, Kolkata, New Delhi, Hyderabad, Bangalore and Guwahati

## **BACKGROUND**

Present

LOKAIR proposes to open new routes between Bhubaneswar and Bhopal, Dibrugarh and Hyderabad and Jaipur and Visakhapatnam. At this point of time, it is highly unlikely that license will be granted to us, the chief reason being increasing customer dissatisfaction with our prevailing services. Media reports and customer letters about deterioration in services – overbooking, lost baggage, delayed flights, inadequate information to the passengers and impoliteness have caused a sharp fall in business. There are a number of factors responsible for this. Growing discontent among the employees has become obvious which in turn has adversely affected their performance. The Committee was appointed to look into the causes for this through direct interaction with customers, travel agents and employees with a view to getting the business back on rail.

Discussing Issues and giving reasons for the study

Pres.Perf

Present

Pres.Perf

Past passive

#### **Business Writing**

**OBJECTIVES** To+ verb

To study

- a) customer discontent
- b) employee behaviour and
- c) and recommend remedial measures

**PLANNING** 

Past passive

A preliminary meeting of the committee was held on August 7, 20... to decide upon the modalities of the inquiry.

Step 1

Modal verb in passive to indicate future It was decided that five representatives from each of the divisions, Customer Care, Security and Baggage, Reservation, Cabin Crew and Ground Crew from all the six cities along with 10 representatives of the Employees' Union would be invited to attend a meeting at the Head Office in Mumbai to understand the employees' perspective of the problems on Aug 15, 2...,

Decision

Survey questionnaires would be distributed to 50 customers in-flight to obtain information regarding services. Long-standing customers who have opted to fly other airlines would be identified with the help of Travel Agent records and personally or telephonically contacted.

Discussions would be held with three important Travel Agents in each of the six cities in order to obtain their opinion. This was considered important as they have direct and personal dealings with the customers.

d

The responsibilities were divided among the Committee members as follows:

Manager, Human Resource Division: Overall Coordinator Kabita Chiring (Baggage and Security): Reasons for loss of baggage.

Sulagna Ganguly (Customer Care Affairs): Reasons for discourteous behaviour by employees, lack of motivation

Christine Thur (Reservation and Provisions): Provisions on-board, overbooking, delayed

Aku Kiewhuo: Problems of Employees-cabin and ground crew.

e

The entire process would be completed by February 1, 2.... and the report submitted by February 28, 2...

passive

#### **PROCEDURE**

A series of 5 meetings was held with the staff to gather first-hand information on the various aspects of operational difficulties once a month.

Past passive

The meetings were held in a democratic manner to allow for free and frank expression of views.

Past passive

Survey forms were distributed to 50 in-flight customers and detailed information regarding various service aspects was gathered.

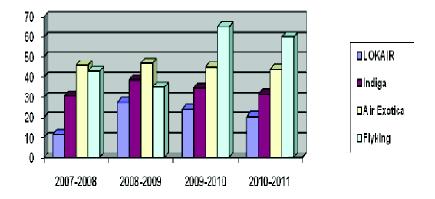
Past passive

Present passive

Two discussion meetings were held at each of the six locations with three leading travel agents and useful information gathered.

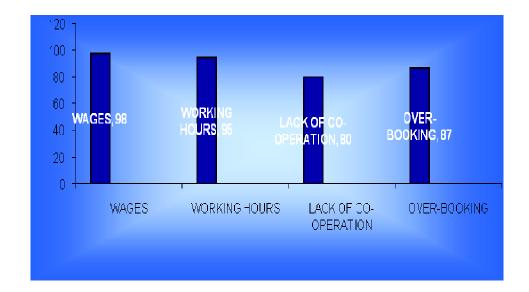
	FINDINGS related to employees Sources: meetings, interactive sessions, personal investigation by Aku Kiewhuo and Sulagna Ganguly]	Findings I
Present perfect	The major reasons of employee dissatisfaction:	Signposting
	LOKAIR wage structure has remained the same for the past five years, 4.8 % lower than the rationalized revision adopted by newer airlines. The employees want this discrepancy to be rectified.	Point a
Present	LOKAIR imposes 8 hour shifts for ground staff and does not compensate for overtime when employees stand in for absentees. Facilities for pick-up	b
Present perfect	and drop of staff have become very irregular resulting in late reporting for duty and leaving later than duty hours.	
Present	LOKAIR management adopts a very stiff and unsympathetic attitude towards employees' personal problems. There is no one to go to when there are crises.	d
Present	LOKAIR does not explain the rationale for overbooking by Travel Agents to the Airport desk staff. Lack of communication between the reservation officials and the check-in officials results in confusion at the counters and the latter have to face the customers' ire when flights get overbooked.	e
Present perfect	All these problems affect the overall performance, motivation and skills of the employees resulting in angry outbursts and discourteous behaviour with customers, which have proved to be detrimental to LOKAIR's public image and business.	Summary

Graph showing the comparative average wage structure of four private consumer airline employees:



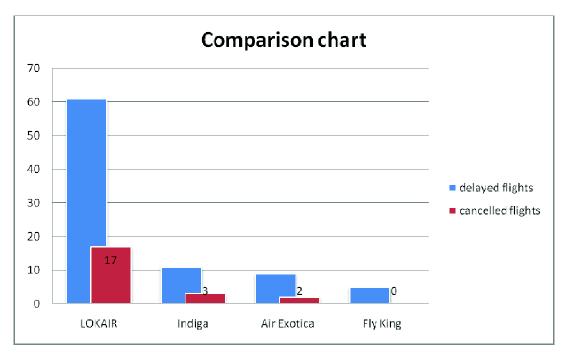
Graph showing the percentage of dissatisfaction of employees about various issues:

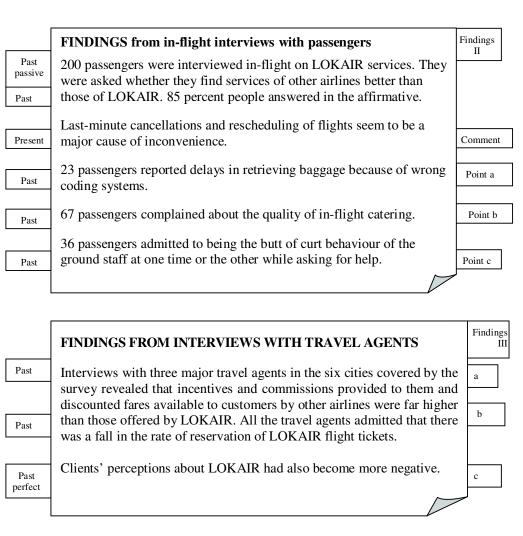
# **Business Writing**



	FINDINGS related to customers	Finding II
	Sources: questionnaires, personal investigation by Kabita Chiring and Christine Thur	
Present	The following are the major problems faced by customers during the period covered by the survey:	Signposti
Past passive	<b>Overbooking</b> creates confusion and inconvenience to passengers. Overbooking was reported in 45 LOKAIR flights. 487 passengers missed their flights due to overbooking.	a
Past	<b>Delayed flights</b> : 61 flights were delayed and 17 cancelled, although passengers were accommodated in the earliest next flights.	b
Past passive	Loss of baggage: 103 passengers lost their baggage without recovery. Baggage of 161 passengers were lost and recovered. The main reasons for loss of baggage are: security measures not in place, poor condition of electric baggage trucks, and confusion due to overbooking.	С
Present	Lack of information to passengers: Due to poor communication channels within LOKAIR, passengers do not get the right information related to flights timings, schedules etc. in time	d
Past	<b>Lack of courtesy:</b> Passengers reported several instances of indifference and curtness by ground staff when approached for help with problems.	e

**Writing Reports** 





# Link RECOMMENDATIONS with previous On the basis of the above findings, we recommend the following: section A 5% <u>increase</u> in wage structure and allowances. <u>Parity</u> with other Nomina-List of airlines lised recommen Cons--dations tructions Rationalization of working hours. Compensation for overtime. a, b Notice preposi-<u>Intensive training programmes</u> for customer relations management. tions following c subjects Open information systems with complete transparency. d 5 No overbooking. e Complete revision of flight schedules in consultation with AAI in order to avoid delays and cancellations. f <u>Improvement</u> in coding systems for prevention of loss of baggage. g Improving on-board catering. h Increase in discount fares to woo back customers. 10 Advertisement campaign to improve company image. 11 Incentives to Travel Agents to promote LOKAIR. **CONCLUSION** Summary statement The committee suggests an immediate implementation of the Present recommendations. Keeping in view the present scenario, it is quite unlikely that license to open new routes would be granted to us. New routes would also mean added work and responsibilities. The Committee therefore suggests that LOKAIR should Future indications concentrate on arriving at earliest possible solutions of the problems at hand before it expands its business. **© Check Your Progress 1** 1) Summarize the above detailed report as a letter.

2)	What is the purpose of this report?	Writing Reports
2)	what is the purpose of this report:	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
3)	What are the functions of each section?	
3.5	5 FEASIBILITY REPORT	
Sce	nario:	
intr Cor	N Group, a private transport company has been asked to study the feasibility of oducing auto rickshaws in the small town of Manigunj by the Municipal Transport poration. AZN Group studies the proposal and submits a feasibility report to the ector, Municipal Transport Corporation.	
You	are a representative of AZN group. How will you begin the study?	
You	will find out about	
Ste	o 1: the area of the town	
	the population of the town	
	the kinds of movements of the people	
	the factories, banks, offices, schools, educational institutions in the	

# Step 6: the number of petrol/diesel outlets in the townStep 7: the problems that may be encountered in introducing auto rickshaws

the existing local transport facilities available in Manigunj

the number of auto rickshaws that can be introduced for it to be worth the

the number of drivers who will be willing to take this up as a viable

Step 8: other advantages that may accrue from the introduction

the commuters' needs for local transport

the condition of the roads in the town

town

investment

occupation

Step 2:

Step 3:

Step 4:

Step 5:

Any other points you find relevant to the study.

After you have collected the information you will be ready to write a report on the feasibility of introducing auto rickshaws.

It might include points like the following:

- Manigunj is a developing semi-urban center. 7 factories and 11 schools and 5 colleges have come up in the last five years. The factories and the educational institutions are located at a radius of 12 km from the center of the town. The urban limits of the town which earlier measured about 254 sq. km are now expanding to include the neighbouring villages to about 452 sq km.
- ➤ The population of Manigunj has risen from 75,000 in 2006 to 1,55000 in the current year. People from neighbouring villages are moving to Manigunj because of the increasing number of employment and educational facilities. There are 5 branches of major Indian banks in the town. Many people commute from their original locations and travel 10-15 km.
- Major trains on the Bhilpur –Mandha route stop at Manigunj which has become a junction for several villages and towns in the region.
- ➤ All buses on this route also stop at Manigunj.
- Local conveyance from the bus and train stations is horse driven jatkas and cycle rickshaws. These ply long distances up to 15 km often taking an hour or so. Public transport buses along the ring-route are at a frequency of 15 minutes. They are very crowded as this is the sole means of local transport.
- Most roads in Manigunj are just about 15 feet wide and are lined by open sewers leaving much less moving space. There are two main roads running North-South and East-West, intersecting the town at the center. All the other roads branch off from the two main roads. Widening of at least 11 side roads will be necessary before they become fit for auto rickshaws.
- ➤ On an experimental basis, 20 auto rickshaws may be introduced for a month to assess the demand.
- ➤ There are a large number of youngsters in the age-group 20 to 30 who are willing to take up driving as an occupation, if auto rickshaws are introduced. Quite a number of cycle rickshaw pullers are also willing to try their hand at driving auto rickshaws.
- At present the number of private car-owners in Manigunj is about 35 only. Many Manigunj natives are employed in other major cities and come down for a vacation or on some personal work in their cars/ scooters.
- There are five petrol/diesel outlets in the town at present. If auto rickshaws are introduced there would be a need for at least 20 more outlets.
- ➤ Jatka and cycle rickshaw owners may see the introduction of auto rickshaws as a threat to their livelihood. They may be persuaded to learn driving and given concessions and incentives to change their mode of operation to sustain their livelihood.
- Introduction of auto rickshaws may facilitate greater mobility for the inhabitants of Manigunj and the economic face of the town might get a lift. They may be introduced gradually and jatkas and cycle rickshaws may continue with auto rickshaws and phased out eventually

Now that you have the points, you can put it in the framework that you are already familiar with in the previous unit on reports.

- Letter of Transmittal
- Title page

- Table of Contents
- Executive Summary
- Terms of Reference: members of the committee
- Procedure
- Findings
- · Feasibility statement
- Recommendations

# **Activity 5**

Write the feasibility report. You may write in your note book and merely jot down the points here.

The feasibility statement should contain an emphatic statement that it is possible (or it

is not possible) to introduce auto rickshaws in Manigunj. Compare your report with what is given at the end of this unit.		

# Language:

A report is written mainly in the past tense. Passive constructions are used when mention of the agent is not required.

For events in the recent past which have relevance to the present the present perfect is used.

The tone is formal and impersonal.

# 3.6 PROJECT REPORT

A feasibility report is written before a project is undertaken. After the project has been completed, a completion report has to be submitted. When submitting the completion report references to the original proposal and the modifications that were necessary during the implementation will have to be made.

The format remains the same. Make sure that the report has all the relevant information.

#### **Business Writing**

As for all other business writing these four principles must be adhered to:

- Completeness
- Clarity
- Conciseness and
- Correctness

#### The Writing Process entails the following:

Collection of data

Compiling data

Checking for accuracy: dates, facts, etc.

Audience analysis

Audience expectations

Anticipating audience queries

Introducing the subject: (providing background)

Stating purpose Delimiting scope

Describing procedure

Stating problems

Stating how problems were countered

Stating proposal specifications

Stating actual achievement

Explaining mismatches

Sectioning

Subtitling

Preparing charts, graphs, etc.

Commenting

Concluding

# **Activity 2**

Given below are parts of a draft project report that are not in the right order. Arrange them coherently. State the function that each part performs. Notice the tense forms and explain why that tense form is appropriate. Add more details and improve on the report to make it more complete. Write the transmittal letter. The beginning of the transmittal letter is given:

I an	nenclosing	a report	on the	completion	of the	road e	extension	project	on tl	ne S.P
Roa	d stretch									

The project was undertaken	by Stresscrete Consultants	for the Municipal
Corporation of Nikhilabad		

	•	 	•	 •	•		•	 •	٠.	•	•	 •	 •	 •	 •	 •	•	 •	 •	٠.	•	• •	•	• •	•	•	٠.	•	• •	•	 ٠.	•	 ٠.	•	 • •	•	 ٠.	•	• •	•	٠.	•	 ••	• •	٠.	•	٠.
		 	•	 •		٠.		 •	٠.	•		 •	 •	•	 •	 •	•	 •	 •		•				•				••	•	 ٠.	•	 	•	 		 		٠.		٠.	•	 	•	•••	•	٠.

#### Report on the road extension project undertaken on S.P Road Nikhilabad.

The six kilometre stretch on S.P. Road between Greenlands and S.Q. Chowk was to be extended. The project was assigned to Stresscrete Consultants to be completed within a period of six months beginning November 2....

Cost of demolition escalated the project expenditure. Leasing of cranes became problematic because of heightened construction work in the city. This also increased the costs. Labour problems had to be countered. Wages had to be increased by 20% for night labour. The costs overshot the initial budget estimate by 10 lakh.

Legal notices were issued to the owners of properties adjoining the roads seeking cooperation. Adequate compensation @ Rs.1000 per sq. ft. was offered. Negotiation with reluctant owners delayed the land acquisition process by 3 months. Further trouble was encountered by religious groups who staged violent protests against the relocation of wayside shrines. This added to the delay.

A revised expenditure statement is enclosed.

Traffic on S.P Road has increased in the last 5 years because it directly connects the eastern and western parts of the city. This has been compounded by the fact that the number of cars and two wheelers has increased three-fold during this period. There were many bottlenecks caused by uneven array of showrooms interspersed by small wayside shrines and bus-bays encroaching upon the road space. The extension of the roads became imperative to ensure smooth flow of traffic.

The Mayor drove through the stretch and expressed his satisfaction. He has suggested traffic islands at 3 points and pedestrian crossings at 6 points at 1m distances

All the problems were overcome and the acquired stretches have been concrete surfaced and tarred. Traffic on the thoroughfare has eased reducing the movement time across the stretch to 10 minutes. The roads look very neat.

The project was undertaken in a phased manner. In the first phase the extent of the road space required on both sides of the road was measured. Bottlenecks were identified. The buildings that had to be demolished or taken in were identified. Markings were made on the walls indicating the extent of space required.

## **Activity 3**

Reproduced below is part of a report by the Chairperson of an Airline addressed to the guests on board taken from a Travel magazine. Fill in the blanks with suitable verbs.

Dear Guest, The global economic environment is challenging for all industries including civil aviation. In India, in the past year, the airline industry's situation by an unprecedented escalation in fuel prices and several other factors such as double-digit inflation.
The airline industry to tackle the difficult environment through alliances aimed at enhancing connectivity. In keeping with these international trends we
Consequently we into code-share arrangements with several airlines.

# 3.7 GRAMMAR

In this section we study Reduced Relative Clauses and the Spotting the errors.

#### A) Reduce Relative Clauses

Adjective clauses can also be **reduced** to **phrases**, which modify the noun, without changing the meaning of the sentence.

Let's look at the rules for reducing adjective clauses used as subject of the clause.

1) Omit the relative pronouns **who, which, that** and the **be** form of the verb (is, was, were, etc.)

# Example:

- a) A report is a formal written document on a particular function or an operation which is carried out at the workplace.
- 2 In adjective clauses that do not contain the verb **be**, it is often possible to drop the relative pronoun, and change the verb to its **-ing** form.

#### Examples:

- a) IIC members who have their library tickets may borrow books.
- b) IIC members having their library tickets may borrow books.
- 3) Some adjectives clauses can be reduced to appositive phrases. An appositive phrase is simply placing one noun or noun phrase next to another, with a comma between them.

#### Examples:

- a) Mrs. Gupta, who is our MD, is very fond of parties.
- b) Mrs. Gupta, our MD, is very fond of parties.

#### Check Your Progress 2

- 1) Which of the following phrases can be considered 'reduced' versions of relative clauses?
  - i) The lady in the front row
  - ii) The worker in the street
  - iii) The voice of authority
  - iv) The destruction of the habitat
  - v) The point to consider
  - vi) The proposal discussed during the meeting
- 2) First pick out the adjective clauses. Then change the adjective clauses to adjective phrases or appositive phrases.
  - Mr. Anil Kumar is the new Branch Manager who is in-charge of the Delhi Office.
  - ii) The employees who are in Mr. Kanwar's branch are having a great time.
  - iii) Mr. Kanwar has written management books which are used in colleges all over the country.
  - iv) He's just completed a new book which is Working Can Be Fun.

