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1.1 Business Correspondence

Q1. Write about business correspondence.

Ans :

Business Correspondence

Communication through exchange of letters is known as correspondence. We communicate our feelings, thoughts etc. to our friends and relatives through letters that may be called personal correspondence. A Businessman also writes and receives letters in his day to-day transactions, which may be called business correspondence. Business correspondence or business letter is a written communication between two parties. Businessmen may write letters to supplier of goods and also receive letters from the suppliers. Customers may write letters to businessmen seeking information about availability of goods, price, quality, sample etc. or place order for purchase of goods. Thus, business letters may be defined as a media or means through which views are expressed and ideas or information is communicated in writing in the process of business activities.

Elements of Business Correspondence

At some point in life, almost everyone will feel the need to write business correspondence. Whether the letter is to close a business deal or complain about defective merchandise, there are at least ten components to every business letter. Here they are in brief outline form:

1. **Sender's Address**

    You have two choices here. Most word processors have letterhead templates. Consider creating your own letterhead and storing it as a separate document.

In the alternative, your name and address should be the first item that appears on the paper.   When you use this format, do not include your name.   That and your title are reserved for the bottom of the letter.

2.   Dat

The sender's address is followed by the date the letter is sent, not to be confused with the date that it is authored.   This allows both the sender and the recipient to understand the date the correspondence was effectuated.

3.   Recipient's Address

Use this portion of your letter to identify the name and address of the person/ persons for whom the correspondence is intended.   Make sure to include any known job titles as a professional courtesy.   For example, *Joseph Smith, Chief Bottle washer.*

4.   Subject Matter

Include a brief line that also includes names and file numbers, if appropriate.

5.   Salutation

Professional correspondence is considered a formal method of communication. Unless you have an extremely personal relationship with the person you are writing to, avoid using first names.   Use titles: Dear *Dr. Smith, Mr. Smith, Ms. Smith, etc. To Whom It May Concern* and *Dear Sirs/Madames* are also appropriate salutations in instances where you have not identified the specific recipient.

6.   Body of the Letter

The first paragraph of your letter should sum up the basis for your correspondence.   Be concise and to the point.   The content of this paragraph is what encourages the reader to move on.   Be conscious of the fact that a business person may merely skim through your letter.   In the paragraphs that follow, dig deeper into your concerns and expand on the reason for your correspondence.

7.   Closing Paragraph

Your closing paragraph should be a call to action. Provide someone with a solution they can give to your issues. Ask for the sale or the job. Sum up the problem.

8.   Say Thank You

Even in the worst situations, it is common courtesy to thank someone for reading your letter. If you are asking for something in particular, consider this phrase: *"Thank you for consideration."'*

9.   Close

Choose from an assortment of closing, such as *"Sincerely"* or *"Very truly yours"*.   Go down three spaces and type your name.   Under your name, you may place your title, if appropriate.

10.   Enclosure and Copies

In years past, letters were typed on typewriters, with carbon paper in between pages.   Accon a letter indicates a copy of the correspondence was issued to someone else.   Even without carbon paper, there should be this notation to indicate copies were sent to other parties.   Also, identify any enclosures to the letter, so the recipient is aware of their existence.

Functions of Business Correspondence/Letters

Functions of a business letter are as follows:

1.   Helps in Promoting the Business

New opportunities and avenues are always looked by business organisations to increase their business prospects. The growth of any business organisation depends upon constantly improving the quality of their product and by adding new products and services to the product line. Business letters play a very vital role in informing the prospective and existing customers regarding the promotional efforts made by the organisation.

2.   Provides Information

Modem business is largely dependent upon letters for any type of information. They serve not only as a link for effective correspondence but also help in maintaining records regarding previous transactions or previous business policies. Letters act as reference regarding previous business transaction and also help is developing new business guidelines on the basis of previous policies.

3. **Helps in Legal Issues**

    A good business letter helps to resolve legal issues very effectively. Since it is a written document, all relevant information about transactions, policies etc., can be procured through it. Issues regarding disagreements in terms of offers and quotations can be legally resolved with the help of letters.

4. **Helps in Maintaining Goodwill**

    Business letters **help** to promote goodwill amongst various parties. Business letters help in generating an understanding and feeling of co-operation between business associates which creates a positive company image.

5. **Acts as Evidence**

    A business letter is a testimony of validity of a contract between parties involved in business.

1.2 IMPORTANCE OF BUSINESS CORRESPONDENCE

Q2. What is the importance of business correspondence?

Ans :

Now-a-days business operations are not restricted to any locality, state or nation. Today production takes place in one area but consumption takes place everywhere. Since the businessmen as well as customers live in far off places they don't have sufficient time to contact each other personally. Thus, there arises the need for writing letters. In the past the situation was not so. Business letters were not essential in olden days. But now the importance of letters has increased because of vast expansion of business, increase in demand as well as supply of goods. Let us learn about the importance of business letters.

i) **Help in Maintaining Proper Relationship**

    Now-a-days business activities are not confined to any one area or locality. The businessmen as well as customers are scattered throughout the country. Thus, there is a need to maintain proper relationship among them by using appropriate means of communication. Here business letters play an important role. The customers can write letters to the businessman seeking information about products and businessmen also supply various information to customers. This helps them to carry on business on national and international basis.

ii)   Inexpensive and Convenient Mode

Though there are other modes of communication like telephone, telex, fax, etc. but business information can be provided and obtained economically and conveniently through letters.

iii)   Create and Maintain Goodwill

Sometimes business letters are written to create and enhance goodwill. Businessmen at times send letters to enquire about complaints and suggestions of their customers. They also send letters to inform the customers about the availability of a new product, clearance sale etc. All this results in cordial relations with the customers, which enhances the goodwill of the business.

iv)   Serves as Evidence

We cannot expect a trader to memories all facts and figures in a conversation that normally takes place among businessmen. Through letters, he can keep a record of all facts. Thus, letters can serve as evidence in case of dispute between two parties.

v)   Help in Expansion of Business

Business requires information regarding competing products, prevailing prices, promotion, market activities, etc. If the trader has to run from place to place to get information, he will end up doing nothing. It will simply result in loss of time. But through business letters, he can make all enquiries about the products and the markets. He can also receive orders from different countries and, thus enhance sales.

1.3 COMMUNICATION AND ORGANIZATION EFFECTIVENESS

1.3.1 Communication

Q3. Explain about communication.

Ans :

The word communication is derived from the word "communis" which means to inform or tell information. Communication is the process of transformation of information from one person to another. It is a process of exchanging opinions ideas, feelings, information, views and other fast between or among two or more people. It involves the systematic and continuous process of telling, listening and understanding. Communication skill means conveying the message to others and understanding the

message from others. Business communication is a bridge of passing information between the management and the employees.

Meaning of Communication

Communication is the process of passing information and understanding from one to another".

Communication is the meaningful interaction with people in such a manner that the ideal that the ideal thought is same and getting the feedback also. Communication is commonly defined as "the exchange of thoughts, ideas, feelings, information, opinions, and knowledge". It also involves mutuality of understanding.

Definitions of Communication

According to Newman and Summer, "Communication is an exchange of facts, ideas, opinions or emotions by two or more persons".

According to Keith Davis, "Communication is a process of passing information and understanding from one person to another".

According to the American Management Association, "Communication is any behaviour that results in an exchange of meaning".

According to Peter Little, "Communication is the process by which information is transmitted between individuals and/or organisations so that an understanding response results".

According to Haimans, Communications is the person of sending information and understanding from one person to another.

According to Narula, Communication is laws of force through which person create and message social realities.

According to Berger, The term communication is held to involve some kind of transfer of information from one person to another to a group of other people.

According to Allen, Communication is sum of all acts that acts that a person does to make his or her message understand by another person mind.

According to Hartely, Communication is interaction by means of mutually recognize signals.

According to Neal & Brown, Communication is defined as the transmission or exchange of information or ideas or feelings by means of sounds, signs & symbols.

According to Ambler, Communication is the act of transmitting information.

Features/Characteristics of Communication

1. Two-way Traffic

Communication is a two-way traffic. It is a cooperative process involving two persons. One person cannot communicate. Message, directions, opinions etc . are communicated downward i.e., from superior to subordinates while grievances, complaints, opinions etc. are communicated upward i.e., from subordinates to superior.

2. Continuous Process

Communication is short-lived but continuous process. An organisation cannot exist without communication.

3. Pervasive Function

Communication is a pervasive function and therefore, it applies to all phases of management and to all levels of authority.

4. Short-lived Process

The process of communication lasts as longer the other person understands the idea what is being communicated and what is being received.

5. Proper Understanding

There may be numerous medias of communication but the main purpose of conveying the message is the proper understanding of message by others.

6. Exchange of Facts and Thoughts

Communication involves exchange of facts and thoughts from one person to another.

Principles of Communication

1. Principle of Clarity

The beginning of all communication is some message. The message must be as clear as possible. No ambiguity should creep into it. The message can be conveyed properly only if it has been clearly formulated in the mind of the communicator.