Writing	Rer	narts
**11tm2	IVC	JULUS

1)	Management, which is a difficult subject, is made interesting and entertaining by him.	WI

# A) Spotting the Errors

# Activity 4

Let us play a game. These sentences have something wrong with them – spot the errors and correct them. First one has been done for you.

Sl. No.	Incorrect sentence	Correct sentence
1	Neha is happy and neither is Nisha.	Neha isn't happy and neither is Nisha.
2	I met Shobha on Monday in the morning at 6'o clock.	
3	When you will come to my office?	
4	Fauzia wrote the presentation themselves.	
5	Mary is late always.	
6	Since last year I have spoken to Salil hardly.	
7	I asked Mohit where does he work.	
8	We have visited Nainital last summer.	
9	I've left London last year.	
10	Sonu is working at this company for the last seven years.	
11	Don't buy more bread, there are many breads in the breadbox.	
12	Both her sister-in-laws live close by.	
13	I'm in this new town for two months, but I have not making any friends yet.	
14	This is more better then I expected.	
15	The manager who deal with sales is on leave for a month.	
16	Housing is a problem in many large cities. There are a few good apartments available at reasonable prices.	
17	Sunil failed his driving test three times because he doesn't know how to park the car.	
18	My friend just bought a new cell phone.	

19	Does many countries have a pollution problem?	
20	Rajiv will play a badminton match to night. He planned it a week ago.	
21	I have talked to my parents every weak.	
22	I will talk to the boss three days ago.	
23	By this time next month, I am living in Pune.	
24	The phone rang, yet someone knocked on the door.	
25	You must neither tell the truth or be penalized.	
26	We must clean up our rivers and lakes, therefore the fish will die.	
27	Ram Prashad took instructions in English before he went to America.	
28	The accommodation available here are very expensive.	
29	I love at Kolkata.	
30	It is more cooler today isn't it?	

# 3.8 LET US SUM UP

In this unit we looked at the genre features of reporting. We began with noting down the purposes of reporting and examined general kinds of reports. We then moved on to business reports and studied the language and discourse features of reports written within a company for various purposes. The samples provided will give you support in writing reports on various kinds of activities you undertake in your work situation.

You have worked on two reports in this unit. The first is a report on whether a project can be undertaken or not. The second is on the completion of a project. The writing process and the genre features have been discussed. You have worked on the tasks. This would have given you an understanding of how to write reports in the contexts in which you will work in future. These were samples created for your understanding. Actual workplace reports may require suitable adjustments to this basic framework.

# 3.9 ANSWERS

## **Activity 2**

- a) Informing the public
- b) Reporting Event
- c) Publicizing research findings

## **Activity 3**

- 1) The features that are common to all the reports are that it provides information about the particular happening and all related details are given.
- 2) The first report is a precise account informing the public of an unfortunate mishap that had occurred in a village giving personal details and the actual location. The second one is a detailed report of an event along with the objectives

and the details of the participants whereas the third one is to publicize the research findings of a scientific study.

#### **Check Your Progress 1**

1) 28 February 2...

The Vice-President Customer Affairs LOKAIR Mumbai

Dear Sir,

A detailed inquiry has been made into issues concerning customer discontent and employee behaviour plaguing our company. We are likely to be refused the license for our new routes between Bhubaneswar and Bhopal, Dibrugarh and Hyderabad and Jaipur and Visakhapatnam.

The report is based on the findings related to employee dissatisfaction, customer feedback and interviews with the passengers and travel agents.

The recommendations based on these findings have been given for your consideration. An immediate implementation of the recommendations is needed. These problems could be overcome by the solutions proposed by these findings.

I hope the report would be instrumental in resolving all the drawbacks of our company.

Yours truly, Beni Yanthan Manager, HRD

- 2) Investigating the reasons for the problems and suggesting solutions
- 3) **Letter of Transmittal**: Letter to the person who appointed the committee, stating that the report is enclosed.

**Title Page**: Clear indication of the subject matter of the report, who it is addressed to and who is submitting it. Date must be mentioned.

**Table of Contents**: Indication of the sections with page nos. for easy reference.

**Executive Summary**: Gives the main points of the report.

**Terms of Reference**: Defines the scope of the study and the members involved.

**Background**: Describes the situation why the investigation became necessary.

**Planning**: Describes the steps taken in planning the study.

**Procedure**: Describes the steps in the conduct of the study.

**Findings**: Three sets of findings according to the different groups interviewed.

**Recommendations**: suggestions given based on the study.

**Conclusion**: Summing up the entire report for consolidation.

## **Activity 5**

## **Feasibility Report**

# Report on the feasibility of introducing auto rickshaws in the Municipal Town of Manigunj

#### **Executive Summary:**

AZN Group is a private Transport company running tempos and vans for local conveyance of goods as well as passengers for travel to short distances within a radius of 25 km of Manigunj. The company was assigned the task of assessing the feasibility of introducing auto rickshaws within the town. It was found that in view of the expanding industrial, economic and educational growth of the town, local transport at affordable fares needs to be augmented. The local bus service does not reach all the corners of the town and is not adequate to meet the commuter demands. Introduction of auto rickshaws will solve the transport problems of the local population both within the city and the outskirts where a number of institutions are coming up.

#### Terms of reference:

A committee of 5 senior officials was appointed by the AZN group to study the feasibility of introducing auto rickshaws in the town of Manigunj. The committee was asked to submit the report by 5 September 2....

## **Background:**

Until recently, Manigunj was a small sleepy town. In the last five years there has been an increase in he town's activities due to new industries being set up. The local population has almost doubled in the last two years. Schools and colleges have come up in response to local demands. The town is expanding and its limits are extending to a number of villages up to a radius of 20 km of the town.

Local conveyance is by horse-driven jatkas and cycle-rickshaws. There is a local bus service which covers the two main roads crisscrossing the city. People have to walk long distances from the bus-stop to their residences in the interior. The younger generation has begun to invest in two-wheelers but a large segment of the population still does not own vehicles. Tempos and vans meet the needs of transport of goods and group conveyance for outings outside the town. Public transport facilities are not adequate.

#### **Procedure of the Study:**

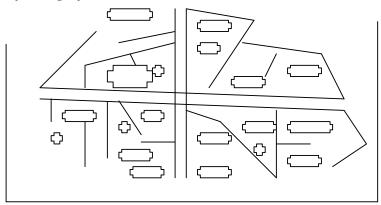
The committee met twice before the launch of the study to discuss the *modus operandi*. It was decided to divide the responsibilities among the team members.

It was decided that:

- a. Ms. Oza and Mr. Pundalik would study the road layout of the town.
- b. Mr. Vasan and Ms. Pestonji would study the existing transport system and the local mobility needs.
- c. Ms. Vasudha will study public opinion and responses.

## a. Road Layout of Manigunj

Map of Manigunj



As can be seen from the map two main roads criss-cross through the town North-South and East-West. These are the two roads that connect to other neighbouring towns. The length of the N-S Road within the town limits is about 15 km. The length of the E-W Road is 20 km. We can see that these are the only two main thoroughfares through which buses can pass.

Residential areas with independent single-storeyed and double-storeyed houses lie in a haphazard, unplanned manner. Throwing open the side roads for bus transport is not feasible.

The residential areas spill into the outskirts of the town limits. Outer ring-roads may be laid encircling the entire area. Within the town limits, however there is very little maneuverability.

The inner roads branching of irregularly from the two main roads are less than 15 feet wide in most places.

Emmar factory is right at the center of the city. The other 10 factories are pushed more to the outer limits of the town on all sides.

2 old schools and 1 college are within the town limits. The others are spread on the outskirts. The Government Hospital is in the south-central part of the town and occupies about 300 sq.feet space. 2 more hospitals are located in the North-east and South-east regions.

One or two large maidans are unoccupied and may be considered for road-laying, although this would involve compensating for demolitions of market space.

Small canals cut across the town at various points. Small ponds are also seen as a perennial feature at 3 locations. These will have to be negotiated by building small culverts across them.

#### b. Existing transport system and local mobility needs

Buses ply across the two main roads of the city. For small distances and the interior streets, people depend upon horse-driven jatkas and cycle-rickshaws. These are not convenient when people have to travel more than five kilometers.

There is a fleet of four public transport buses and these connect the areas across the two main roads at half-hour intervals. The running time of each bus is 35-40 minutes.

The services begin at 7am and stop at 9pm.

People now need to travel more than 10 km to reach newly setup hospitals and educational institutions. People arriving at the railway station also find it difficult to reach the destinations.

#### c. Public Opinion

A survey was conducted and interviews were held with 1500 respondents. Survey questionnaires were distributed among employees working in institutions and business establishments.

Citizens waiting at bus-stops were interviewed over a four-week period. The data-collector also traveled by the local transport vehicles to gain first-hand experience of the problems faced by the commuters.

Interviews were held with the municipal transport authorities.

Opinion was also gathered from cycle-rickshaw and jatka drivers.

## **Findings**

It was found that:

- a) The present transport services are not adequate to meet the needs of the local population.
- b) Extensive road laying and extensions of existing roads needs to be undertaken.
- c) Auto rickshaws will prove to be a boon to the citizens.
- d) 70% of the cycle-rickshaw and jatka pullers were positive to the introduction of auto rickshaws provided they were given concessions in hiring the new vehicles and were given free driving lessons.
- e) Many citizens who were concerned about the increase in pollution of auto rickshaws were brought in and suggested that at the introduction stage itself, measures should be taken to make the fuel pollution-free.

## Recommendations

20 auto rickshaws may be introduced initially to assess public response. Depending on the response, the number may be gradually increased in subsequent months.

Cycle-rickshaws may be allowed to continue along with auto-rickshaws. Jatkas may be withdrawn after two months so that they do not interfere with the three-wheeler traffic. The time is just right for the introduction of auto-rickshaws.

An evaluation of the performance will be undertaken after two months and a report submitted to the authorities

# **Activity 2**

Title:Verbless sentence

Report on the road extension project undertaken on S.P Road, Nikhilabad.

Task assigned. Purpose. Past passive with infinitive The six kilometre stretch on S.P. Road between Greenlands and S.Q. Chowk was to be extended. The project was assigned to Stresscrete Consultants to be completed within a period of six months beginning November 2....

Writing Reports

Traffic on S.P Road *has increased* in the last 5 years because it directly connects the eastern and western parts of the city. This *has been compounded* by the fact that the number of cars and two-wheelers *has increased* three-fold during this period. There were many bottlenecks caused by uneven array of showrooms interspersed by small wayside shrines and bus-bays encroaching upon the road space. The extension of the roads became

Background Present perfect and past

Procedure

Adopted

**Problems** 

Steps

The project **was undertaken** in a phased manner. In the first phase, the extent of the road space required on both sides of the road was measured. Bottlenecks **were identified.** 

imperative to ensure smooth flow of traffic.

The buildings that **had to be demolished** or taken in were identified. Markings **were made** on the walls indicating the extent of space required.

Legal notices **were issued** to the owners of properties adjoining the roads seeking cooperation.

Adequate compensation @ Rs. 1000 per sq. ft. was offered.

Negotiation with reluctant owners delayed the land acquisition process by 3 months.

Further trouble **was encountered** by religious groups who staged violent protests against the relocation of wayside shrines. This added to the delay.

Cost of demolition escalated the project expenditure. Leasing of cranes became problematic because of heightened construction work in the city. This also increased the costs. Labour problems **had to be countered.** Wages **had to be increased** by 20% for night labour. The costs overshot the initial budget estimate by 10 lakh.

A revised expenditure statement is enclosed.

All the problems were overcome and the acquired stretches *have been concrete surfaced* and tarred. Traffic on the thoroughfare *has eased* reducing the movement time across the stretch to 10 minutes. The roads look very neat and easily navigable.

The Mayor drove through the stretch and expressed his satisfaction. He *has suggested* traffic islands at 3 points and pedestrian crossings at 6 points at 1km distances. Work on this is scheduled to begin next week.

Effects

Conclusion

#### Note on language points:

The report for the most part is in the past tense except towards the end. "A revised expenditure statement is enclosed" and the last sentence which is indicative of the future are in the present tense form.

The passive voice is used quite frequently. This places the focus on the action rather than on the people doing the action. Public works are generally reported in the passive voice.

#### **Business Writing**

#### **Note on the moves:**

- 1 Title
- 2 Terms of reference
- 3 Background
- 4 Procedure
- 5 Problems
- 6 Effects
- 7 Conclusion

# Transmittal Letter

# Sub: Completion of the Road Extension Project on the S. P. Road

Dear Sir,

I am enclosing a report on the completion of the road project on the S. P. Road stretch. The project was undertaken by Stresscrete Consultants for the Municipal Corporation of Nikhilabad.

An assessment was made to check the need for the extension of the road. After a feasibility report justified that such an extension was necessary, the project was undertaken in a phased manner. Details of these are given in the report. The report also lists the reasons for the delay in the completion of the project. A revised expenditure statement is also enclosed.

Thank you

Abhilash Mehta DTS Builders Ltd.

## **Activity 3**

has been further impacted (affected) has tried have taken have entered

# **Activity 4**

Sl.	Correct sentences
1	Neha isn't happy and neither is Nisha.
2	I met Shobha at 6 in the morning on Monday.
3	When will you come to my office?
4	Fauzia wrote the presentation herself.
5	Mary is always late.
6	Since last year I have hardly spoken to Salil.
7	I asked Mohit where he works.
8	We visited Nainital last summer.
9	I left London last year.
10	Sonu is working in this company for the last seven years.
11	Don't buy more bread, there is a lot of bread in the breadbox.

12	Both her sisters-in-law live close by.
13	I have been in this new town for two months, but I've not made any friends.
14	This is better than I expected.
15	The manager who deals with sales is on leave for a month.
16	Housing is a problem in many large cities. There are few good apartments available at reasonable prices.
17	Sunil failed his driving test three times because he didn't know how to park the car.
18	My friend has just bought a new cell phone.
19	Do many countries have a pollution problem?
20	Rajiv will play a badminton match to night. He had planned it a week ago.
21	I talk to my parents every week.
22	I talked to the boss three days ago.
23	By this time next month, I will be living in Pune.
24	The phone rang, as someone knocked on the door.
25	You must tell the truth or you will be penalized.
26	We must clean up our rivers and lakes, otherwise the fish will die.
27	Ram Prashad attended classes in English before going to America.
28	The accommodation available here is very expensive.
29	I live in Kolkata.
30	It is cooler today, isn't it?

# **Check Your Progress 2**

i) The lady in the front row 'reduced'
 v) The point to consider 'reduced'
 vi) The proposal discussed during the meeting 'reduced'

# 2) Adjective clauses:

- i) who is in-charge of the Delhi Office.
- ii) who are in Mr. Kanwar's branch
- iii) which are used in colleges
- vi) which is Working Can Be Fun.
- vii) which is a difficult subject,

Adjective phrases or appositive phrases.

- i) Mr. Anil Kumar is the new Branch Manager in-charge of the Delhi Office.
- ii) The employees in Mr. Kanwar's branch are having a good time.
- iii) Mr. Kanwar has written management books used in colleges all over the country.
- iv) He's just completed a new book Working Can Be Fun.
- v) Management, a difficult subject, is made interesting and entertaining by him.

# **UNIT 4 WRITING PROPOSALS**

## **Structure**

- 4.0 Objectives
- 4.1 Introduction
- 4.2 A Proposal
- 4.3 Need for Proposals
- 4.4 Features of a Proposal
- 4.5 Framework for Proposals
- 4.6 Grammar: The Passive Form (Revision)
- 4.7 Basic Components of Business Proposals
- 4.8 Business Proposal Letter
- 4.9 Proposal Document
- 4.10 Let Us Sum Up
- 4.11 Answers

# 4.0 OBJECTIVES

After going through the unit, you should be able to

- understand why proposals are written;
- identify the features of a proposal;
- identify the parts of common kinds of proposals;
- understand the importance of project proposals;
- identify the purposes for the different components of proposals; and
- write sample business project proposals.

# 4.1 INTRODUCTION

You have studied various forms of business correspondence. In this unit you will be exposed to the processes involved in writing proposals and reports.

Any activity or project undertaken in business organization needs to be formalized and documented. Before launching a project, all aspects involved in it will have to be visualized in order to arrive at the benefits that will accrue from it. This is documented in a proposal. If the proposal is viable, the project is undertaken. After the completion of the project, a report is submitted. The report will indicate the success of the project and whether the objectives stated in the proposal have been achieved or not. Reports become the basis for future proposals. Proposals and reports are thus integral to the functioning of any organization.

We will also examine the importance of business project proposals sent outside the organization and the process of writing them.

Business implies the buying and selling of a product or a service for profit. This involves a series of transactions with agencies outside the organization. It may also involve extended communication with Government bodies.

Communication is generally executed through letters. These could be for enquiry and sales, placing orders and executing them, dealing with complaints and negotiating.

Another important format of business communication when a business organization undertakes to offer a service or deliver a product to a client is the **technical proposal.** 

Technical proposals have a definite format. Formats help in giving all the requisite information and help the reader to look for specific items of information. In order to win business, proposals must be drafted with care and attention.

# 4.2 A PROPOSAL

A proposal indicates the direction of a future action. Any action begins with an idea. The idea develops into a plan of action. The plan needs to be elaborated upon. The prospects and consequences of the plan need to be visualized. If the plan shows promise of being executed, then it needs to be written down with the costs worked out. This document is called **a proposal**. The proposal is scrutinized by colleagues, superiors or authorities within an organization or by clients outside and approved or rejected based on its viability and financial implications.

Written proposals form the basis for projects undertaken by an institution, organization, or a business firm. They serve as blueprints for projects and sources of reference during and after the execution of projects.

Oral presentations of proposals are also made before a select audience, especially if the project is undertaken for an outside client.

A proposal can be in the form of a short letter or a long document with supporting graphics and visuals.

As proposals are projections into the future, 'modal verbs', that is, "will", "shall", "may", "can" are generally used along with the main verbs.

# 4.3 NEED FOR PROPOSALS

Let	us	begin	with	a s	hort	mental	activity	

#### **Activity 1**

the steps in planning that you would take:

#### Discussion

I have put down the following points. Match them with yours.

1) Why do I want to buy a house?