2.   Principle of Objective

The communicator must know clearly the purpose of communication before actually transmitting the message. The objective may be to obtain information, give information, initiate action, and change another person's attitude and so on. If the purpose of communication is clear it will help in the choice of mode of communication.

3.   Principle of Understanding the Receiver

Understanding is the main aim of any communication. The communication must crate proper understanding in the mind of the receiver. Thus according to Killian, "communication with an awareness of the total physical and human setting in which the information will be received. Picture the place of work; determine the receptivity and understanding levels of the receivers; be aware of social climate and customs; question the information's timeliness. Ask what, when and in what manner you would like to be communicated with if you were in the similar environment and position.

4.   Principle of Consistency

The message to be communicated should be consistent with plans, policies, programmes and goals of the enterprise. The message should not be conflicting with previous communications. It should not crate confusion and chaos in the organisation.

5.   Principle of Completeness

The message to be communicated must be adequate and complete, otherwise it will be misunderstood by the receiver. Inadequate communication delayed action, poor public relations affects the efficiency of the parties to communication.

6.   Principle of Feedback

This principle calls for communication a two-way process and providing opportunity for suggestion and criticism. Since the receiver is to accept and carry out the instructions, his reactions must be known to the sender of message. The latter must consider the suggestion and criticism of the receiver of information. But feedback principle is often given a back seat by most managers, which defeats the very purpose of communication.

7.   Principle of Time

Information should be communicated at the right time. The communicator must consider the timing of communication so that the desired response is created in the minds of the receivers.

Objectives of Communication

1. Stronger Decision Making

Your ability to communicate effectively increases productivity, both yours and your organization.

2. Increased Productivity

With good communication skills, you can anticipate problems, make decisions, co-ordinate work flow, supervise others, develop relationships and promote products and services.

3. Steadier Work Flow

Communication acts as tool for the effective work related flow of information.

4. Strong Business Relationships & Enhanced Professional Image

You can shape the impressions you and your company make on colleagues, employees, supervisors, investors, and customers in addition to perceiving and responding to the needs of these stakeholders (the various group you interact with) without effective communication, people misunderstand each other and misinterpret information. Ideas misfire or fail to gain attention and people and companies flounder.

5. Clearer Promotional Materials

Your organizations need for effective reach of company name and public promotions are based on effective promotional material such as advertisements, bill boards, online add, posters etc are all communicated for effective message delivery and meaning.

6. Provide Advice

Giving advice is based on individual-oriented and work-oriented, advice should not given to the person for pinpointing his mistakes rather it should be helpful for his improvement. Effective advice promotes understanding and it can be a two way process if the subordinate staff given freedom.

7. Provide Order

Order is an authoritative communication pattern and it is directive to somebody always a subordinate to do something. Orders will be written and oral orders,

general and specific orders, procedural and operational orders, mandatory and discretionary order. Order should be clear and complete, execution should be possible and given in a friendly way.

8. Suggestion

Suggestion is supposed to be very mild and subtle form of communication. Suggestions are welcomed for it is not obligatory to accept them, it can be voluntary and anonymous and submitted through suggestion boxes.

9. Persuasion

Persuasion may be defined as an effort ' to influence the attitudes, feelings, or beliefs of others, or to influence actions based on those attitudes, feelings, or beliefs. Persuasion can be done to others if you are convinced, you do not impose, you are not rigid are prepared to meet half-way and you can look at the situation from the other person's angle also.

10. Education

Education is a very conscious process of communication, it involves both teaching and learning by which organizations provide to their employees in the form of training. Education is given for management, employees and outside public.

12. Warning

If the employees do not abide by the norms of the organization warning is a power communication tool and it can be general and specific. Specific warning should be administered in private and after thorough investigation. The aim of the warning should be the organization betterment.

13. Raising Morale and Motivation

Morale stands for mental health and it is a sum of several qualities like courage, resolution, confidence. High morale and effective performance go hand to hand. Motivation is a process that account for an individual intensity, direction and persistence of effort towards attaining a goal.

14. To Give and Receive Information

Communication's main idea is to give and receive information because managers need complete, accurate and precise information to plan and organize employee need it to translate planning in to reality. Information will cover all aspects of the business.

15. To Provide Counselling

Counseling is given to solve employees mental stress and improve the employees productivity.

16. To Improve Discipline

Finally discipline is the foremost part of any business communication. The various disciplinary codes are effectively communicated to employees through disciplinary codes.

Functions of Communication

Communication serves four major functions within a group or organization:

1. Control

Communication acts to control member behavior in several ways. Organization have authority hierarchies and formal guidelines that employees are required to follow.

2. Motivation

Communication fosters motivation by clarifying to employees what is to be done, how well they are doing, and what can be done to improve performance.

3. Emotional expression

Communication, provides a release for the emotional expression of feelings and for fulfillment of social needs.

4. Information

It provides the information that individuals and groups need to make decisions by transmitting the data to identify and evaluate alternative choices.

Importance of Communication

1. Managerial Efficiency

Communication helps in smooth operation of management. Managerial task can only be performed when communication system is effective.

2. Enhance Morale and Relations

Effective communication emphasizes the employee's participation in management. It helps to build the employees morale and cordial industrial relations between management and employees.

3. **Effective Leadership**

   Effective leadership depends upon effective communication. Two-way communication helps in effective communication. Managerial leader must handle the subordinates. For ordering qualitative leadership is essential. And that can be obtained from proper system of communication.

4. **Mutual Trust and Confidence**

   Mutual trust and confidence between labor and management is necessary for effective movement of organization. When there is effective communication, it helps to reduce misunderstanding and develop mutual trust.

5. **Better Decision**

   The success of organization can be measured in better decision. When the information, data and other fact are not effectively communicated, it hampers the decision making. So, when the facts are communicates to concerned department, organization and person. It is easy to make decisions promptly.

6. **Staffing**

   When the information are correctly communicates in time, it helps in the function of selection, placement, socialization , promotion and transfer.

7. **Better Managerial Concern**

   All managerial functions such as planning, organizing, directing, controlling etc can't be conducted without communication.

1.3.2 Process of Communication

Q4. Explain the process of communication.

Ans :

Communication is a two-way process which deals with the exchange and succession of ideas towards a direction that is mutually accepted. The communication process takes place with two participants *via* a medium that transmits the message holding a specific objective and which is understandable to both the participants; the sender and the receiver. The communication process is shown in the figure.
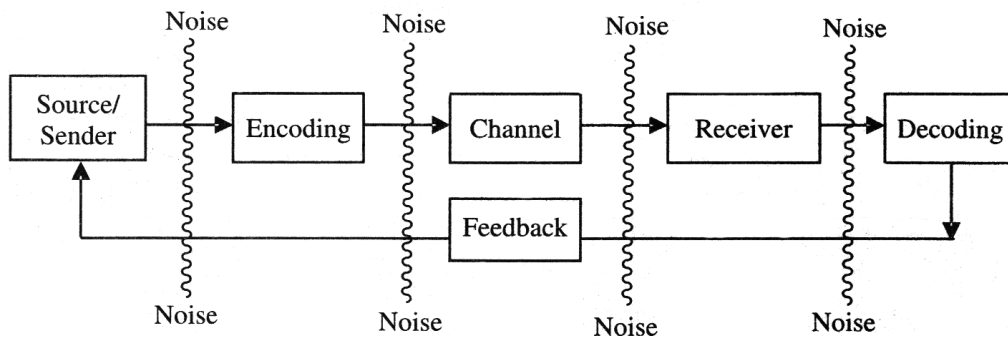
Fig.: Process of Business Communication

1.   **Source/Sender**

The individual, group or organisation that starts the communication is known as sender - encoder. The whole responsibility of communication rests upon the shoulders of sender. The message can be affected by certain traits of sender such as experience, behaviour, knowledge, abilities, perceptions, and culture. If the message is framed according to the receiver's expectations, the acceptance and approval level would be higher. The source absorbs the idea, frames the message, chooses the channel or medium and lastly decides regarding the receiver.

2.   **Message**

The encoded idea that is transferred by the sender is called message. It is something that a sender wants to communicate or transfer to the specific receivers. Messages can be in two forms; verbal which include written or spoken; and non-verbal which includes appearance, body language, silence, sounds, signs, etc.

3.   **Encoding**

It is a method by which idea or the thought of the message is converted into symbols that can be transmitted. In the process of encoding, one should consider the contents that have to be included in the message and how the receiver will interpret it and how it can affect the relationship among the two parties.

4.   **Channel**

The medium by which the message moves from sender to receiver is known as channel. The channel can be mass media which includes newspapers, radio, T.V., etc., or it could be of individual use which includes telephone, correspondence, etc. Importance of message, number of receivers, availability of the channel, cost and effectiveness of the channel, etc. are some of the factors on which the selection of channel depends.