[Being a tenant is troublesome. Rents are high. etc]

[It is a good investment. I can let it out on rent]

[I want to design the place I live in]

- 2) What kind of a house do I want? (apartment/independent house) [Why do I choose to buy an apartment and not a house or Why do I choose to buy a house and not an apartment?]
- 3) Which locality do I want to buy the house in? [Why have I chosen that particular locality? Reasons]
- 4) How will I look for good places? [Look at advertisements? Advertise what I am looking for? Ask for advice]
- 5) What is my budget?

[How much money do I have in hand? How much money can I get as loan from other sources?]

This is a mental blueprint. This will give you a direction in identifying the kind of house you wish to buy.

Let us extend this to various activities and projects that have to be undertaken by large institutions and firms. All the things that you do mentally for your personal purchase will have to be formally stated and documented. Your purchase is a private decision.

You might consult family and friends. An official proposal will have to be examined and approved by the executive authorities in the organization.

If certain problems are encountered in the proposal stage, ways to overcome them may be considered, or the proposal may be dropped because it is not viable.

This is why proposals are written down.

If a project is undertaken without a well-thought out proposal, it may get stuck midway and might entail loss of money.

Proposals, therefore, are the basis of undertakings.

#### **Activity 2**

choice. (You can choose a school, a bank, a retail outlet, a sports club etc.)	

# 4.4 FEATURES OF A PROPOSAL

A proposal is made for something that does not exist or to add on to something that already exists. Creating, acquiring, or presenting something new, involves investment of effort and money. This investment has to be justified.

A proposal usually begins with a description of what exists. It then moves on to what is required. This has to be supported with reasons for investing. The benefit or profit of the venture is then stated with a view to obtaining approval of the proposal.

Describing				
Stating problem				
Proposing solution				
Providing reasons or justifying				
Highlighting benefits				
Persuading or urging action				
Here is a short one-paragraph draft proposal for a public facility:				
The traffic on the M.G. Road is very heavy from 7am to 10pm. Two schools and three colleges line the 5 km stretch of the road from Police quarters to the General Street Metro station. There is no pedestrian crossing anywhere in between. It is impossible to cross the road during the daytime. School children and college-goers are forced to go by vehicles or public transport even if the distance is within 1 km. Three foot-over bridges at 1.5 km distance from each other <b>should be built</b> to ease the problems faced by pedestrians.				
<b>☞</b> Check Your Progress 1				
1) What is the function performed in sentences 1-3?				
2) What do sentences 4 and 5 convey?				
2) What do sentences 4 and 5 convey?				
2) What do sentences 4 and 5 convey?				
2) What do sentences 4 and 5 convey?  3) What is the solution proposed in sentence 6?				
3) What is the solution proposed in sentence 6?				
3) What is the solution proposed in sentence 6?				

The functions that are in play in writing a proposal thus are:

Underline the verb phrase in sentence 6.					
6) What is the	What is the notion indicated by the modal verb "should"?				
•••••					
7) Why has the	Why has the passive voice been used in sentence 6?				
Refer back to t	these questions will give you an idea of how a proposal is presented the functions performed through proposals mentioned earlier in this atch your answers with them.				
Activity 3					
	orts secretary of your institution or organization. Make notes for the prepared for the provision of a table-tennis room on the premises.				
Discussion					
Did you includ	le the following?				
Background:	Description of the organization and the nature of work done				
Rationale:	Recreational facilities required for better work performance				
	Representation in tournaments adds to image of the organization				
Proposal:	Identification of space on premises				
	Number of tables required				
	Specification of recreation timings				
Costs:					
Justification:	Desire of staff				
Other organizations have the facility					
	Need to encourage sports				
Request for A	ction: Provision of a table-tennis room as soon as possible				

Request for Action: Provision of a table-tennis room as soon as possible

Proposals are put up for various kinds of purposes: for starting institutions, building bridges, buying furniture, machinery etc.

To start a film club in a university, interested students may approach teachers or the Vice Chancellor and express their wish. A teacher may be asked to help the students in framing a proposal. The proposal is drafted.

- > It states the objective.
- It talks of the number of students who are interested.

- ➤ It lists the activities that the club will perform.
- It states the requirements for setting up the club. It projects the funds that will be required.
- > It urges action.

On a larger scale, proposals are submitted for the Five-year plans of the Government. The budget allocations are made on the basis of the proposals. They are called Plan Proposals

## Language focus

Notice the contexts in which the word 'proposal' is used. You will then have an idea of what a proposal involves, in what contexts proposals are generally written and the kind of importance they have.

The proposal must be approved by the Commerce Department.

The Board <u>approved a management proposal</u> <u>to</u> <u>increase</u> the number of authorized dealers.

The proposal to rebuild the Bund came in the year 1998.

Under the proposal, the Company's shareholders would receive 10% dividend

The company had access to inside information when it <u>made its proposal</u> to the Railway Board.

The company rejected the proposal and recalled its agent

He was asked to <u>outline his proposal</u> at the earliest possible time.

The Committee voted for Council's <u>proposal</u> to finance the long-awaited trade pact with the Government.

Notice the phrase 'proposal to ...'. to + verb is used to show intention or purpose. A proposal expresses an intention or purpose or plan.

A proposal is 'presented' or 'put up' for approval. A proposal can be 'outlined'. A proposal is 'approved' or 'rejected'.

# 4.5 FRAMEWORK FOR PROPOSALS

In the previous sections we looked at the basic features of proposals. In this section, we will examine certain common kinds of proposals for facilities within an organization/institution.

A proposal has a framework which can be expanded. It may run into several pages. If it is a detailed proposal, it begins with an executive summary. This summary must be carefully written in order to impress the reader at the first instance. The executive summary condenses the content of the proposal and states the objective clearly.

In the following section, each part of a proposal will be examined. The questions that follow each proposal are learning questions that will enable you to understand the process of writing proposals better.

#### **Sample Executive Summary:**

This proposal is submitted for the setting up of a digital language laboratory for the English Department of the O.N. L.V. University. Most undergraduate students are in need of acquiring proper pronunciation and have expressed a desire for focused training in pronunciation as they have had their schooling through non-English medium. Digital laboratories are used for many science courses but now all students

are quite adept at using computers. Hence helping them improve their English pronunciation through the technology medium with which they are already comfortable will be a welcome step. Several software packages are readily available and could be installed to make learning possible through Self-Access.

© Check Your Progress 2					
1)	What is stated in the first sentence?				
2)	What does the second sentence convey?				
3)	What function do the last three sentences perform?				
Let	us look at a sample proposal presented within an organization:				
	Proposal for Acquiring Additional Floor Space for KIDS' WORLD, Vishakhapatnam Branch				
	Submitted to the General Manager				
	KIDS' WORLD				
	By the Regional Manager, Visakhapatnam 12 September				
TI	TITLE PAGE				
Check Your Progress 3					
1)	1) What information does this page give you?				

.....

2)	What is being proposed?	Writing Proposals				
3)	To whom is it addressed?					
4)	By whom is it proposed?					
E	XECUTIVE SUMMARY					
It	is proposed that the floor space of KIDS' WORLD, Vishakhapatnam be					
ir	acreased in view of the tremendous increase in the volume of sales over the					
	ast three years. The first floor of the present premises has been identified as a nitable for the purpose. The cost of investment for the lease can easily be					
	compensated for by the returns on it by way of increased sales.					
<b>P</b>	© Check Your Progress 4					
1)	What does the summary indicate?					
2)	What are the essential points it highlights?					
<i>-,</i>	What are the essential points it highlights.					

<b>Business Writing</b>	3) Will the reader view the proposal favourably on reading the summary?	
	BACKGROUND	
	Kids' World, Vishakhapatnam has been doing brisk business since its inception in the year 2005. It is located in the main shopping area of the city. Its central location has been a reason for the growing business. The concept of a retail outlet exclusively for children is fairly new to this city and there are very few shops here that offer such a wide range of toys including educational CDs, DVDs and storybooks. The shop also stocks all ancillary items for school-going children, including stationery, shoes, gift items etc. The demand from the clientele for a variety of other items is so great that the present floor space of 2000 sq. feet is just about adequate for stocking and display.	on e
	© Check Your Progress 5	
	1) What does this section tell you?	
	2) What do the first four sentences do?	
	3) What does the last sentence imply?	
	4) Is there a shift in the function?	

<b>W</b>	Check Your Progress 6
1)	What is the purpose of this section?
2)	What are the conditions described?
3)	What will the writer ask for next?
Р	ROPOSAL
Ir	ROPOSAL  view of the above-mentioned factors, more floor space is required for the retail atlet here. Since the location has been very favourable for sales growth, it is dvisable to retain the present premises and add on to it.
Ir or ac T T an qr	view of the above-mentioned factors, more floor space is required for the retail at let here. Since the location has been very favourable for sales growth, it is
Ir on ad	a view of the above-mentioned factors, more floor space is required for the retail atlet here. Since the location has been very favourable for sales growth, it is dvisable to retain the present premises and add on to it.  the 2000 sq. ft space on the first floor of the premises will be ideal for the expansion. This space has been recently vacated and advertised for letting out on lease. This transpersent will help us display our goods more attractively and also stock more mantities. Children will also have more moving space and can spend more time in the
Irron add	a view of the above-mentioned factors, more floor space is required for the retail atlet here. Since the location has been very favourable for sales growth, it is dvisable to retain the present premises and add on to it.  The 2000 sq. ft space on the first floor of the premises will be ideal for the expansion. This space has been recently vacated and advertised for letting out on lease. This transpersent will help us display our goods more attractively and also stock more mantities. Children will also have more moving space and can spend more time in the nowroom.  In staircase needs to be built from within our shop at the front end so that the entrance ill be the same for both the floors. Special permission from the owner has to be
Irr on a control of the control of t	a view of the above-mentioned factors, more floor space is required for the retail atlet here. Since the location has been very favourable for sales growth, it is divisable to retain the present premises and add on to it.  the 2000 sq. ft space on the first floor of the premises will be ideal for the expansion. This rangement will help us display our goods more attractively and also stock more mantities. Children will also have more moving space and can spend more time in the nowroom.  I staircase needs to be built from within our shop at the front end so that the entrance ill be the same for both the floors. Special permission from the owner has to be built for this.  The Hyderabad unit had made a similar arrangement and it has proved to be very
Irr on a control of the control of t	a view of the above-mentioned factors, more floor space is required for the retail atlet here. Since the location has been very favourable for sales growth, it is divisable to retain the present premises and add on to it.  The 2000 sq. ft space on the first floor of the premises will be ideal for the expansion. This space has been recently vacated and advertised for letting out on lease. This transpersent will help us display our goods more attractively and also stock more mantities. Children will also have more moving space and can spend more time in the nowroom.  In staircase needs to be built from within our shop at the front end so that the entrance ill be the same for both the floors. Special permission from the owner has to be built for this.  The Hyderabad unit had made a similar arrangement and it has proved to be very necessful.  Check Your Progress 7  What is the connecting link between the rationale section and the proposal
Ir on account of the state of t	a view of the above-mentioned factors, more floor space is required for the retail at the here. Since the location has been very favourable for sales growth, it is divisable to retain the present premises and add on to it.  the 2000 sq. ft space on the first floor of the premises will be ideal for the expansion. This space has been recently vacated and advertised for letting out on lease. This transpersent will help us display our goods more attractively and also stock more cantities. Children will also have more moving space and can spend more time in the nowroom.  It staircase needs to be built from within our shop at the front end so that the entrance ill be the same for both the floors. Special permission from the owner has to be built for this.  The Hyderabad unit had made a similar arrangement and it has proved to be very necessful.  Check Your Progress 7
Ir on account of the state of t	a view of the above-mentioned factors, more floor space is required for the retail atlet here. Since the location has been very favourable for sales growth, it is divisable to retain the present premises and add on to it.  The 2000 sq. ft space on the first floor of the premises will be ideal for the expansion. This space has been recently vacated and advertised for letting out on lease. This transpersent will help us display our goods more attractively and also stock more mantities. Children will also have more moving space and can spend more time in the nowroom.  In staircase needs to be built from within our shop at the front end so that the entrance ill be the same for both the floors. Special permission from the owner has to be built for this.  The Hyderabad unit had made a similar arrangement and it has proved to be very necessful.  Check Your Progress 7  What is the connecting link between the rationale section and the proposal

•		
•		
'	What new information is presented in the Prop	osal section?
•		
•		
1	What supporting statement is added to press th	e proposal
•		
•		
		•••••
	ase amount for a two-year period: set of renovation and setting up display	Rs. 30,00000
Со		Rs. 1,00000
Co he	elves, boards: pital investment in items for sale:	Rs. 1,00000 Rs. 10,00000
Co he Ca Sal	elves, boards: pital investment in items for sale: laries for 5 sales staff:	Rs. 10,00000 Rs. 5,00000
Co he Ca Sal	elves, boards: pital investment in items for sale: laries for 5 sales staff: laries for 2 cleaning staff:	Rs. 10,00000 Rs. 5,00000 Rs. 1,00000
Co he Ca Sal Sal	elves, boards: pital investment in items for sale: laries for 5 sales staff: laries for 2 cleaning staff: aintenance costs:	Rs. 10,00000 Rs. 5,00000 Rs. 1,00000 Rs. 1,00000
Co he Ca Sal Sal	elves, boards: pital investment in items for sale: laries for 5 sales staff: laries for 2 cleaning staff:	Rs. 10,00000 Rs. 5,00000 Rs. 1,00000
Co he Ca Sal Sal Ma	elves, boards: pital investment in items for sale: laries for 5 sales staff: laries for 2 cleaning staff: aintenance costs:	Rs. 10,00000 Rs. 5,00000 Rs. 1,00000 Rs. 1,00000
Co he Ca Sal Sal Ma Tra	elves, boards: pital investment in items for sale: laries for 5 sales staff: laries for 2 cleaning staff: aintenance costs: ansport: scellaneous:	Rs. 10,00000 Rs. 5,00000 Rs. 1,00000 Rs. 1,00000 Rs. 1,00000
Co he Ca Sal Sal Ma Tra	elves, boards: pital investment in items for sale: laries for 5 sales staff: laries for 2 cleaning staff: aintenance costs: ansport:	Rs. 10,00000 Rs. 5,00000 Rs. 1,00000 Rs. 1,00000 Rs. 1,00000

2)	What does it tell you at a glance?	Writing Prop
   	BENEFITS	
•		
*		
*		
*	C	
*	• Increased profit margin	
<b>7</b>	Check Your Progress 9	
1)	What does this section highlight?	
2)	Is the proposal convincing?	
	CONCLUSION	
	may be seen from the facts and figures presented above that this is a	
	iable proposal that will yield good returns. There are many competitors idding for this space. An early decision on this proposal will prove	
	orthwhile.	
	Γhe proposal is submitted for approval.	
S	igned	
	egional Manager	
i	- · · · · · · · · · · · · · · · · · · ·	

-		TTT
к	neinace	Writing

# Check Your Progress 10 1) What is the function of the above section? ..... ..... ..... ..... 2) Why is it needed? ..... ..... ..... **Check Your Progress 11** Reproduced below is a proposal presented as one chunk. Section it and write suitable headings for each section using the table of contents given below. Proposal for setting up a 24 x 7 café on the campus submitted to the Vice Chancellor, XYZ University, by Pankaj Mongia, President XYZ Participants' Association **Table of Contents Executive Summary Statement of Problem Objectives** Plan Proposal **Work Plan**

**Total Budget Estimates** 

# Conclusion

Economic, technological, informational, demographic and political forces have changed the way people live and work. These changes and the rate of change will continue to accelerate. Educational institutions like businesses, communities and families, must adapt to changing conditions to thrive. These institutions are struggling hard to keep pace with the astonishing rate of change in students' lives outside these institutions. Students will spend their adult lives in a multitasking, multifaceted, technology driven, diverse, vibrant world and they must come equipped to do so. [1]

Our institute strives to provide every student a rich experience as far as academics is concerned. Entertainment and recreation of the students, however, have not been duly taken care of. There is a need to provide the students with a truly global experience so that they don't become misfits but work for its betterment and development. The proposal for a **24 x 7 café** is an endeavor of XYZ Participant Association to bridge the gap between academics and entertainment.

[2]

**Writing Proposals** 

XYZ attracts students from all over the country and across the globe. Some of these students come from metros while others are from small towns. They have different backgrounds and different identities. However they never get to meet each other, know each other better, and share ideas, thoughts and opinions simply because there is no place where they can meet and interact. The students make small groups and spend most of their time in these groups without bothering to introduce themselves to the members of the other groups. They go out, eat out and enjoy only in their own groups. Recently some students had a bitter experience when they had to go out at night in search of food at an unearthly hour.

Following are the objectives of this proposal:

- To ensure that the students get a global experience on the campus round the clock
- To provide the students with a place where they can refresh themselves for the next day's work
- To provide round the clock facilities to the students
- To blend academics with entertainment

[4]

The 21<sup>st</sup> century student is not bound by the limits of time. He/she is a 24 x 7 student. The XYZ Participants' Association has come up with the proposal to set up a 24 x 7 café which takes care of all the needs of the 21<sup>st</sup> century students and provides them with a truly global experience on the campus round the clock. [5]

#### The $24 \times 7$ café will have:

- a **cyber café** with at least 30 computers with internet access to provide the students with high speed internet access to explore the world wide web.
- a **cafeteria** which will provide the students with fresh snacks, mini-meals, fresh fruit juices, etc.
- a small library where the students can access books, newspapers and journals.
- a **reading room** which will allow the students to sit and read books.
- a **tête-à-tête hall** where the students can sit and discuss the issues that concern them
- a **TV room** where the students can watch TV
- a **music room** with headphones and juke box where the students can listen to music.
- a **sports corner** where the students can play games like carom, table tennis, badminton etc and work out in the gym. [6]

The entire plan will be carried out by two sub-committees- one responsible for procuring equipment for the café and appointing personnel; and the other one responsible for selecting the site for construction, inviting tenders and supervising the construction of the café.

The plan will be carried out in two phases: In the first phase, three best sites for the construction of the site will be selected, the feasibility report will be prepared and tenders will be invited.

In the second phase, when the construction would have begun, the equipment will be procured for the café and personnel will be appointed. [9]

# 1) **Budget for Salaries/Wages**

# Personnel required

Place	Manager/Instructor	Attendant
Cyber Café	1	1
Cafeteria	1	2
Gym	1	-
Library	1	1
General	-	2

#### Monthly Emoluments (per person-per month in Rs.)

Place	Manager/Instructor	Attendant
Cyber Café	5000	2500
Cafeteria	4500	2500
Gym	5500	-
Library	5000	2000
General	-	2000

# **Budget for Equipment (in Rs.)**

Air Condi-	Furniture	Equipment	Sports	Electronic	Cafeteria	Cyber
tioners	(for	for Gym	Accessories	Equipment	(kitchen	Café
	reading		(for Health	(for TV &	appliances	
	room,		Club)	Music	including	
	discussion			Room)	automatic	
	hall, TV				soft drink	
	and Music				vending	
	room)				machines)	
20,000	30,000	15,000	10,000	25,000	20,000	100000

# 2) Budget for Construction Related Expenditure (in Rs.)

Soft Material including electronic	
equipment etc.	10,00,00
Hard Material including cement,	70,00,00
bricks etc	

[10]

The aim of education in the modern world is not just limited to academics but going beyond it. It aims at overall personality development of the students. The educational institutions should provide the students with every possible opportunity to grow as a professional as well as a person. The  $24 \times 7$  café is essentially global in nature and strives at the fusion of academics and entertainment. It also aims at providing the students a truly rich and global experience. There is a great need to have such multiutility cafes on the campus to ensure that the students have all the facilities within easy reach and get them round the clock.

[11]

That was a proposal written by a student representative of an educational institution. It gives you an idea of what elements need to be included in a proposal and an overall structure of a proposal that is sent to authorities within an organization.

# 4.6 GRAMMAR: THE PASSIVE FORM (REVISION)

Read the following sentences from the reading passage:

- 1) The proposal **is scrutinized** by authorities within the organization.
- 2) Oral presentations of proposals are also made before a select audience.

The underlined sentences are in the passive voice.

The passive voice is formed by using the verb **be** and the past participle. (e.g. bought, used, etc.) Examples:

Advanced degrees (Ph.D.) are listed on business cards...

Status is determined by age, university degrees and profession.

We use the passive in the following situations:

We often use the passive to focus on something that happens to someone, when we do not want to focus on the person who does the action.

Example: Over 30% of Indians **are employed** in the agricultural sector.

■ The passive is often used to talk about systems and processes. Example:

The US is characterized by a 'scientific' approach to business. Every aspect of commercial life is studied and analyzed.

• The passive is often used in business correspondence because it is less personal than the active voice. Example:

Thank you for your letter which was received at this branch today.

• The present perfect passive is often used when we are describing changes that have taken place. Example:

Globalization **has brought** the world closer together and helped to reduce cultural diversity.

To downplay the action or when you don't want to fix blame when something goes wrong. Example:

The sales targets were not met.

# How to form the passive with other tenses:

## Present Continuous Passive

Example: I am being asked to work every weekend.

Past Continuous Passive

Example: We only noticed the mistakes when the book was being published.

#### Present Perfect Passive

Example: Various models **have been used** to explain this concept.

#### Past Perfect Passive:

Example: They emailed us to say that the shipment had been delayed.

The passive forms of the verb in different tenses would look as follows:

Tense	Simple	Continuous	Perfect
Present	Is / am / are + past participle	Is / am / are + being+past participle	Has/have+ been +part participle
Past	Was / were + past participle	Was/were + being + past participle	Had + been + past participle
Future	Will/ shall + be + past participle	-	-

# A

			past participle				
Ac	tivity	4					
1)		nge the ssary.	following sentences i	nto the passive voice. On	nit the doer where it is		
	i)	China produces these types of telephones					
	ii)						
	iii)	Someone hit my car from the back.					
	iv)	Empl	loyers pay many manu	al workers weekly.			
	v)	Mada	am Curie discovered R	adium.			
	vi)	They announced the winners of the Nobel Prizes in Physics and Chemistry yesterday.					
	vii)		atries store most nuclea	_			
	viii)	If the	ere is a vacancy, we fire	st ask suitable in-house car	ndidates to apply.		
	ix) They have cleared all the roads in this area due to VIP movement.						
	x)		elected a new mayor y				
2)				ed a lot in the last 10 years ing the passive form. The			
	i) 7	They b	uilt a new stadium.	A new stadium	was built.		
	ii) T	They a	re building a new hosp	ital.			
	•						
	iii) T	Γhey w	vill finish it by next De	cember.			

iv)	They have knocked down the old shopping complex.	Writing Proposals
v)	They are going to build a new modern one soon.	
vi)	They are constructing a new multiplex movie hall.	

# 4.7 **BASIC COMPONENTS OF BUSINESS PROPOSALS**

A business sustains itself on the amount of work it does. Work generates money. Work in business is goal-oriented. Hence the objective of work is of utmost importance. A business proposal is an undertaking to complete a project with a specific goal in a stipulated time period with maximum cost benefits.

Let us consider a gigantic public utility project like the Metro Rail Project. Think of:

- the costs involved
- the staffing required
- the time for completion
- the number of parties that will have to collaborate
- government procedures and regulations
- financial support from banks and investors
- quality assurance

In such cases, bids are invited from business firms. These are called solicited proposals. Each business firm sends in a proposal to undertake the project. The proposal which is the most economical and the most beneficial is accepted. Winning the project among a number of competitors will depend not only on the financial potential of the organization but also how well the firm has projected the work plan and the costs of construction. Proposals can also be submitted voluntarily after ascertaining customer needs.

Activity 5
An institution is setting up a digital laboratory for its students. It asks for proposals from digital companies. You are working in the company and are asked to prepare a proposal. Put down the points you will include in the proposal.

#### Discussion

Have you included the following points?

- 1) **Introduction**: Background of your company and the extent of experience that it has in undertaking such projects. (Instilling trust and confidence)
- 2) Reasons for taking up the project: Sharing of know-how; Benefits of service to the educational sector; Growth and expansion. (Stating objectives clearly)
- 3) Hardware requirements
- 4) Software requirements
- 5) Electrical equipment
- 6) Installation procedures
- 7) Demonstration and Training on use of Equipment
- 8) Operational Maintenance
- 9) After-Sales Service
- 10) Budget Estimate: Costs of items 3-9
- 11) Time schedule for project (Presenting facts and figures)
- 12) Conclusion: Summing up of benefits to client; highlighting unique selling points (USPs)
- 13) Offering addresses of previous clients for verification of quality standards of product and service.

# **Summary Format**

- □ Executive Summary
- □ Background
- □ Technical Description
- Overview
- Hardware Details
- □ Technical Requirements
- Business Issues
- □ Total Cost Matrix

Proposals from a number of business players in the field are compared by the client. Hence a great deal of research and analysis is essential before framing the proposal.

The manner of presentation and the use of language are equally important. The proposal needs to be complete in all respects. The proposal, as already mentioned, is the blueprint for the formal contract to be signed by the supplier and the buyer.

# 4.8 BUSINESS PROPOSAL LETTER

In its basic form a proposal may be written as a letter in response to an enquiry.

How would you begin writing a proposal? Do this simple activity.

#### **Activity 2**

Imagine you are a bookseller and a library in a residential colony has approached you to supply books. What are the first questions that would arise in your mind? Put them down.

.....

Discussion: Writing Proposals

You will begin to think about:

- > the kind of residents and their interests
- > your own previous experience supplying books to such libraries
- catalogues
- > collections in other libraries
- > your benefits in dealing with this kind of business
- > the kinds of discounts you can offer

In other words, we begin by collecting information.

You can now begin to write a letter of proposal in reply to the letter soliciting a proposal from you. This is the letter you receive from the library:

# FRIENDS' HOME LIBRARY MASROC, Vanagaon, Pin: 408675

13 Jan 2...

Mr. Santosh Yadav

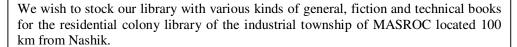
Manager

Popular Booksellers

MG Road

Nashik

Dear Mr. Yadav,



We understand that you are one of the leading book suppliers in this region. Please send us a proposal for the kinds of books you will be able to supply us, the discounts you can offer and the modes of payment along with catalogues.

We would like you to submit your proposal as early as possible.

4 ---

Thank you

Regards,

Meenakshi Patil

Librarian

#### Let us examine the stages in the letter:

3

Move 1: States the customer's requirement

Move 2: States reason for approaching the supplier

Move 3: Asks for proposal with details

Move 4: Urges quick action

#### Your response will include:

Move 1: Thanks, acknowledgement of request.

Move 2: Introduction of your firm

Move 3: Description of business dealings

Move 4: Emphasize experience in such business

#### **Business Writing**

Move 5: Willingness to supply

Move 6: Offer of maximum discount

Move 7: Enclosure of catalogues

Move 8: Urging order

The Proposal letter can now be drafted along these lines.

Thanks, acknowledgement of request Thank you for approaching us with the request to supply books to your residential library. We are happy to know that you wish to order bulk stocks.

Introduction of firm, Description of business dealings, Emphasis on experience in such business We <u>have, indeed, been</u> in this business for almost a decade now and <u>have established</u> ourselves as leaders in this region. We supply books to more than 50 educational institutions in the Nashik region. We also are suppliers for factory and office libraries in and around Nashik. In fact, we <u>have been</u> a steady supplier to three other residential colony libraries in the townships of Mure and Kopegaon. We supply both technical and academic books in English as well as fiction, poetry, religious literature and general informational books in English, Marathi and Hindi. We <u>have had</u> an excellent relationship with our customers because of the professionalism in delivering stocks and replenishing them when required. [2]

Willingness to supply, Offer of maximum discount <u>We would be very happy</u> to honour your requests. As a first time offer, <u>we will</u> <u>be able to offer</u> you 30% discount on academic and technical books and 25% discount on fiction, drama, poetry and general books. We also allow for retaining of books for approval for a period of 15 days and 90 days' credit from the date of delivery. [3]

Enclosure of catalogues

catalogues

Urging order

We are enclosing our catalogue. Please select the titles that you <u>would like to order</u>. We <u>will deliver</u> whatever is in stock immediately and <u>will arrange</u> for delivery of books not in stock at our warehouse here, within 10 days' of the receipt of the order. [4]

We look forward to an early order from you.

## Language focus:

Notice the use of present perfect form of the verbs, 'have been', 'have established', in paragraph 2 to describe past and present status. The present perfect is used for actions which happen in the past and continue in the present or have an impact on or relevance to the present.

The forms 'will be, would be' are used (in paragraphs 3 and 4) to indicate the future along with the notion of willingness.

# 4.9 PROPOSAL DOCUMENT

In the previous section we looked at a letter proposal. Now let us examine a detailed proposal document in response to a letter of solicitation.

# **Activity 3**

After every section of the document, there are questions given which you need to answer. These answers will help you in understanding the process of writing proposals better.

Project Description: Renovation of a Heritage Well in PNR college campus

A proposal is accompanied by a Letter of Transmittal or in other words a "Cover Letter" which introduces the proposal.

#### I) LETTER OF TRANSMITTAL

21 Jan 2....

The Principal PNR College Erode

Dear Madam,

# Sub: Renovation and Landscaping of the Heritage Well site

We are submitting our proposal expressing our intent to undertake the project of renovating and landscaping the Heritage Well located on your premises.



As a first step our engineers <u>have assessed</u> its feasibility and submitted a report. Based on this, the undertaking <u>would involve</u> repair of the structural damages, reinforcement of existing structures, laying new water conduits for the tank and beautification. The landscaping <u>would be designed</u> by our landscape architect and can be maintained by your gardeners thereafter.



We expect the project to be completed within four and half months in time for the Golden Jubilee Celebrations next year. The expected expenditure for the initial phase of the project will be Rs. 5 lakhs. The maintenance will require Rs. 50,000 annually for cleaning and painting and other basic repairs.



A detailed document is enclosed.

Thank you

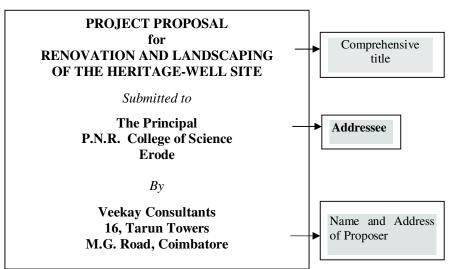
Atia Mathai-Luke and Dipannita Chakraborty For Veekay Consultants

1) What is the purpose of this letter?

.....

.....

# II) TITLE PAGE



2)	What is the purpose of the title page? Is it necessary? (Why/Why not?)		
Ш	) TABLE OF CONTENTS		Page nos.
1)	Project Chart	Preliminary information	
2)	Executive Summary	at a glance	
3)	Background	Qualification	•••
4)	Project Plan	Visualizing	•••
5)	Proposed Procedure		•••
6)	Project Schedule	Planning	•••
7)	Budget		•••
8)	Conclusion		•••
No	w answer the following question	ns:	
3)	What does the Table of Content	s indicate?	
			•••••
4)	Why do we need this table?		
			•••••
5)	Will the items be the same for a	ll kinds of proposals?	
6)	Which items will be found in all	l proposals?	
			• • • • • • • • • • • • • • • • • • • •
			• • • • • • • • • • • • • • • • • • • •

# IV) PROJECT CHART

Project Title	RENOVATION AND LANDSCAPING OF HERITAGE WELL-SITE
Name and Address of Proposer	Veekay Consultants
	16, Tarun Towers
	M.G. Road, Coimbatore
Project Location	PNR College, Erode
Time required for the commencement of the	
project after receipt of approval	1.5 Months
Duration of the Project	3 Months
Estimated Budget	Project cost: Rs. 5 Lakh
	Recurring expenses: Rs. 50000 p.a.

Writing Proposals

	swer the following questions: What is the function performed by this chart?	
8)	Why is a table format used?	
0)		
9)	Why is the matter in the left hand column highlighted?	
V)	EXECUTIVE SUMMARY	
	s <u>proposal is submitted</u> for the renovation of the Heritage Well at R College, Erode.	Prefatory statement
<u>prei</u> Dep	e feasibility of renovating the old well in the PNR College mises has been studied. The well, identified by the Archeology partment of the Government as a heritage site in the precincts of college built in the 1826, is currently in a state of severe disrepair	Problem
and land con	the structure needs extensive renovation measures and dscaping. It <u>can be transformed</u> into an ideal site for open-air certs, literary evenings, dramatic presentations and pop music certs. Drainage and water connections <u>will need to be replaced.</u>	Solution
eng	e work will be entrusted to a civil engineer, assisted by two junior ineers and a landscape architect after the primary phase of actural repairs are completed.	Procedure
abo wor reno	e project will commence 45 days after approval and will take ut 90 days to be completed from the date of commencement of tk. The cost has been estimated at about Rs. 500000 for the ovation of the site and landscaping of the surroundings at present a further Rs. 50000 yearly for maintenance of the structure.	Time
10)	Why is the summary placed before the actual proposal?	
11)	What are the main items mentioned?	
12)	Is the summary concise, clear and complete?	
,	<u> </u>	
13)	Does it create interest in the reader?	

#### Language Focus

Notice the underlined verb forms: is submitted, will be entrusted etc.

You can recognize them as passive forms. The passive voice is used to convey the formal, impersonal tone. It also indicates that the work done is more important than the agents of action.

Notice that the passive can be applied to all tense forms:

is submitted, has been studied, will be completed

#### **PROPOSAL**

# VI) BACKGROUND

Establishing credentials

Veekay Consultants are one of the leading pioneers in the field of architecture and landscaping. We have had experience in restoring several old monuments to shape, in and around Coimbatore, Salem and Erode districts of Tamil Nadu. We have units in almost every state in the country doing similar work.

Substantiating claims Recent undertakings include the renovation of the Shiva temple in Kuttipalayam, the museum building at Umapur and the Maharaja's Palace at Peliyur. Public commendation of the work is our credential. Our technical team has an academic interest in the projects we undertake, most of which are in the field of restoration of historical heritage.

Procedures

We are very excited about the discovery of this ancient well in the PNR college premises and would like the structure to retain its historical significance while it offers an attractive venue for cultural events. Our research team will be on the job of unearthing descriptions of the heritage site in books of history and the personal autobiographies, letters and personal notes written by the people who lived in the heyday of this particular royal family with the support of its living descendants.

14)	Why is it necessary to present the background?
15)	Why do we need three paragraphs here?
16)	What details does this section give which may not find a place in the proposal proper?

#### VII) PROJECT PLAN

Our proposed project plan visualizes the present dilapidated structure to be made attractive so as to serve as a meeting-place for cultural events and concerts.







As it is As proposed

A blueprint of the layout is being submitted.

The heritage well needs to undergo a thorough cleansing by professionals since the well needs to be dredged to clear it of sediments. The water pipes and the drainage system need to be replaced. This has to be followed up with regular maintenance measures.

# Requirements

#### Phase wise Procedure

# Phase I

 Assessment of the structural damage to the heritage well and the extent of renovation required

#### Phase II

- Leveling of dilapidated portions and erection of support structures to hold the superstructure without changing the original contours
- Reconstruction of façade
- Removal of the old drainage system and replacement with modern conduits
- Drilling to augment water source
- o Construction of Auditorium: Step-gallery and central arena, stage and dais

# **Phase III**

- Electrification
- o Landscaping of the area surrounding the heritage well up to a radius of 100ft
- Beautification of open-air auditorium
- Weatherproof painting
- Follow-up maintenance

17)	What is the format of this section?				
	•••••				
18)	What is the sequ	uence of the items?			
10)	_				
19)	What is the patt	ern of the sentences?			
20)	Why are there n	o full stops at the end of each item?			
20)	winy are there in	o full stops at the end of each item:			
VIII)	PROJECT S	CHEDULE			
	PHASE I:	10 days			
	PHASE II:	50 days			
	PHASE III:	30 days			
	TOTAL:	90 days			

# **BUDGET ESTIMATE**

Given below is an estimate of costs likely to be incurred in the renovation and landscaping of the Heritage Well site. The recurring costs shall be additional to the initial estimate and have been worked out in Table 2.

**Table 1: Capital costs** 

Sl. No.	Category of Expenditure Cost in Rs.			
1	Civil construction	000000		
2	Plumbing and drainage	000000		
3	Equipment	000000		
4	Project office maintenance	000000		
5	Technical staff payment 000000			
6	Landscaping artist and employee payment	000000		
7	Contingencies	00000		
8	Miscellaneous	00000		
	Total	000000		

Table 2: Recurring expenses per year

Sl. No.	Category of Expenditure Cost in R			
1	Salaries and wages	00 000		
2	Maintenance	00 000		
3	Contingencies	00 000		

<sup>\*(</sup>Figures have not been given.)

# **CONCLUSION**

The cost of renovation quoted is a very modest estimate as our primary objective is more academic than financial. Any modifications in our blueprint required will be considered. An early approval will be appreciated.