5.   **Receiver**

The targeted recipient of a message is known as the receiver. He receives the encoded message, and then he tries to decode it by understanding it, and by trying to interpret and perceive the meaning as the sender might have transmitted.

6.   **Decoding**

Decoding is the stage where the receiver decodes the encoded message. He interprets and comes out with the meaning of the message. In interpreting the symbols of the message, the receiver applies his knowledge and experience, or in some cases he may consult with a third party authority such as a dictionary or a code book. The receiver is not so much active in the entire process of communication but in this stage, he becomes more active. What the receiver interprets may be same or different from the actual intention of the sender. In case, if the interpretation goes wrong, chances of misunderstanding increases and the process of communication can be hampered.

7.   **Feedback**

At the end, the receiver responds to the communication that has been transmitted by the sender. The interpretation can be done clearly or it could be based on misunderstanding of the message that has been sent. The reaction or response of receiver to the sender is known as feedback.

8.   **Noise**

Noise is that interruption in the communication process which hinders communication process. It is a negative component in communication channel. In general, noise can be introduced at any stage in the process of communication.

1.3.3 Barriers to Effective Communication

Q5. What are the barriers to effective communication?

Ans :

In the process of communication there can be substantial difference between the information that is actually intended to be conveyed by the originator of communication and its recipient. Some part of the information may get not reach the recipient at all, and whatever reaches may be distorted, and may be interpreted by the receiver in a way not intended by the sender of information. Communication barrier is the collective name given to the causes of this loss and distortion of information during the process of communication.

There are many types of communication barriers in an organization. Major ones of these are described below.

Barriers to effective communication

A)   Physical Barriers

Internal structure of the organization and layout of office machines and equipments creates physical barriers in communication.

(a) Distance : Communication is found obstructed in long distance. Like communication between America and Nepal.

(b) Noise : It is from external sources and affects the communication process. Noise negatively affects the accuracy

(c) Physical arrangement : The physical arrangement of organizational sources like men, money, material and machine obstruct the communication process.

B)   Semantic / Language barriers

The use of difficult and multiple use of languages, words, figures, symbols create semantic barriers.

(a) Language : We can find some words having different meaning. As meaning sent by the sender can be quite different from the meaning understood by the receiver. Long and complex sentences creates problem in communication process.

(b) Jargons : Technical or unfamiliar language creates barriers to communication that may be drawn from the literature. So message should be simple and condensed as far as possible so that no confusion creation will be there to the receiver.

C) Organizational Barriers

It is raised from the organizational goals, regulations, structure and culture.

(a) Poor planning : It refers to the designing, encoding, channel selection and conflicting signals in the organization.

(b) Structure complexities : Difficult organizational structure barrier for free flow of information. Appropriate communication process must be used.

(c) Status differences : It creates barrier for communication. Superior provides information to the subordinate about plans and policies. Different information is provided by different subordinates who create barrier in communication.

(d) Organizational distance : Distance between sender and receiver also creates barriers to effective communication.

(e) Information overload : If superior provides too much information to the subordinate in short period receiver suffers from information overload which creates barriers to effective communication.

(f) Timing : Communication can be obstructed if not done on time. If the information is not provided in time it creates barriers to effective communication.

D) Psychological barriers

It is the barriers to effective communication created from the lack of interest of the people from whom the communication is meant. People do not pay attention to the communication which are not interesting to them and which do not fulfill their want.

(a) Perception : It is the process of accepting and interpreting the information by the receiver. People receive things differently for a various number of reasons.

(b) Filtering : Communication some time filters the negative information to make it more favorable to the receiver. In this process, knowingly or unknowingly some valuable information may be disposed.

(c) Distrust : Superior provides information or message to the subordinates to their own view, ideas and opinion which create obstruction in communication.

(d) Emotions : Emotion also creates barriers to effective communication like anger, het, mistrust, jealousy etc.

(e) Viewpoint : It also creates barriers to effective communication. It the receiver doesn't clear the message and ignore without hearing, the message may create obstructions.

(f) Defensiveness : If the receiver receives the message as threat and interprets that message in the same way, it creates barriers to effective communication.

E) Cultural Barriers

Cultural differences often cause communication problems. The same category of words, phrases, symbols, actions, colours mean different things to people of different countries/ cultural backgrounds.

For example, in Western countries, black colour is associated with death and mourning while in the Far East white is the colour of mourning. In the United States, people love to be called by their first name while in Britain people are more formal and like to be addressed by their title or their last name. In the hierarchical structure of Indian society and business environment also, the last name is important.