Draw a chart describing the sequence of the parts of a proposal.



# **Progress 12**

© Check Your Progress 13
Draw up a proposal for a package tour of all the important tourist destinations in your state in response to enquiries by an educational institution with an international student population. They will need you to organize this tour on a regular basis three times a year.
Preparation:
Collect information about students: nationality, age group, attitudes
Collect information about suitable tourist destinations
Collect information about travel and accommodation tariffs
Calculate number of days required for a comprehensive tour
Calculate staff costs
Calculate profit margin

# 4.10 LET US SUM UP

In this unit we have examined the need for writing a proposal, the features of proposals and the framework of proposals. The language functions used are: describing, justifying and persuading. In the grammar section, we concentrated on the passive form.

Proposals can be solicited or unsolicited. You learnt about the basic components of a business proposal. Proposals can be in a letter format for small projects and document format for big projects. Proposals are written after a great deal of preparation. Collection of information about various aspects is the essential first step.

Proposals should anticipate all questions that may be raised by the client. They should factor in competitors' potential and build in a cutting edge element.

# 4.11 ANSWERS

## **Activity 2**

We have given some sample proposals. You could have your own list.

- i) Providing computer labs with internet facilities.
- ii) Starting clubs.
- iii) Starting new courses.
- iv) Opening a new branch of a bank.
- v) Providing crèches for children of employees.

#### **Check Your Progress 1**

- 1) Sentences 1-3 perform the function of describing the situation on M.G. Road.
- 2) Sentences 4 and 5 state the problem. Traffic on M.G. Road makes it impossible to cross the road during the day time and school children and college-goers are forced to make use of transportation even for a short distance.
- 3) The solution proposed is that of building three foot-over bridges at 1.5 km distance from each other.
- 4) The verb forms in sentences from 1-5 are stative verbs.
- 5) To ease
- 6) The modal verb 'should' is indicative of obligation.
- 7) The passive voice used in the sentence to put the onus on the authorities concerned.

#### **Check Your Progress 2**

- 1) The first sentence states the proposal for setting up of a digital language laboratory for the English Department of O.N.L.V. University.
- 2) The second sentence states the need and desire of the students in acquiring proper pronunciation in English.
- 3) The last three sentences provide the reasons for having a language laboratory and highlight the benefits the students would accrue if they have access to such a language laboratory. There is persuasion for the proposal to be implemented.

Check Your Progress 3 Writing Proposals

1) The information conveyed here consists of- the proposal made, to whom it is addressed and by whom the proposal is made.

- The proposal is for acquiring additional floor space for KID'S WORLD, Vishakhapatnam.
- 3) The proposal is addressed to the general Manager of KID'S WORLD.
- 4) It is proposed by the Regional Manager, Vishakhapatnam.

# **Check Your Progress 4**

- 1) The section states the proposal for increasing the floor space of KID'S WORLD. The solution to the problem has also been identified along with the economical feasibility of the proposal.
- 2) It highlights the benefits of already having identified suitable space for the expansion and the economical sense behind the proposal.
- 3) The reader by all means would view the proposal in a favourable light.

#### **Check Your Progress 5**

- 1) This section acquaints the reader with the present situation at KID'S WORLD.
- 2) The first four sentences impress upon the reader the success of KID'S WORLD. The shop is located strategically and has done well with the novel concept of exclusive children's retail outlet.
- 3) The floor space of 2000 sq. feet gets used up for stocking and display of items leaving the shop with no extra room.
- 4) With the last line there is a shift from description to the statement of the problem, that of lack of space.

# **Check Your Progress 6**

- 1) The purpose of this section is to state the problem of scarcity of space in the outlet.
- 2) Due to the shortage of space in the outlet, they are forced to stock reserve stocks in a warehouse which is 20 km away from the city. As the average sales per day is very high, the stock gets used up fast leading to a short supply of items in demand. This forces them to make their customers wait for a day or two until the stocks are replenished. Customers would prefer to shop at one place so there is a need to expand the range of products in order to cater to all the needs associated with children.
- 3) Next the writer would ask for more floor area to overcome all the shortcomings mentioned in the previous lines.

# **Check Your Progress 7**

- 1) The connecting link between the rationale section and the proposal section is the need for increasing the floor area.
- 2) The link is needed because it gives a logical flow and cohesion to the proposal.
- 3) The proposal also mentions the need for a staircase to be built from within the shop at the front end so that the entrance will be the same for both the floors.
- 4) The proposal is supported by stating how a similar arrangement had been successfully made by the Hyderabad unit.

#### **Check Your Progress 8**

- 1) This section gives the reader an idea of the expenditure to be incurred.
- 2) This section is a concrete way of looking at the estimated budget involved in implementing the proposal. It shows the proposal to be economically viable.

# **Check Your Progress 9**

- 1) This section highlights the benefits of the proposal.
- 2) The proposal is convincing as it deals in detail all the pros and cons involved in implementing the proposal.

## **Check Your Progress 10**

- 1) The section concludes the proposal in a logical and convincing manner.
- 2) The section is needed because it persuades the reader to make a favourable decision at the earliest.

# **Check Your Progress 11**

Executive Summary: paras 1, 2
Statement of Problem: para 3
Objectives: 5,6
Plan Proposal: 7
Work Plan: 8,9,10
Total Budget Estimates: 11
Conclusion: 12

## **Activity 4**

- 1) i) These types of telephones are produced by China.
  - ii) Water is made from a mixture of hydrogen and oxygen.
  - iii) My car was hit from the back.
  - iv) Many manual workers are paid weekly by employers.
  - v) Radium was discovered by Madam Curie.
  - vi) The winner of the Nobel Prize in Physics and Chemistry were announced yesterday.
  - vii) Most nuclear waste is stored underground.
  - viii) If there is a vacancy, suitable in-house candidates are asked first to apply.
  - ix) All the roads in the area have been cleared due to the movement of VIP.
  - x) A new mayor was elected yesterday.
- 2) i) A new hospital is being built.
  - ii) It will be finished by next December.
  - iii) The old shopping complex has been knocked down.
  - iv) A new modern one is going to be built soon.
  - v) A new multiplex movie hall is being constructed.

Activity 7 Writing Proposals

1) The purpose of the cover letter is to introduce the document. It is a personal communication appealing to the client directly and indicates what the proposal contains.

- 2) The title page is necessary. A long project proposal is submitted as a booklet, usually in a spiral-bound form. The title page highlights the topic and states the name of the proposer and the addressee.
- 3) The Table of Contents indicates the major heads under which the proposal is organized with the page numbers much like a published book. As stated above, the proposal document is a booklet and follows most of the conventions of a published book.
- 4) The table of contents helps in quickly understanding what the proposal contains and helps in going to specific pages according to what one is looking for. For the writer it is an organizing support. This, in fact could be the preliminary outline that a writer makes before preparing the proposal
- 5) Not necessarily.
- 6) The essential elements are: Executive summary, Background, Budget Estimate, Conclusion. The other elements will depend upon the nature of each individual proposal.
- 7) The chart presents at a glance what the proposal aims at.
- 8) The tabular format helps in quickly identifying essential information.
- 9) The highlighting of the elements in the left column emphasizes the heads under which information is presented. These are the basic questions that the client would be interested in before reading the proposal in detail. It also helps in preparing the client for what is being presented later. It acts as checklist for the writer to see if all the possible questions have been answered.
- 10) The summary is placed before the actual proposal as it helps the reader understand the major implications of the proposal. The title page, the table of contents, the project chart and the executive summary all help in building up a picture of the detailed proposal in increasing degrees of detail.
- 11) The main items mentioned are the introductory statement, the problem, the solution, the procedure, the time and the cost?
- 12) It is.
- 13) It does, because it is brief, gives the essential points, is direct and does not repeat anything. It is to the point and matter of fact.
- 14) It is necessary to present the background of the proposing company in order to inform the client about the company's business standing and instill confidence in the client that the project can be entrusted to it.
- 15) The first paragraph informs the client about the company's business standing. The second paragraph gives instances of similar projects undertaken to substantiate the claims made earlier and helps the client to verify the claims made. The third paragraph informs about the company's professional way of working

#### **Business Writing**

- 16) It gives information about the company's standing, earlier projects undertaken and the kind of academic attitude it has adopted in relation to such projects and the background research it undertakes. All this cannot find a place in the proposal proper.
- 17) The format of this section is a list of actions
- 18) The sequence of the items is: Preparatory work, Actual structural work in step-wise stages, Basics to accessories, and External appearance.
- 19) Verbless sentences. Nominal phrases. Uniform pattern. Helps in packing maximum information with minimum words.

They are not full sentences.

# **Check Your Progress 13**

This is not a complete proposal. You need to fill in rest of the details.

# Title Page:

# A Proposal for a Package Tour of All the Important Tourist Destinations in Gujarat

Submitted to the Principal of Lady Sophie College by Global Tourister

#### **Table of Contents:**

- 1) Project Chart
- 2) Executive Summary
- 3) Background
- 4) Project Plan.....etc.

# **Project Chart:**

Name and Address of Proposer: Global Tourister

22/B Vardhman Towers Limda Chowk, Rajkot

Time required for the commencement

of the project after receipt of approval: 30 days

Locations selected: Gandhinagar, Veraval-Somnath,

Dwarka, Palitana, Daman and Diu, Porbandar and Kutchch-Bhuj.

#### **Executive Summary:**

This proposal is submitted for the implementation of the proposed tour programmes for the students of Lady Sophie College, Rajkot on a regular basis three times a year.

Information about suitable tourist destinations across Gujarat has been collected. We have short listed some of the most popular tourist destinations across the state which are easily accessible. Some of the destinations we propose are - Gandhinagar, Veraval-Somnath, Dwarka, Palitana, Daman and Diu, Porbandar and Kutchch-Bhuj. However, you are free to add more to the list. We will be getting the governmental clearance wherever required.

Background: Writing Proposals

Global Tourister is one of the leading tour operators in Gujarat. We have been conducting tours and sightseeing for the past ten years. As our name suggests, we also have a national and global presence. ..........

Recently we were given the project by Ambe Group of Educational Institutions of Baroda to organize tours on regular basis for their students from the primary section to post graduation classes. ......

# **Project Plan:**

Our proposed project plan is a visualization of the tour packages we would be offering Lady Sophie College on a regular basis three times a year.

We propose to organize the tours during the months of February, June and October. Each tour package shall consist of ten days. .......

# **Project Schedule:**

Time required for implementation – 30 days

First phase of the tour – February 10-20, 2....

# **Budget Estimate:**

Given below is an estimate of expenditure likely to be incurred for a single tour package. We have included travel and accommodation tariffs, boarding and other related expenses. The recurring costs shall be additional to the initial estimate and the break-up is given in the table:

.....

#### **Conclusion:**

The terms and conditions worked out are viable economically and will be to the satisfaction of both the College management and the students. We are open to discussion and further clarification.

We would appreciate an early response so as to accommodate further changes.

# BCS-055

# BLOCK 4

CPD: 011-65164822

IGNOU COACHING AND PROJECT TRAININGS

# **BLOCK 4: INTRODUCTION**

In this rather short block we have concentrated on three very important aspects of business:

**Unit 1 - Communicating Across Cultures** 

**Unit 2 - Business Travel** 

**Unit 3 - Business Events** 

Businesses are no longer highly localized entities, but part of a global village. It, therefore, becomes essential to understand other cultures and people. Stress-free travel is important if we want to conduct our business successfully. In unit Business Travel we give you tips on easy and comfortable travel. Finally, in unit Business Events we give you insights into handling business events. The information is couched in reading, writing, speaking and listening activities. Please complete these activities and we assure you that your communication skills will considerably improve.

# **ACKNOWLEDGEMENT**

The material (pictures and passages) we have used is purely for educational purposes. Every effort has been made to trace the copyright holders of material reproduced in this book. Should any infringement have occurred, the publishers and editors apologize and will be pleased to make the necessary corrections in future editions of this book.

# **UNIT 1: COMMUNICATING ACROSS CULTURES**

#### **Structure**

- 1.0 Objectives
- 1.1 Warm Up
- 1.2 Reading
- 1.3 Listening
- 1.4 Writing
- 1.5 Speaking
- 1.6 Vocabulary: Phrasal Verbs
- 1.7 Grammar: To + Infinitive
- 1.8 Pronunciation: Pace of Delivery
- 1.9 Let Us Sum Up
- 1.10 Answers

# 1.0 OBJECTIVES

In this Unit you will learn:

- What is culture
- the importance of culture in business communication
- the impact of culture on business functions such as greetings, introductions, negotiations etc.
- approach to business in the US
- cultural aspects of behavior at meetings in the US
- to write a cultural profile of India
- about phrasal verbs and to + infinitive

# 1.1 WARM UP

# **Activity 1**

Read these two famous quotes on culture

- 1 'No culture can live, if it attempts to be exclusive.'
  - Mahatma Gandhi
- 2 *'Culture is the widening of the mind and of the spirit.'*

#### Jawaharlal Nehru

Now read these two statements and match them with the quotes above.

- i Culture helps us to develop and grow as human beings and as communities.
- ii Cultures benefit a lot through interaction with other cultures.

#### **Activity 2**

Look at these pictures. What comes to your mind about cultural diversity and richness? Make a list of these and later compare them with what you have learnt about culture after you have completed your study of this unit.











# 1.2 READING

Read the text given below and answer the questions that follow.

- a To be able to communicate across cultures it is important to know and understand the cultural background of the person you need to communicate with. Intercultural communication principles guide the process of exchanging meaningful information across cultural boundaries, in a way that preserves mutual respect and minimizes ill feeling or misunderstanding.
- b Globalization has brought the world closer together and helped to reduce cultural diversity. Yet globalization also makes it necessary for us to study and understand cultures that are different from ours.

In a country like India, which has 18 major languages, over 200 dialects, 4 major religions, 28 states and 7 union territories, weather ranging from -35°C to + 45°C, there is an unusual diversity of culture

which impacts the way we express ourselves and reach out to people who are different from us in many ways.

Communicating Across Cultures

To begin with one needs to understand what constitutes culture. Culture is a complex concept, with many different definitions. Hofstede has called it 'collective mental programming' or 'software of the mind'.

Culture is not just about our food, clothing and behavior; it has a great deal to do with our beliefs, attitudes and values. It is about those aspects of us which are outwardly visible, such as food, language, clothing and behaviour. But it is also about those aspects of us which are not outwardly visible such as attitudes, values and perceptions. Various models have been used to illustrate this concept. It is often likened to an iceberg where only the tangible aspects of our culture are above the surface of water. In fact what is seen outwardly is a result of what we are and what we believe in.

But, simply put, 'culture' refers to a group or community with whom we share common experiences that shape the way we understand the world and relate to it.

d It includes groups that we are born into, such as gender, race, religion or national origin. It also includes groups we join or become part of. For example, we can acquire a new culture by moving to a new region, by a change in our economic status or the society in which we move.

Learning about different cultures and ways that people communicate can enrich our lives infinitely.

# Check your progress 1

To ensure that you have understood the above mentioned ideas on culture and cross cultural communication, it will be worthwhile to consider the questions that the text answers on this topic.

Read the underlined sentences in the above reading passage carefully and formulate suitable questions to which these sentences could serve as answers. The first one has been done for you.

i	Why is it important to know the cultural background of person you communicate with? (para a)	f the
111		
iv		
		?

Now complete these sentences that have been begun for you, based on the information given in the text. Do not copy the text. Use your own words.

Cross Cultural Communication		i	We can make meaningful conversation with people from other cultures by
		ii	Globalization has helped cross cultural communication by
		iii	In India culture impacts the way we communicate because
		iv	Culture is likened to an iceberg because
		V	Culture can also be indicated through a tree because
		•	•
			W ' 1, 1
		vi	We can acquire a new culture by
	3	Wha	t do these numbers denote in paragraph (C) of the text?
		i	18
		ii	200
		iii	4
		iv	28
		V	45
	4	eigh	reading passage here has several word partnerships. Can you make t word partnerships without looking back at the text? The first one one for you.
		i	cultural background
		ii	intercultural
		iii	information
		iv	cultural
		v	respect
		vi	cultural
		vii	mental

\_\_\_\_\_experiences

national \_\_\_\_\_economic \_\_\_\_\_

# **Activity 3**

viii

ix x

Here are some important communication functions that we perform in business or at work. Match them with the statements given in the following

boxes. Additionally these functions also provide valuable inputs on some do's and don'ts about cultural aspects of India that would be helpful for foreigners who wish to do business with India / Indians.

Communicating Across Cultures

- i Negotiating
- ii **Appointments**
- iii Greetings
- iv **Entertaining**
- v Introductions

1

- Men and Westernized Indian women will offer to shake hands with foreign men.
- Western men should not initiate handshakes with Indian women. If Indian women initiate a handshake, then respond with handshake; otherwise perform the traditional Indian greeting, a namaste.
- To perform the traditional Indian greeting, *namaste*, hold the palms of your hands together below the chin, and nod or bow slightly.

2

- Titles are highly valued. Advanced degrees (Ph.D.) are listed on business cards and mentioned in introductions.
- Status is determined by age, university degrees and profession.
- There are numerous ethnic/linguistic/religious groups in India. Hindus, Muslims and Sikhs generally use different traditional naming conventions.

3

- Late mornings and early afternoons are preferred.
- Meetings are not scheduled during India's numerous religious holidays.

4

- Business is highly personal, and conducted at a leisurely pace.
- The word "no" has harsh implications. Evasive refusals, like "I'll try" are acceptable. Sometimes, 'yes' means 'no'. Make sure to have an expert lawyer trained in Indian and Western legal systems during negotiations.

# **Activity 4**

Take a close look at these observations on cultural traits and state whether they are more common amongst Indians or Westerners. Remember that there are always exceptions.

1 Individual opinions are extremely important.

5

- Many Indians are vegetarians
- Hindus do not eat beef and Muslims do not eat pork.
- Never offer another person food from your plate.
- Eat with your right hand.
- There are large power distances in workplaces. The powerful have more privileges in business organizations as well as social groups. The source of this power is money as well as status or positions of authority.
- People are often encouraged to deal directly with conflicts that arise.
- 4 A written exchange might be the favoured means to address a conflict.
- 5 Decisions are frequently delegated -- that is, an official assigns responsibility for a particular matter to a subordinate.
- 6 Quick decision making is favoured.
- 7 There are tight rules for what is dirty and taboo. Most of the time the elders tutor the young on what is proper and correct and what is not.
- 8 Children learn to think in terms of "we" rather than "I".
- 9 Communication style is direct, factual, informal and at times confrontational.
- There is a tendency to avoid direct confrontation in order to maintain harmony.
- Men still continue to dominate in most places although we see some changes in the metropolitan and smaller cities.
- 12 Risk taking is high.
- People pride themselves on their traditions.
- 14 Quick results are expected and so there isn't much long term planning.
- What people and society says also matters a great deal.