F) Technological Barriers

Technology can either facilitate communication or act as a barrier; sometimes it can do both at the same time.

Although technology improved communication process in various ways but despite this, technology can also act as a barrier in communication. These barriers are briefly described as follows:

i) **Use of Technology Which is Not Updated :** Use of technology that can hinder or delay your message. Use technology selectively and with clear thought before you send your message out across the organisation. Difference in the technology used by sender and receiver is also a technological barrier.

ii) **Lack of Technological Knowledge :** If the sender and receiver lack technical knowledge on the subject or then it is unlikely the message will be correctly received.

iii) **Technical Noise :** This refers to inherent barriers in the device itself of channel, for instance interference on a mobile phone, a faulty LCD projector, etc.

iv) **Barriers at Decoding Stage :** It includes lack of listening ability, stereotypical bias, etc.

1.3.4 Overcoming Barriers to Communication

Q6. How to overcoming barriers to communication.

Ans :

There are a lot of communication barriers faced these days by all. The message intended by the sender is not understood by the receiver in the same terms and sense and thus communication breakdown occurs. It is essential to deal and cope up with these communication barriers so as to ensure smooth and effective communication.

Overcome to Communication Barriers

As, in the previous section we have discussed the major barriers of communication. Let's talk about how to overcome these barriers of communication.

1. Eliminating Differences in Perception

The organization should ensure that it is recruiting right individuals on the job. It's the responsibility of the interviewer to ensure that the interviewee has command over the written and spoken language. There should be proper Induction program so that the policies of the company are clear to all the employees. There should be proper trainings conducted for required employees (for e.g.: Voice and Accent training).

2.   Use of Simple Language

Use of simple and clear words should be emphasized. Use of ambiguous words and jargons should be avoided.

3.   Reduction and elimination of noise levels

Noise is the main communication barrier which must be overcome on priority basis. It is essential to identify the source of noise and then eliminate that source.

4.   Active Listening

Listen attentively and carefully. There is a difference between "listening" and "hearing". Active listening means hearing with proper understanding of the message that is heard. By asking questions the speaker can ensure whether his/her message is understood or not by the receiver in the same terms as intended by the speaker.

5.   Emotional State

During communication one should make effective use of body language. He/she should not show their emotions while communication as the receiver might misinterpret the message being delivered. For example, if the conveyer of the message is in a bad mood then the receiver might think that the information being delivered is not good.

6.   Simple Organizational Structure

The organizational structure should not be complex. The number of hierarchical levels should be optimum. There should be a ideal span of control within the organization. Simpler the organizational structure, more effective will be the communication.

7.   Avoid Information Overload

The managers should know how to prioritize their work. They should not overload themselves with the work. They should spend quality time with their subordinates and should listen to their problems and feedbacks actively.

8.   Give Constructive Feedback

Avoid giving negative feedback. The contents of the feedback might be negative, but it should be delivered constructively. Constructive feedback will lead to effective communication between the superior and subordinate.

9.   **Proper Media Selection**

The managers should properly select the medium of communication. Simple messages should be conveyed orally, like: face to face interaction or meetings. Use of written means of communication should be encouraged for delivering complex messages. For significant messages reminders can be given by using written means of communication such as : Memos, Notices etc.

10. **Flexibility in meeting the targets**

For effective communication in an organization the managers should ensure that the individuals are meeting their targets timely without skipping the formal channels of communication. There should not be much pressure on employees to meet their targets.

1.3.5 Importance of Effective Communication in an Organization

Q7. Explain the importance of effective communication in an organization.

Ans :

Importance of Effective Communication in an Organization

The importance of effective communication in an organization is discussed below in points.

1.   **Creating a Good Impression**

Most people pay attention to their verbal communication skills: what they say to employees and colleagues – as well as to consumers. However, it is essential to have good non verbal communication too, which essentially comes down to good body language. Both of these are important for creating a good impression.

2.   **Easy Management of Organization Policies**

Communication make the management of the organization easy as there are many ways of communicating with the employees. It makes each person in the organization know the organizational policies. They then work with the acceptable organization policies, hence achieving the right results.

3. Promotes working toward the Same Goal

Effective communication ensures that each employee knows the organization's goal. They do everything to achieve the goals.

4. Maintaining a Good Relationship with Employees

It is so crucial to stay on good terms with your staff. Communicating well with workers is the foundation of a good business strategy. That way, you know all about your workers' concerns and can give them encouragement and constructive criticism at any time. This flow of communication between everyone in the organization is often called B2E communication. In short, the boss knows what to expect, and the subordinate knows what to deliver! Employees will also feel more able to ask for a raise when the relationship between seniors and subordinates is a good one.