# 1.3 LISTENING

# Check your progress 2

The United States is an important business partner of India.

Listen to a speaker sharing information with you about the US (tape script A) and state whether these statements are true or false:

- i Our exports to US are more than our imports.
- ii Most business decisions in US are made on scientific analysis.
- People often change jobs and therefore don't give their best to any company or place of work.

Now listen to another speaker tell you about meetings in America (tape script B) and answer the given questions:

- 1 Meetings in US aggressive and confrontational because
  - i people are not as polite as in other cultures
  - ii people don't value personal relationships
  - iii people like to debate issues in a frank and forthright manner
- 2 People often include presentations in meetings
  - i to show their ability to perform and deliver
  - ii to save time
  - iii to make things clear
- 3 Coded speech is discouraged because it is
  - i misleading
  - ii a waste of time
  - iii difficult to understand
- 4 In an impasse
  - i people prefer to argue things out frankly
  - ii abandon the discussion temporarily
  - iii call off the meeting to restore harmony

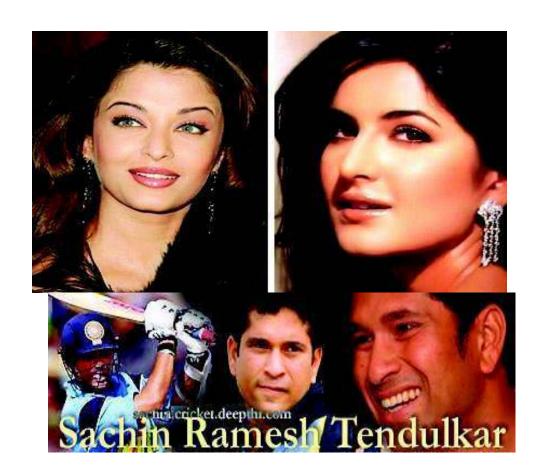
# 1.4 WRITING

# **Activity 5**

Write down a cultural profile of India based on the pictures that you see below. Now compare your profile with the one given in the 'Answers' section. Note how similar or different your profile is to the given sample.



**Communicating Across Cultures** 







#### 1.5 SPEAKING

#### **Activity 6**

Here are some culturally significant traits of business behavior. Look at these points and discuss with your partner / friend, how these may vary amongst people from different cultural backgrounds. Give examples from your own experiences to explain the characteristics of your culture.

- i Using first names
- ii How you dress at work
- iii Punctuality
- iv Humour
- v Socializing with business colleagues outside work
- vi Topics for small talk
- vii Giving gifts
- viii Showing emotion at work
- ix Working extra hours
- x Degrees of formality / informality for different levels of authority

## Use the following expressions in your conversation:

I think it's a good idea tobec	ause
People tend to / tend not to	because
On the whole most people like to	because
A lot of peoplebut I don't bed	cause
is just not done	because
It is generally appreciated if you avoid	because
One thing you should never do is	because
It is considered bad tobea	

#### 1.6 VOCABULARY: PHRASAL VERBS

A phrasal verb is a verb plus a preposition or adverb which creates a meaning different from the original verb.

For example:

I ran into my old college mate at the conference.

In the next phase of our expansion we will be looking at the European market.

#### **Activity 7**

- 1 Replace the phrasal verbs with the words given below:
  - i You often **come across** people who think and behave differently from you.
  - ii Americans may sometimes **come across** as rude when they are actually being direct and confrontational.

Communicating Across Cultures

## Cross Cultural Communication

- iii You may need to **tone down** your language when you talk to people from the east.
- iv A **break down** in communication happens more easily if you have no understanding of the culture of the person you are talking to.
- v It becomes difficult **to bring around** someone you have annoyed unknowingly.
- vi During small talk you must avoid **bringing up** controversial topics with strangers.
- a persuade
- b meet
- c make less aggressive
- d appear to be
- e to raise
- f lapse
- Now complete these sentences with appropriate phrasal verbs from the box:

get along	come up	look up	break down
call on	go along	run into	get into

- i You must take steps to avoid ......trouble while doing business with foreigners.
- iii In a global environment you need to ...... with people of diverse cultures.
- iv You have to learn to ...... with people who behave differently from you.
- v It's a good idea to ...... some useful and relevant information about your new foreign clients.
- vi In spite of your best preparation you may still ...... problems while dealing with people from other countries.
- vii The important thing is to ..... with solutions.
- viii Before you ...... someone in a new place it might help if you found out about social protocol.

## 1.7 GRAMMAR: THE PASSIVE VOICE

Read the sentences given below which are taken from the Reading text:

- i Various models have been <u>used to illustrate</u> this concept.
- ii .....and are told that the person you want to speak to is not available.
- iii You may <u>need to take</u> a message for some one...

The verbs to give, to speak, to take are infinitives. Although the infinitive is a verb, it is often used as a noun. It can be the subject or the object of a verb. In sentences, 1, 2, and 3 the infinitives to illustrate, to speak and to take are objects of the verbs used, want and need, respectively.

The infinitive can also be used as a <u>subject</u> of a verb or a <u>complement</u> of a verb or an <u>object</u>.

#### Examples:

To ensure that you have understood the above mentioned ideas on culture and cross cultural communication, it will be worthwhile to consider the questions that the text answers on this topic. (subject of *have understood*)

His job is to repair old cars. (used as a complement)

#### **Activity 8**

1 Complete the sentences with the infinitives of the verbs in the box:

complete	quit	Hire	meet
ask	buy	contact	weigh

- i Please do not hesitate .....me if you have further queries.
- ii I am writing ......you for your help.
- iii I have arranged ...... the visitors at the factory.
- iv We use scales ..... things.
- v I stayed up late ...... my Project Report.
- vi I went shopping last Sunday ...... gifts for our buyers from London.
- viii Marie was getting tired of her job so she decided ...... it.
- 2 Rewrite the following sentences using the verbs in the brackets given below + **object** + **to** + **infinitive**. One is done for you as an example:
  - i "You may leave early if you like," said the Manager to his secretary. (allow)
  - ii "Don't forget to send the email," said the team leader. (remind)
  - iii "Go on, apply for the job," said Anita's husband. (encourage)
  - iv "Can you finish the report as soon as possible?" said the Finance Manager to his team. (ask)
  - v "I think you should inform the GM about the theft," said the Manager. (advise)
  - vi "If you want to get good Indian food, go to Just Indian," said Rohan to the buyers. (recommend)

Cross	Cultural
Comm	unication

i	Allow: The Manager allowed his secretary to leave early.
ii	
iii	
iv	
v	

## 1.8 PRONUNCIATION: PACE OF DELIVERY

In order to be intelligible to the listener the speaker has to pay attention to the speed of his delivery. If we convey our message at a rapid speed, the listener may miss its essence or some important links in the sequence. This is likely to result in a breakdown of communication and a concomitant loss of interest in what is being said. Very slow speech, on the other hand, could make the talk / speech/presentation boring. Thus the two extremes would defeat the very purpose of oral communication i.e., transmitting information and interacting.

When we speak to an audience (present or absent) we need to adjust the speed depending on the subject matter, the estimated level of the audience, and the time allotted for the talk / speech / report etc.

If the subject matter the speaker is to talk about is difficult and entirely new to the audience they cannot afford to speak too fast. They would, for instance, need to speak slower when talking about a technical subject than they would if they were talking about a sports event. However, if the audience comprises highly qualified people, we could speak faster.

Another factor that can be important in determining speed is the listener's proficiency in the language used by the speaker. If the level of proficiency is low the speaker would need to reduce his speed.

Familiarity with our audience can influence the speed of our speech. If we address an assembly of friends we can speak faster than we would while addressing strangers. Also, if we have been talking to an audience quite frequently, we need not speak slowly.

Sometimes the time allotted for a talk/speech/report/presentation necessitates an adjustment in the speed of delivery. What we want to say must be said within the allotted time, so we have to speak fast or slow as the case may be. We would be able to speak at normal speed if the content were to be just enough for the time allotted.

Three examples:

- Fast
- Too slow
- Normal

#### Said at a fast pace:

It is often said in high places that engineers exploit the discoveries of scientists and use them for making profit. It is even implied sometimes that this is all they do. Perhaps the simplest counter to this is that the pure sciences, as we now understand them, have a history that stretches back perhaps 200 years (in any concentrated form). Engineering, on the other hand, can be traced back some 30,000 years when primitive men tied logs together with reed ropes to make rafts, and soon learned to harness the wind by putting masts and sails on them.

#### Said very slowly

Engineering is much more than that. It is concerned with everyday living, often with survival, especially in its more ancient beginnings. Engineering is therefore concerned with common sense as well as ingenuity. When it finally brought affluence, at least to a minority, it was on the first rung of a ladder that it has been climbing ever since-improving the quality of life for all mankind. This involves not only harnessing, but controlling, the natural forces and resources.

## Normal speed

For thousands of years the primitive folk we now see as engineering pioneers never thought of themselves in such terms. There were seamen, farmers, soldiers and men of a few other occupations who could clearly be identified as leading quite different kinds of lives. But not until the Industrial Revolution did entirely new 'species' emerge, the men who made machines. They could be seen to be neither soldiers nor sailors, nor had they anything to do with the earth itself. They did not build roads, nor bridge rivers, and yet they had skills in common with those who did.

## 1.9 LET US SUM UP

In this unit we have seen how understanding various cultures is essential for working in today's multicultural workplace, - be it negotiations, greetings or introductions. Knowledge of diverse cultures will enhance these business functions. We have seen how meaningful communication across cultures can bring about successful business relationships. We have also explicated and given you practice in the use of phrasal verbs and to + infinitive.

#### 1.10 ANSWERS

## **Activity 1**

1 - ii

2-i

## Check your progress 1

- ii What has globalization done? OR What has happened due to globalization? (para b)
- iii What is culture? (para c)
- iv What does culture include? (para d)

#### 2 Completed sentences:

Communicating Across Cultures

## Cross Cultural Communication

- i We can make meaningful conversation with people from other cultures by *learning and understanding intercultural communication principles*.
- ii Globalization has helped cross cultural communication by reducing the distance between countries, people and cultures.
- iii In India culture impacts the way we communicate because of our cultural diversity.
- iv Culture is likened to an iceberg because *only a part of it is outwardly seen*.
- v Culture can also be indicated through a tree because *just like a* tree its roots are not visible from the outside.
- vi We can acquire a new culture by *changing our physical or* social environment.
- What do these numbers denote in paragraph 3 of the text?
  - i 18 major languages of India
  - ii 200 major dialects spoken in India
  - iii 4 major religions followed in India
  - iv 28 states of India
  - v 45 degrees Celsius, the highest temperature in many parts of India
- 4 Word partnerships:
  - ii intercultural communication
  - iii meaningful information
  - iv cultural boundaries
  - v mutual respect
  - vi cultural diversity
  - vii mental programming
  - viii common experiences
  - ix national origin
  - x economic status

## **Activity 3**

- 1 Greetings
- 2 Introductions
- 3 Appointments
- 4 Negotiations
- 5 Entertaining

#### **Activity 4**

Indians: 2, 4, 7, 8, 10, 11, 13, 14, 15

Westerners: 1, 3, 5, 6, 9, 12

#### Tape script A

The United States accounts for 20% exports and 7% imports of India. It would therefore be useful for us to improve our cultural awareness of USA to ensure that we are competent and successful in doing business with them.

The US is characterized by a 'scientific' approach to business. Every aspect of commercial life is studied and analyzed. The results of all analysis done are taken very seriously and business decisions are often made on the basis of these findings.

Consequently nothing remains constant. Companies are forever making changes for the better and hence the work force is in a state of constant flux. People leave, are fired or made redundant and then reappear in another organization. In spite of this people are loyal to their companies and totally committed.

## Check your progress 2

- i TRUE
- ii TRUE
- iii FALSE

#### Tape script B

Meetings in the USA are usually 'aggressive, where people are often 'confrontational', openly and directly debating all the relevant issues even at the expense of personal relationships, which is very different to those cultures where diplomacy and harmony govern the approach to meetings.

Meetings often include formal presentations by one or more of the participants and these presentations are a vital element in the demonstration of professional competence. Thus, presentations should not only be relevant and well researched but also delivered in a positive, enthusiastic and committed manner. The meeting and especially one in which a presentation has to be made, is seen as an opportunity to impress — if personal success is to be achieved.

The desire to debate issues directly and openly leads Americans to be seen by some cultures as aggressive and even rude. Coded speech and verbosity is often seen as time wasting and in time pressured corporate USA, that is a crime.

Thus, when an impasse is reached in meeting situations, the reaction is often to address it directly and 'with feeling.' This direct, robust debate can often be viewed by more harmony seeking cultures as signaling the breakdown of meaningful discussions and as the signal to try to abandon the interaction — whereas in the States it is seen positively and as a sign of definite progress.

## Check your progress 3

- 1 iii
- 2 i

Communicating Across Cultures

4 i

## **Activity 5**

#### **Sample Answer (A Cultural Profile of India)**

India is a land of many religions and cultures. It is known for the richness of its cultural diversity. Yet there are some common interests that can be found all over India. Two of these are cricket and films. Most Indians enjoy watching cricket as well as Indian films, which are popularly called Bollywood films. However, regional films are also very popular in some of the states of India.

Dance is another performing art which is cherished by many Indians. Some of the dance forms that are popular are – Katahk, Bharatnatyam, Kuchipudi, Odissi as well as Kathakali. Besides India is a land of folk culture and the folk dances of Punjab, Gujarat and North East States are very popular.

A cultural profile of India would be incomplete without a mention of festivals. The number of festivals celebrated in India probably outnumber the number of days in the year! Diwali, Holi, Rakhi and Dussehra are some of the popular festivals celebrated by Hindus, Eid and Moharram by Muslims, Baisakhi and Lohri by Sikhs.

India also has a wide variety of cuisines which vary from the Mughlai food of U.P., the rice, lentil and coconut based specialties of the South. The daily meals of most Indians include chapatti, dal, vegetables, curd and salad. A large number of Indians are vegetarians.

#### **Activity 6**

Sample conversation:

- **S:** Hi there! I am Shalini. Welcome to NIIP.
- **A:** Hello. I am Anu Agarwal. I am from Uttar Pradesh. This is my first visit to the South. What is your full name?
- S: I'm Shalini Thomas. You can call me Shalini. People here tend to use the first names only. It's more of an informal environment here.
- **A:** Oh I see... Back home people tend to call you ma'am or madam if you are senior to them.
- S: In our company, we call everyone by their first name, no matter how senior they are.

## Activity 7

1 Replacement of phrasal verbs:

i - b

ii - d

- iii c
- iv -f
- v a
- vi e

## 2 Completed sentences:

- i You must take steps to avoid **getting into** trouble while doing business with foreigners.
- ii A lack of understanding can lead to a **break down** in business interaction.
- iii In a global environment you need to **get along** with people of diverse cultures.
- iv You have to learn to **go along** with people who behave differently from you.
- v It's a good idea to **look up** some useful and relevant information about your new foreign clients.
- vi In spite of your best preparation you may still **run into** problems while dealing with people from other countries.
- vii The important thing is to **come up** with solutions.
- viii Before you **call on** someone in a new place it might help if you found out about social protocol.

## **Activity 8**

1.

- i to contact
- ii to ask
- iii to meet
- iv to weigh
- v to complete
- vi to buy
- vii to hire
- viii to quit
- 2 ii The team leader reminded him to send the email.
  - iii Anita's husband encouraged her to apply for the job.
  - iv The Finance Manager asked his team to finish the report as soon as possible.
  - v The Manager advised him to inform the GM about the theft.
  - vi Rohan recommended the buyers to go to 'Just Indian' for good Indian food.

## **UNIT 2: BUSINESS TRAVEL**

#### Structure

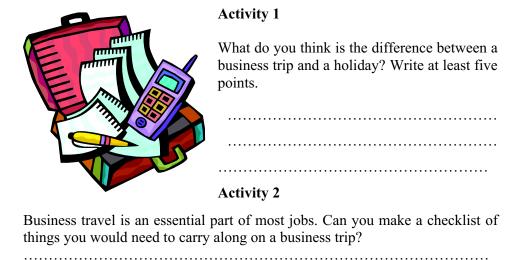
- 2.0 Objectives
- 2.1 Warm Up
- 2.2 Reading: Traveling for Business
- 2.3 Listening: Talking about Plans and Arrangements
- 2.4 Vocabulary: Word Partnerships
- 2.5 Speaking: Talking to a Travel Agency
- 2.6 Writing: Giving Travel Details
- 2.7 Grammar: The Comparative and Superlative Adjectives
- 2.8 Pronunciation: Word Stress (Countries and Nationalities)
- 2.9 Let Us Sum Up
- 2.10 Answers

## 2.0 OBJECTIVES

In this Unit you will learn about:

- requirements of business travel
- preparation for business travel
- international travel
- do's and don't of business travel
- how to avoid travel related problems
- travel itineraries
- making arrangements
- vocabulary associated with business travel
- comparatives and superlatives
- writing a travel related e mail to a business associate

#### 2.1 WARM UP



## 2.2 READING: TRAVELING FOR BUSINESS

For most people, traveling for business is the answer to a lifelong dream: the opportunity to see new places, meet new people and learn more about the world in which we live. Whether you enjoy business travel or feel more like an accidental tourist, it would be useful for you to learn some tips that could make your trips more enjoyable and less stressful.

- 1 Travel light but don't forget the essentials. The real business trip needs a laptop, power supply, foreign plug adapter (if needed) and files you'll need for any meeting or presentation.
- 2 Necessary toiletries also need to go in your hand baggage. You don't want to be stranded without a toothpaste, or your comb!
- Suitable clothes, just enough, or maybe one extra change in case of an emergency should do the job. Don't overload your self with baggage. You don't want to deal with coolies during business trips. A suitcase or bag that
  - you can pull along is advisable. Suitability of the clothes will depend upon the weather conditions at your destination as well as the kind of people you need to meet and the events you must attend.
- 4 Some dry snacks and a mineral water bottle should help you cope with unforeseen delays at odd places where there's no safe food available.
- Book tickets in advance. It's recommended that you book your tickets as soon as your program is finalised so that you can ensure confirmed tickets of your first choice. Frequent business travelers must travel comfortably to reduce the stress and drudgery of travel and to be relaxed and fresh enough to cope with work needs immediately after they disembark. In case of e-tickets, don't wait till the last minute to take a printout. The Internet or power might let you down and leave you stranded.
- Hotel bookings need to be taken care of in advance too. Choose a hotel that is close to your place of work and fulfills your essential requirements of phone, fax, computers or wi-fi, meeting rooms etc. No doubt, cleanliness, food and entertainment as well as extra facilities like gym, swimming pool etc are equally important.

Call to confirm your bookings before you leave.

If you are traveling to a new place, it would be useful to equip your self with a map, directions and information about the place. In the case of an overseas trip this is even more important. You don't want to be lost in a foreign land with little or no understanding of their language and culture!





# Cross Cultural Communication

Good travel preparation can definitely help to minimise your stress and get the most out of your trips. Happy traveling!

## Check your progress 1

Match these statements with the appropriate numbered tips for travel given in the Reading Section:

- i Convenient and comfortable accomodation
- ii Business accessories
- iii Stranded and hungry!
- iv Sorry you are waitlisted!
- v Baggage overload
- vi Personal essentials
- vii Shivering in 8 degrees Celsius without a jacket
- viii Which way do I turn? Is anyone listening?



#### **Some Importnt Tips for Air Travelers:**

Here are some tips for people who travel frequently by air for business. These could help you to avoid some of the problems faced during air travel.

- 1 Pre-book your seats, print and keep the confirmation as online booking systems can fail, leaving you in the lurch.
- Make sure you set out for the airport in time. You need extra time for the commute to the airport as well as the preliminary check at the entrance. Further points of delay could be at check in counters as well as security check of your baggage and person, particularly during peak hours.
- Try to do a web, kiosk or tele check in so that you have a seat of your choice, your seat number/ boarding pass in advance. This saves time and stress.
- 4 Never put your laptop in your check in luggage, even if you're not using it during your flight. Rough handling, which is not uncommon, can land you with huge repair bills.
- Get a big wallet that takes passport, tickets and receipts all together in one place. As for ladies, they are advised to keep a separate wallet for this purpose so that these identity and verification documents don't get mixed up with other accessories and tidbits in the bag.
- Always carry some cash. Cards may not work everywhere in India. On foreign travel you could carry Sterling or US dollars which are easily converted in most places.
- Don't carry more than you need. It's good to travel light, so that you can manage with cabin baggage and avoid check in bags. This saves time at your destination. You don't have to wait at the 'baggage claim'

and go through the hassle of sorting your bags from amongst scores of others which seem to look just the same as yours.

- 8 Keep yourself well hydrated by drinking plenty of fluids.
- 9 Try to avoid working when you are traveling. Use the time to catch up on leisure reading and movies.
- Make a list of what is absolutely essential to the success of the trip and aim to fit it in your carryon. It requires a lot of planning ahead the first time you do this, but it gets much easier each successive time. This is important when you are traveling abroad. Checked in baggage is sometimes lost or delayed and can cause immense inconvenience and sometimes expenditure. It is always safe to have your essentials along with an extra change as well as adequate warm clothing in your cabin baggage to tide through such situations.
- It also helps to keep a small first aid kit as well as your essential medicines with you in a separate pouch.
- 12 Keep your boarding pass and passport or personal identity with you at an easily accessible place at all times. You can be asked for these at any time and several times too!
- Make a checklist of travel essentials and keep it handy at all times. That way you will not miss out on anything important even if you have to travel at short notice. Frequent travelers would do well to have a kit with essential travel toiletries ready at all times. Avoid the temptation of digging into these supplies for home use.

Traveling can be simpler and go smoother if you create an effective system and follow it consistently.

Take a look at these call outs which have complaints from business

#### Check your progress 2

onto the wrong aircraft!

1

A	
There was such a big jam at the entrance to the security	
check. I thought I'd miss my	
flight!	••••••
В	
It took me some time to get my boarding pass out of the	
purse. Everyone behind me	
was grumbling.	

2

D I'm afraid my printer didn't work, so I don't have the print out of my ticket.	
E I made the mistake of putting my lap top in check-in and now I have a repair bill of Rs 9000!	
F Imagine! They didn't even have an aspirin in the aircraft!	
G I'm really stressed out. It wasn't very comfortable working on the laptop in my narrow seat.	
What would be your response to these i 'Sorry. We don't take American	
	ow seat left. They're all taken.'  to inform you that there's been a
delay in the arrival of chec	ked in baggage for flight number uested to wait for 20 minutes. We
iv 'I'm feeling faint and dizzy.'	
•	

7	'It's freezing here. My jacket was in the check in baggage and
	they can't trace my bags.'

# 2.3 LISTENING: TALKING ABOUT PLANS AND ARRANGEMENTS

## **Activity 3**

You are Sushmita Nagar's assistant. She is a Senior Manager in your firm. She is talking on the phone about her arrangements for a trip to Hyderabad, Chennai and Bengaluru. Listen to her conversation and complete the entries in her diary (Tape script).

October
Monday 12 Arrive ID am Hyderabad
Tuesday 13
Wednesday 14
Thursday 15
Friday 16
C. 1 17 Francis Phases
Saturday 17 Free day in Chennai

## 2.4 VOCABULARY: WORD PARTNERSHIPS

## **Activity 4**

ii

- Here are some sentences that tell you about foreign travel and doing business abroad. Rewrite them making use of the word given in capital letters at the bottom of each sentence.
  - i You may experience great joy in doing business overseas.

DELIGHTFUL	
It invariably opens gateways to new cultures.	•••
INTERACT	

iii	It could open up new and lucrative business opportunities.	<b>Business Travel</b>		
	PROFITS			
iv	Traveling to foreign countries requires careful preparation.			
	OVERSEAS			
V	First of all you will need a passport and an entry visa.			
	REQUIREMENT			
vi	Each of these documents can take upwards of a month or more			
	to obtain.			
	APPLY			
vii	Also make multiple photocopies of your passport and leave one			
	at home and another back in your hotel room in case something			
	should happen to the original while you're moving about.			
	RECOMMENDED			
viii	If necessary, study the basics of the language spoken in the			
	country to which you're traveling.			
	KNOWLEDGE			
ix	Preferably, you must have a medical insurance that covers your			
	travel period.			
	ADVISABLE			
X	You can buy any of the several medical insurance schemes at			
	short notice.			
	AVAILABLE			
	h one word in box A with another in box B to form word erships.			
	A B			
soak	king, stone, pitch, state, dark, owned, sounding, haul, cost,			

saving, wet, cold

2

foreign, time, low, long

Cross Cultural Communication	3	Now	complete the given sentences with these:
		i	I didn't carry an umbrella and goton the way.
		ii	The food they served in the train was
		iii	The power supply in the coach failed for a few minutes and it
			was Thankfully I was carrying a torch.
		iv	The country has bothand private airlines.
		V	It took me some time to get used to the
			names in Slovenia.
		vi	Non stop flights are expensive but
		vii	If you want aair ticket, you must book early.
		viii	flights can be very tiring.
	2.5	SDF	AKING: TALKING TO A TRAVEL AGENCY
	2.5	51 E	AKING, TALKING TO A TRAVEL AGENCT
	Activ	ity 5	
	agenc	back with your study partner and make a phone call to a travel ake arrangements for a business trip to a foreign country. Make er the following points:	
	•	Whic	h airline
	•	_	petitive fares / best prices
	•		e of payment ral and departure timings
	•		irmation of booking

## 2.6 WRITING: GIVING TRAVEL DETAILS

## Check your progress 3

You are visiting a business associate in Houston, USA. S/he already knows about your visit. Write an e mail to her/him giving information about your arrival date, day and time. Request for a pick up at the airport. Also make enquiries about the weather so that you can choose your wardrobe accordingly.

......

• • • • • •	
2.7	CD AMMAD, THE COMPADATIVE AND
2.7	GRAMMAR: THE COMPARATIVE AND SUPERLATIVE ADJECTIVES
	SOI ERLATIVE ADJECTIVES
used using	to compare two or more things. Generally, comparatives are formed to express and superlatives are formed using -est. They are used to express ions and make comparative judgements.
	iparatives are used to compare two things. You can use sentences "than", or you can use a conjunction like "but".
New	nples: York is <b>bigger</b> <i>than</i> Chicago.  'a Gandhi Airport is big, <i>but</i> the JFK of New York is <b>bigger.</b>
sente	erlatives are used to compare more than two things. Superlative ences usually use "the" before the superlative, because there can be one superlative.
Exar	nnle:
Hung	gary is cold, France is colder but Sweden is <i>the</i> <b>coldest</b> out of these three pean countries.
Che	ck your progress 4
	complete these sentences with appropriate comparatives or superlatives s of adjectives:
i	The journey was than I had thought. (good)
ii	France isthan Holland. (big)
iii	Out of all the countries I visited, Denmark was the (cold).
iv	The Cathay Pacific ticket was the (expensive).
v	Terminal 5 of Heathrow airport is of all the
	other European terminals. (modern)
vi	A train journey is than bus journey. (comfortable)
vii	Flying will be way to get to Goa. (quick)

Which is ...... place you have travelled to? (nice)

viii

**Business Travel** 

Cross	Cultural
Comm	unication

- ix What is ...... way to learn about the culture if you are visiting a new place? (good)
- x At what time of the year do you have to do ...... business travel? (less)

# 2.8 PRONUNCIATION: WORD STRESS (COUNTRIES AND NATIONALITIES)

Mark the stressed syllables in the following words and repeat them after the teacher:

America	American	Britain	British
Canada	Canadian	Hungary	Hungarian
Australia	Australian	India	Indian
Austria	Austrian	Italy	Italian
Belgium	Belgian	Japan	Japanese
Brazil	Brazilian	Portugal	Portuguese
China	Chinese	Poland	Polish
Germany	German	Switzerland	Swiss

#### 2.9 LET US SUM UP

In this unit, we gave you some travel tips which will make your business travel smooth and meaningful. We also gave you some information on air travel. This will enable you to reduce stress when you travel on business. In the Vocabulary section, we concentrated on paraphrasing and word partnerships. The Listening section was a telephonic conversation on making arrangements for business travel. In the Speaking section, you are required to complete the task by following the cues given. In the Writing section, you are required to write an email about travel arrangement. The Grammar part deals with comparative and superlative adjectives. We learn to correctly pronunciation countries and nationalities in the Pronunciation section.

#### 2.10 ANSWERS

#### Check your progress 1

- i Convenient and comfortable accommodation 6
- ii Business accessories 1
- iii Stranded and hungry! 4
- iv Sorry you are waitlisted! 5
- v Baggage overload 3
- vi Personal essentials 2
- vii Shivering in 8 degrees Celsius without a jacket 3
- viii Which way do I turn? Is anyone listening? 7

## 1 Sample suggestions for call outs:

- A You must set out for the airport with enough time to take care of delays and jams on the road and checkpoints at the airport.
- B Always keep your Boarding pass somewhere separate and easy to take out.
- C You should avoid check in baggage. Travel light so that everything you need fits into your cabin baggage.
- D It's a good idea to take the printout of your ticket and boarding pass (in case of web check in) well in advance.
- E You must never put your laptop into your check in baggage. It takes a lot of rough handling!
- F Why don't you carry your own essential medical supplies?
- G I never work during the flight. I think it's a good time to relax, read or just watch some entertainment program.

## 2 Samples responses:

- i Carry some cash.
- ii Web, kiosk or tele check in.
- iii Avoid the wait at the 'baggage claim'.
- iv Drink plenty of fluids.
- v Keep essentials in your carryon.

## 2.3 Listening: Talking about plans and arrangements

## Tape script

Assistant: So when are you leaving for your trip to the South?

Sushmita: I'm leaving by the early morning flight on Monday.

Assistant: What's your schedule?

Sushmita: I'll arrive in Hyderabad at 10 am on Monday. Mr. Naidu will

receive me at the airport. I have a meeting with their GM marketing, Mr. Pillai, in the afternoon at 2 pm. Tuesday will be busy as I am attending the conference in the morning session and

meeting Mr. Natrajan in the afternoon.

Assistant: Who's he?

Sushmita: He is their CEO.

Assistant: So, when do you leave for Bengaluru?

Sushmita: On Wednesday morning. It is a short, 1 hour flight. The whole day I'll be at the trade fair, meeting our important business associates and some clients.

Assistant: So will you have some time to look around Bengaluru?

Sushmita: I'm afraid I won't. But I should be able to manage some free time in Chennai.

Assistant: Ah yes. That's your third stop isn't it?

Sushmita: I arrive in Chennai on Thursday morning 9 am.

Assistant: So you're visiting our subsidiary Encore Ltd. How busy are you there?

Sushmita: Well I have meetings on Thursday, with the GM Production at 11 am and the MD at 4 pm. On Friday I will be visiting the workshops.

Assistant: What about your free time at Chennai?

## Cross Cultural Communication

Sushmita: I have kept the Saturday off to look around. I'll return to Delhi on

Sunday.

Assistant: Well, that's a long trip. I wish you a safe journey and a successful

rip.

Sushmita: Thanks a lot.

Assistant: Bye. Sushmita: Bye.

#### Activity 3

#### October

Monday 12 Arrive 10 am Hyderabad, Mr. Naidu to receive at airport; 2 pm Meeting with GM marketing Mr. Pillai

Tuesday 13 Morning – conference; afternoon – meeting with CEO, Mr. Natrajan

Wednesday 14...visit to the Trade fair.....

Thursday 15 Arrive in Chennai at 9 am; Meeting with GM

Production Encore Ltd at 11 am and MD at 4 pm.

Friday 16 visit to the workshop

Saturday 17 Free day in Chennai.....

Sunday 18 Back to Delhi.....

## **Activity 4**

- 1 i Doing business overseas could be a **delightful** experience.
  - ii It helps you to **interact** with different cultures.
  - iii It could lead to opportunities for higher **profits** for your company.
  - iv Traveling **overseas** requires careful preparation.
  - The first **requirements** of foreign travel are a passport and an entry visa.
  - vi One needs to **apply** at least a month in advance for each of them.
  - vii It is **recommended** that you make multiple photocopies of your passport and leave one at home and another back in your hotel room in case something should happen to the original while you're moving about.
  - viii A basic **knowledge** of the language of the country you are traveling to is essential.
  - ix It is **advisable** to have a medical insurance that covers your travel period.
  - x Several medical insurance schemes are **available** to choose from.

## Word partnerships:

- i soaking wet
- ii stone cold
- iii pitch dark
- iv state owned
- v foreign sounding
- vi time saving
- vii low cost
- viii long haul
- 3 Missing words are given in bold:
  - i I didn't carry an umbrella and got **soaking wet** on the way.
  - ii The food they served in the train was **stone cold**.
  - iii The power supply in the coach failed for a few minutes and it was **pitch dark.** Thankfully I was carrying a torch.
  - iv The country has both **state owned** and private airlines.
  - v It took me some time to get used to the **foreign sounding** names in Slovenia.
  - vi Non stop flights are expensive but **time saving.**
  - vii If you want a **low cost** air ticket, you must book early.
  - viii Long haul flights can be very tiring.

#### **Activity 5**

Here Ms. Suchit<u>ra</u> Singh is talking to the Travel Agent of Thomas Cook Travels. This is a sample conversation.

- **TA:** Hello. Thomas Cook Travels.
- SS: Hello. I am Suchitra Singh. I wanted to book two tickets to France for the 2<sup>nd</sup> of May. Can I get some information about the various airlines and the fares?
- **TA:** Yes Madam. There is an Air India flight that takes 9 hrs and the fare inclusive of taxes is Rs. 32, 903. Then there is an Oman Aviation flight that takes approximately 15 hrs and the fare is Rs. 29,704. These are the cheaper flights. Do you want information of more flights?
- SS: Ok...hmmm. Could you tell me the departure and arrival timings of these flights.
- **TA:** Yes ma'am. The Air India flight leaves at 11.35 am and reaches by 4.55 pm, while the Oman Aviation flight leaves at 7.45 am and reaches at 7.20 pm.
- SS: Thank you. I want some more information regarding the mode of payment etc.....

## Check your progress 3

Sample Answer

Dear Kevin

My travel details for Houston are now finalized.

I will be arriving on 8 November by the 11 pm American Airlines Flight Number AA5403. I should be out of immigration, baggage claim and customs by 11.30pm.

I would appreciate if you could arrange for someone to pick me up, since this is my first visit and I'm not familiar with place.

Could you please let me know how cold is the winter in Houston, so that I can bring suitable clothing?

Thank you

Looking forward to seeing you soon.

Kind regards Varun

## Check your progress 4

Missing words are given in bold:

- i The journey was **better** than I had thought.
- ii France is **bigger** than Holland.
- iii Out of all the countries I visited, Denmark was the **coldest**.
- iv The Cathay Pacific ticket was the **most expensive.**
- v Terminal 5 of Heathrow airport is **the most modern** of all the European terminals.
- vi A train journey is **more comfortable** than bus journey.
- vii Flying will be **the quickest** way to get to Goa.
- viii Which is **the nicest** place you have travelled to?
- ix What is **the best** way to learn about the culture if you are visiting a new place?
- x At what time of the year do you have to do **the least** business travel?

## **UNIT 3: BUSINESS EVENTS**

## Structure

- 3.0 Objectives
- 3.1 Warm Up
- 3.2 Reading
- 3.3 Listening
- 3.4 Vocabulary
- 3.5 Speaking
- 3.6 Writing
- 3.7 Grammar: Modals and other Polite Expressions
- 3.8 Pronunciation: Pronouncing the Past Tense –ed Form
- 3.9 Let Us Sum Up
- 3.10 Answers

## 3.0 OBJECTIVES

In this Unit you will learn about:

- what are business events
- the importance of business events
- planning for business events
- vocabulary associated with business events
- polite expressions
- writing an e-mail to expo organizers

## 3.1 WARM UP

## **Activity 1**

Take a look at this picture and try to predict what business events happen in such a place.



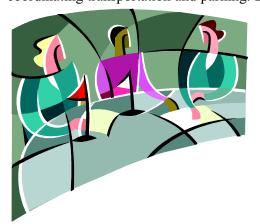
Now take a look at this picture. What do you think is the event?



With changing times the manner of doing business has also changed. Business events such as the ones depicted above, play an important role in the progress and success of any business. In this unit you will learn about business events, with a focus on Trade Fairs, Exhibitions and Conferences.