5. Organizational Growth and Profit

Since effective communication increases performance of the employee. This means that the organization will increase its scale of production. If you cannot communicate well with marketing teams and the human resource management section of your business, you will find it hard to manage your resources, and profit making marketing strategies. Communication can thus be sales oriented – one example of this is when giving a sales forecast to your employees.

6. Promotes Sharing

Communication ensures that information is shared from one person to another with much ease.

7. Promotes Unity

When departments in an organization are communicating, their unity as the organization works as one unit.

8. Promotes Learning

With effective communication, learning is made easy as one can consult when they have a problem.

9.   Effective Leadership & Motivation

With effective communication, leaders are able to lead the organization to prosperity. Communication in an organization makes it clear what the employee is supposed to do and how to do it. When everything is clear, the person is not frustrated not knowing what to do and this increases their desire to work more.

10. Dealing with Higher Authorities

Business to government (B2G) communication is another cornerstone of good business practice. You will need to use this type of communication when, for instance, you are dealing with regulatory approvals or writing a formal letter for tax or legal purposes.

11. Increases Efficiency and Productivity

Communication makes the employees to become more efficient as they know what to and how to do it. Effective communication makes the employees more productive since they know what they are supposed to do at the right time.

12. Improved Personal Attitude

A person who is well-informed, will have a positive attitude towards the organization unlike the one not well-informed. This means that effective communication, helps improve one's attitude at work.

13. Informal Contexts

There are informal contexts to every organization. From networking lunches to nights out with colleagues, and from chatting with customers when you meet them on the street to talking about your business with friends and family, you will find that informal communication skills are also very important.

14. Promotes Accountability and Responsibility

Communication makes one accountable for their actions in the organization and makes them understand their responsibilities at work.

15. Helps in Decision-making

Communication helps in ensuring that the members of the organization are well-informed. This impacts their decision-making capability, making them to make decision that are the best for the organization.

16. Makes it Easy to Control the Organization

The organization controlling process is made easy as communication makes sure that all members knows the Do's and the Don'ts of the company. This controls their behavior.

17. Teamwork and Understandability

With good communication, people work in harmony, making the organization more profitable. Good communication ensures that people understand what they are supposed to do since they can ask for clarification.

18. Being successful in Formal Contexts

Formal communication skills are essential if you want to acquit yourself with success in formal settings. One example is when you are engaging in B2B (business to business) deals.

19. Increases Transparency in the Organization

When there is regular communication in the organization, there is transparency and this increases trust between the employees and the employer hence improving organization output.

20. Prevents time-wasting

Employees don't waste time not knowing what to do. They produce what the organization wants produced in/on time.

21. Increase Preparedness

Effective communication ensures that the people are well prepared if it's done early enough. It offers time to get ready. When the communication is done on time.

22. Promotes Innovation

It makes the employee more innovative in the jobs that they undertake.

23. Reduces fear of the Unknown

Communication reduces uncertainty in the organization making the employees confident of what they are doing.

24. Expands the Market

Through good communication, more customers will know about the organization's services, hence making the market for the services larger.

25. Consumer Protection and Engagement

Through the communication of recommended retail prices, the customer is protected from exploitation. They are able to buy the organization services at the right price. B2C or 'business to consumer' communication skills enable you to engage your consumers' interest, understand their needs, and demonstrate to them that you can meet those needs. You might use these communication methods when making a client presentation to secure orders, for example.

26. Getting a Promotion

No matter how skilled you are or how hard you work, you can make an impression upon your boss only if you can communicate your achievements in a simple manner. During the yearly performance appraisal, you may be asked to list out the good thing you have done that benefited the organization. You communication skills may earn you good ratings which may be vital for your promotion.

1.4 BUSINESS LETTERS

Q8. Write about business letters.

Ans :

Business letter is a written communication between two parties. Businessmen may write letters to supplier of goods and also receive letters from the suppliers. Customers may write letters to businessmen seeking information about availability of goods, price, quality, sample, etc., or place order for purchase of goods.

Thus, business letters may be defined as a media or means through which views are expressed and ideas or information is communicated in writing in the process of business activities.

Business letters or commercial correspondence refers to all kinds of letters that are used in conducting different types of business transactions with the outside world. The letter's appearance conveys nonverbal impressions that affect a reader's attitude. Elements of appearance that help produce favourable reactions are appropriate stationery and correct letter parts and lay-outs.