## 3.2 READING

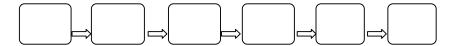
**Event planning** is the process of planning a festival, ceremony, competition, party, or convention. It includes budgeting, establishing dates and alternate dates, selecting and reserving the event site, acquiring permits, and coordinating transportation and parking. Event planning also includes some or



all of the following, depending on the event: developing a theme or motif for the event, arranging for speakers and alternate speakers, coordinating location support (such as electricity and other utilities), arranging decor, tables, chairs, tents, event support and security, catering, police, fire extinguishers/ fire fighting equipments, portable toilets, parking, signage, emergency plans, health care professionals, and cleanup.

Event Planning is a relatively new career field. There is now training that helps one trying to break into the career field. There must be training for an event planner to handle all the pressure and work efficiently and creatively. This career deals with a lot of communication and organization aspects. There are many different names for an event planner such as a conference coordinator, a convention planner, a special event coordinator, and a meeting manager.

- All of the given statements are false. Can you correct them on the basis of the text above?
  - i Event planning refers to the planning and preparation for business programs only.
  - ii All decisions regarding events are given to Event planners by the organizing company or people. They merely need to implement them.
  - iii Since Event Planning is a new field, no formal training is available for this work.
- From the list of points given below, fill in the sequence of steps that an event planner is likely to follow while organizing a typical business event.



- i Setting up the place
- ii Location
- iii Guest list
- iv Determining the purpose of the event
- v Invitations
- vi List of speakers



# Can you guess the name of these business events? Read the text given below:

- Organizations plan and hold these meetings with targeted audiences, and provide them with relevant information.
- Organizations attend these shows as a lead generation activity, or host one to reinforce their image as an industry leader among those who attend, such as members, customers, prospects and suppliers.

## Cross Cultural Communication

- This is where the big bucks are spent on a per person basis. Often held at luxury resorts in exclusive destinations, they receive the most visibility in an organization. Business development and organizational planning are the topics of the agenda.
- These programs allow an event host to spend informal time with its guests in a non-traditional environment, giving both parties an opportunity to build a rapport and learn more about mutual business priorities.

## **Check your progress 2**

Read this text on differences between seminars and conferences and identify at least three differences. Write them down in the appropriate columns:

Seminars are usually shorter events, lasting a couple of hours, ½ day or a whole day. They have single or multiple speakers, and keep all participants together in the same space. Conferences, on the other hand, typically have multiple sessions that occur concurrently. They are generally held at hotels, begin with a keynote session and then hold breakout sessions by topic. A conference is usually planned for one day, two days or sometimes longer.

Seminars	Conferences

Here is some useful information about trade Fairs. The paragraphs of this text are numbered. Match these with the statements / questions that follow the text.

- A **A trade fair (trade show** or **expo)** is an exhibition organized so that companies in a specific industry can showcase and demonstrate their latest products and services. This is also a chance for them to study activities of rivals and examine recent trends and opportunities.
- B Some trade fairs are open to the public, while others can only be attended by company representatives (members of the trade) and members of the press, therefore trade shows are classified as either "Public" or "Trade Only".

**Business Events** 

- C They are held on a continuing basis in virtually all markets and normally attract companies from around the globe. For example, in the U.S. there are currently over 2500 trade shows held every year, and several online directories have been established to help organizers, attendees, and marketers identify appropriate events.
- D Trade fairs often involve a considerable marketing investment by participating companies. Costs include space rental, design and construction of trade show displays, telecommunications and networking, travel, accommodation, and promotional literature and items to give to attendees. In addition, costs are incurred at the show for services such as electrical, booth cleaning, internet services, and drayage (also known as material handling).
  - Consequently, cities often promote trade shows as a means of economic development.
- E Exhibitors attending the event are required to use an exhibitor manual or online exhibitor manual to order their required services and complete any necessary paperwork such as health and safety declarations.
- F An increasing number of trade fairs are happening online, and these events are called virtual tradeshows. They are increasing in popularity due to their relatively low cost and because there is no need to travel whether you are attending or exhibiting.

#### Check your progress 3

- i How to find the Trade Fair of your choice?
- ii What is a trade fair?
- iii The expense of participating in Trade Fairs.
- iv Trade fairs where you don't need to be physically present
- v Types of Trade Fairs.
- vi How to ask for what you need as an exhibitor?
- vii The frequency with which they are held.

#### 3.3 LISTENING

#### Check your progress 4

Listen to a speaker talking about Business Conferences and complete the following sentences:

i	Business Conferences are organized by
ii	The purpose of these conferences is
iii	They are held at
iv	Americans refer to a conference center as a
v	The Britishers refer to large venues as
vi	Convention centres need to be large so that

Cross	Cultural
Comm	unication

vii	The largest convention centre in America is		
viii	In Delhi the is a popular conference venue.		
ix	The DLF is in the process of building		
X	Jaipur has an important conference centre called		

### 3.4 VOCABULARY

## Check your progress 5

- 1 Here are some definitions of words from the texts in the reading section. Can you identify the words?
  - i a large meeting where people with the same work or interests come together
  - ii the place where a conference or big event is held
  - iii somewhere where you go to see different products or works of art
  - iv space, equipment and services provided
  - v making an estimate of the likely expenses
  - vi an official document that gives a right to do something, especially for a limited period of time
  - vii to make strong
  - viii to put into action
  - ix to be seen and talked or written about
  - x made to appear to exist by the use of computer software, for example on the Internet
- This is a list of some action words that were used in the various texts that you have just read / heard. Can you find out the nouns they were used with? These form useful collocations that will enrich your business vocabulary. You may check your answers with the 'Answers' section.
  - i Acquire
  - ii Reserve
  - iii Coordinate
  - iv Arrange for
  - v Provide
  - vi Build
  - vii Develop
  - viii Showcase
  - ix Promote

#### 3.5 SPEAKING

#### **Activity 2**

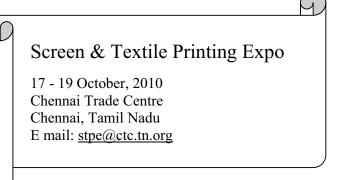
Talk about any trade fair or exhibition that you have visited in your town, city or village. This includes 'Melas' where goods and services are displayed and sold to visitors / customers. Remember that even these are business events.

To help you out, the answer to this section provides you with information about the Suraj Kund Mela as well as an outline of the points on which you can base your presentation.

## 3.6 WRITING

## **Activity 3**

Look at this advertisement you have seen of the Screen and Textile Printing Expo to be held in Chennai



You are interested in visiting this Expo. Write an e mail to the organizers to find out about accommodation facilities in the vicinity of the Expo so that you can spend maximum time at the Expo.

# 3.7 GRAMMAR: MODALS AND OTHER POLITE EXPRESSIONS

## **Polite Expressions**

It is advisable and appropriate to use polite expressions when you

•	Ask people to do things
	Can you?
	Will you?
	Could you possibly?
	Would you mind?
	If you don't mind, could you please?
•	Ask permission to do things
	Can I?
	May I?
	Could I?
	Would you mind if I?
	Could I possibly?

Cross	Cultural
Comm	unication

#### • Make complaints

	Unfortunately,
	I'm afraid
	It seems
	Express negative opinions or show disapproval
•	It seems

Take note of the useful expressions given in italics that can be used in the situations given below.

#### Check your progress 6

- Make these statements more polite by rewriting them using the KEY word. The first one has been done for you.
  - i I want 5 separate rooms for the second day of the conference.

**Can** we have 5 separate meeting rooms for the second day of the conference?

- ii You did not send us the confirmation in writing. SURE
- iii The generator is too noisy. AFRAID
- iv I need a larger screen for this room. COULD
- v I think you made a mistake. THERE
- vi I want a refund. HOPING
- vii Your rentals are too high. Hence we cannot use your premises. UNFORTUNATELY
- viii Can't you send it by courier? SUPPOSE
- ix Send five cabs to the Convention Centre immediately. COULD
- x Give us two people to handle the equipment. CAN
- xi The conference is postponed. AFRAID
- 2 Make these complaints sound more polite by rephrasing the sentences using seem.

Take a look at how *seem* is used in these sentences:

It seems the lights are not adequate for the room.

The lights don't *seem* to be adequate for the room.

The lights *seem* inadequate for the room.

- i The banquet hall is not clean.
- ii We've got the wrong chairs for the speakers.
- iii The roof is leaking.
- iv There is a problem with the sound.
- v You've given us stand mikes, not collar mikes.

- vi You've brought the wrong bill.
- vii The total is wrong.
- viii The generator is too noisy.

# 3.8 PRONUNCIATION: PRONOUNCING THE PAST TENSE –ED FORM

Listen to the words given in the box. The -ed ending is pronounced in one of three ways /t/, /d/, and /Id/.

#### **Activity 4**

Write the following words in the table according to the pronunciation of the -ed ending.

walked	knocked	jumped	wanted	looked
explained	arrested	stopped	called	arrived
started	helped	carried	missed	

/t/	/d/	/ɪd/

#### 3.9 LET US SUM UP

This unit gave an insight into the various business events such as conferences, seminars, trade fairs, exhibitions etc and how one is different from the other. We understood the various steps involved in the organization of such events. We were also familiarized with terms associated with business events which included the use of Modals and other polite expressions.

#### 3.10 ANSWERS

#### **Activity 1**

The first picture is a photograph of the Habitat Center, Delhi where a lot of meetings and conferences are held.

The second picture appears to be that of a seminar or a conference.

### Check your progress 1

- 1 i Event planning includes business and social events like festivals and ceremonies.
  - Event planners are often asked to suggest and develop themes and motifs which may or may not be given to them by the organizers.
  - iii Formal training is available for Event planners in communication and organization aspects.

## Cross Cultural Communication

- 2 i Determining the purpose of the event
  - ii List of speakers
  - iii Location
  - iv Guest list
  - v Invitations
  - vi Setting up the place

## Check your progress 2

Seminars: shorter, multiple speakers, all participants remain in the same

place throughout

Conferences: longer – 2 to 3 days, one keynote session, multiple breakout

sessions by topics simultaneously

## Check your progress 3

- i What is a trade fair? (A)
- ii Types of Trade Fairs. (B)
- iii The frequency with which they are held. (C)
- iv How to find the Trade Fair of your choice? (C)
- v The expense of participating in Trade Fairs. (D)
- vi How to ask for what you need as an exhibitor? (E)
- vii Trade fairs where you don't need to be physically present. (F)

## 3.3 Listening

#### Tape script

Business conferences are events organized by an association, individual, public or private company for the purpose of networking, education or to discuss a business topic with a range of speakers.

They can also be organized by either a non-profit or for-profit organization. The latter is called a conference company.

Business conferences are often held at convention centers and large hotels with conference facilities.

A convention center, in American English, is an exhibition hall, or conference center, that is designed to hold a convention. In British English very large venues suitable for major trade shows are known as exhibition centres while the term "convention centre" is sometimes used for intermediate venues between exhibitions centres and "conference centres", which are much smaller and contain lecture halls and meeting rooms.

Convention centers are typically large, cavernous public buildings with enough open space to host public and private business and social events for their surrounding municipal and metropolitan areas. Convention centers typically offer enough floor area to accommodate several thousand attendees. Convention centers rent space for meetings such as: corporate conferences, industry trade shows, formal dances, entertainment spectacles and concerts. The largest in the United States is McCormick Place in Chicago. Large

**Business Events** 

convention centers located in resort areas also host conventions that attract additional visitors. It is not uncommon for large resort area hotels to include a convention center.

In India the Habitat World is New Delhi's smartest conference and banquet venue with an unmatched inventory of over 20 venues for 10 to 1500 people. It has state of the art infrastructure and parking facilities for 1000 cars.

DLF has emerged as the lone-bidder for the Rs.3,000 crore project of building up India's largest convention centre at Dwarka, Delhi. The proposed convention centre would be spread over 86,400 sq. metres including a conference hall of 72,000 sq. ft. with a 6,000 seating capacity and 36,600 sq metre retail space. Apart from this the project would include a five-star and a three-star hotel, a budget hotel, a banquet hall, media centre and food court.

Other important Conference venues in India are Vigyan Bhawan in New Delhi, Centre Point, Renaissance Hotel and Convention Center in Mumbai, the BM Birla Science and Technology Centre in Jaipur, the Jaypee Hotels & International Convention Centre, Agra and the Cochin Convention Centre, Kochi.

## Check your progress 4

- i Business Conferences are organized by an association, individual, public or private company
- ii The purpose of these conferences is *networking*, *education or to discuss a business topic with a range of speakers*.
- iii They are held at *convention centers and large hotels with conference facilities.*
- iv Americans refer to a conference center as a *convention center*.
- v The Britishers refer to large venues as *exhibition centres*.
- vi Convention centres need to be large so that *they accommodate large numbers of people and events*.
- vii The largest convention centre in America is *McCormick Place in Chicago*
- viii In Delhi the *Habitat Center* is a popular conference venue.
- ix The DLF is in the process of building the largest Convention Center in India at Dwarka, New Delhi.
- x Jaipur has an important conference centre called *the BM Birla Science* and Technology Centre.

## Check your progress 5

- 1 i conference
  - ii venue / convention center
  - iii exhibition
  - iv facilities
  - v budgeting
  - vi permit
  - vii reinforce
  - viii implement
  - ix visibility
  - x virtual

Cross Cultural	2	i	Acquire	a permit
Communication		ii	Reserve	an event site
		iii	Coordinate	transportation, location support
		iv	Arrange for	speakers
		$\mathbf{v}$	Provide	information
		vi	Build	a rapport
		vii	Develop	a theme
		viii	Showcase	products
		ix	Promote	trade shows

#### Activity 2

The Suraj Kund Crafts is an annual event that highlights some of the finest handloom and handicraft traditions of our country. It is situated just 8 kilometers away from South Delhi. It is held from 1st to 15th February every year to enable the rural craftsmen of India to exhibit and sell their craft.

The Mela is organized under the aegis of the Suraj Kund Mela Authority. This comprises of the Department of Tourism Ministry of Tourism and Culture, Government of India in collaboration with Haryana Tourism, Development Commissioner for Handlooms, Commissioner Development (Handicrafts).

Suraj Kund is a beautiful tourist location of Haryana Tourism and in its lovely setting, folk painters, metal workers, stone and wood carvers, tie and dye crafts persons, embroiders, lace makers, textiles printers, carpet and loom weavers, producers of silk fabrics, jewelers and sculptors – execute and display their skills.

#### The objectives of the Mela are:

- To create a rural ambience for the foreign and domestic tourist to see.
- To educate patrons both from abroad, urban centres and educational institutes about the fascinating technique and skills involved in craft creation.
- To introduce crafts and craft persons directly to the buyers and help them find their patrons.
- To Identify, nurture and preserve languishing crafts of the country and save it for posterity.

The fortnight long celebrations also come as a food festival. Some of the popular food traditions from Punjab come at the Punjabi 'Rasoi'. South Indian delicacies come in from the South Indian Section. Popular Chinese snacks also arrive for the event along with special stalls where patrons are introduced to the traditional foods and sweet meats of the selected theme State.

The Suraj Kund Crafts Mela has grown equally famous for the rhythms of folk theatre. It also presents various performances of classical, instrumental and folk music. The celebration of the simple joys of rural life and reverence of epic traditions all mingle well. All these colourful events are also presented before the audience in the open-air-theatre named Natyashala.

**Business Events** 

Some of the most delightful crafts collections of the Mela arrive from practically all over the country. In wood and cane come inlay work, rose wood carving, sandal wood from Punjab and South India. Chiki wood craft of Kashmir and some very fine cane craft come from West Bengal and North Eastern States. The phulkari of Punjab, the Banjara and Banni embroidery of Gujarat and Rajasthan, the Kantha traditions from West Bengal and Tripura, lace and crochet from Goa, the Suzni of Kashmir and Mirror encasing work along with the traditional chikan work of Lucknow delight the buyers. Besides there is a wide variety of oxidized jewellery, sea shell decorations and agate stone work toys in wood and cane, ply and mud and phad paintings of Rajasthan, the kalamkari of Andhra and Karnataka, temple paintings of Orissa, madhubani of Bihar to fascinate the beholder.

The Suraj Kund Mela which began in 1981, has been doing brisk business and continues to attract tens of thousands of people from India and abroad every year.

#### Outline of the presentation on Suraj Kund Crafts Mela:

- Historical background
- Objectives
- Participation
- Kind of goods exhibited and sold
- Performing arts and other forms of entertainment
- Food
- Popularity of the mela

### **Activity 3**

To stpe@ctc.tn.org

Add Cc

Subject: Accommodation facilities at the Screen and Textile Printing Expo

Dear Sir/ Madam,

I am Mahesh Krishnan from Bengaluru. I own a boutique '*Mantra*' on Brigade Road, Bengaluru. This is regarding the advertisement in The Hindu dated 10.4.2010 about the Screen and Textile Printing Expo to be held in Chennai from the 17<sup>th</sup> to the 19<sup>th</sup> October, 2010.

I see this as a great opportunity to learn about the latest trends in textile printing. Besides it will provide a forum for interaction with various entrepreneurs from the textile industry. This would require spending maximum time at the Expo.

I would be greatly obliged if you could provide me information about accommodation facilities available in the vicinity of the Expo and the procedure to book the same. Hope to hear from you at the earliest.

Thank You Regards

Mahesh Krishnan 45

MD, *Mantra* 

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No:12, Brigade Road

Bengaluru

## Check your progress 6

- ii I'm sure you did not send us the confirmation in writing.
  - iii I'm afraid the generator is too noisy.
  - iv Could I have a larger screen for this room?
  - v It seems there has been a mistake.
  - vi I was hoping for a refund.
  - vii Unfortunately your rentals are too high. Hence we cannot use your premises.
  - viii I suppose you could send it by courier.
  - ix Could you please send five cabs to the Convention Centre immediately?
  - x Can you give us two people to handle the equipment?
  - xi I'm afraid the conference is postponed.
- 2 i The banquet hall does not seem clean.
  - ii It seems we've got the wrong chairs for the speakers. / We seem to have got the wrong chairs for the speakers.
  - iii The roof seems to be leaking.
  - iv There seems to be a problem with the sound.
  - v It seems you've given us stand mikes, instead of collar mikes. / You seem to have given us stand mikes in place of collar mikes.
  - vi It seems you've brought the wrong bill. / You seem to have brought the wrong bill.
  - vii The total seems wrong. / It seems the total is wrong.
  - viii The generator seems too noisy. / It seems the generator is too noisy.

#### **Activity 4**

/t/	/ <b>d</b> /	/ <b>Id</b> /
Walked	Explained	Started
Knocked	Carried	Arrested
Helped	Called	Wanted
Jumped	Arrived	
Stopped		
Looked		
Missed		