The letter should be clear, explicit, and unambiguous in content because the recipient has to understand both the meaning and feelings of the message from the written words only. That is the reason the letter is regarded as a "silent ambassador" on behalf of its writer.

Characteristics / Features of Business Letter

1. Simplicity

A business letter should be simple. It should be written in a lucid (easy) language so that it is clear to the receiver. The language can be similar to that of social letters as long as formality is maintained. The letter should make an instant appeal to the reader.

2. Conversational Style

An effective letter is one that gives an impression of face to face communication. Letters are the written media by which sender of the message speaks to the receiver. Hence a letter should be written in a conversational style. Conversational style is interactive in nature and is more or less informal.

3. Clarity of Goal

The writer should be clear about what he wishes to convey. He should keep all the facts and figures of the information handy. The letter should be written in such a way that it reflects the goal clearly and easily. There must not be any ambiguity.

4. Public Relation

Business letters reflect the image of the organisation. All business letters should therefore be drafted keeping in mind the objective of enhancing the organisations goodwill, image and public relations.

5. The 'You' Attitude

The business letters should be written keeping in mind the reader's point of view. It should be able to convey the sender's interest in the reader. For this the 'You' attitude should be adopted. The I's and 'We's' should be avoided and more of 'You's' should be included. This will show the sender's interest in the reader.

6. **Courteous**

    The business letter should be courteous. Courtesy implies that the letter seeks favour politely and expresses gratitude profusely for the favours done. Thus the language of the letter should be polite and appealing.

    When the 'You' attitude is adopted, automatically the letter becomes polite and appealing.

7. **Persuading**

    The basic idea behind every business correspondence is to persuade the reader be it a sales letter, letter of enquiry or letter of complaint. Thus to persuade the reader in an effective way the piece of correspondence should be well written. So as to persuade the reader in ones favour.

8. **Sincere**

    The business letters should be sincere. This means that the letter should be written in such a way that the readers believe what the letter says. It should not hide reality. It should also be free from hypocracy making tall claims. The matter should be stated erectly and genuinely.

9. **Positive Language**

    The words of the letter should be chosen with care. As far as possible the language of the piece of letter should be positive. The use of negative words should be avoided as it gives an impression of negative outlook and approach.

10. **Due Emphasis**

    Proper emphasis should be put on the content of the piece of correspondence. This requires logical thinking on the part of the writer. The writer should himself be clear in his mind what he wants to convey.

    Only then he can emphasis properly. Proper emphasis is to be given according to the message Conveyed. Proper punctuation aids to this. It should also be noted that short sentences are better than long sentences.

11. **Coherence**

    The information present in the letter should be arranged in a logical way. This is done by using carefully the linking devices, pronouns, and reputing the key words. Unless arranged in a logical way the information will lose its meaning and thus the objectivity of the correspondence will be lost.

12. Care for Culture

All business correspondence seeks to be written keeping in mind the reader's point of view. As such no words should be used which offends the cultural background of the reader? The best way is to avoid use of culturally derived words, slangs, colloquialisms etc. Harmless and in offensive words should be used.

13. Tactful Approach

The writer should adopt a tactful approach while writing a business letter. It can be a direct approach letter, an indirect approach letter or a middle approach letter depending on the message to be conveyed. Generally good news is conveyed directly where as a bad news or a complaint adopts indirect or middle approach.

14. Ethical Standard

A business letter reflects the image of an organisation. Therefore all business correspondence should maintain certain ethical standard. Although business correspondence should be persuasive and tactful, without ethics they will be fruitless. It may pay in short run but it will not reap harvest in long run.

15. Brief but Complete

Brevity is the soul of correspondence. In short the receiver must know what the sender wants to transmit. But briefness does not mean incomplete. An incomplete letter does not fulfill its objectives. All necessary matter should be incorporated in the letter. Thus the quality of brevity and completeness should be there in business letter.

1.4.1 Need of Business Letter

Q9. Explain the need of business letter.

Ans :

Business letters are needed due to following reasons:

1. Acts as Representative

A business letter acts as a representative of the organisation. It is an inexpensive substitute for a personal visit.

2. Provides Information

It seeks to provide information on subjects connected with business.

3.   **Provides Value**

Business letter provides valuable evidence for a transaction and thus serves a legal purpose.

4.   **For Future Reference**

Business letter becomes a reference material to future transactions between organisations and individuals.

5.   **Provides Goodwill**

It promotes and sustains goodwill.

6.   **Enhances Motivation**

It motivates all the people involved in a business to a higher and better level of performance.

7.   **Provides Enlargement to Business**

A business letter enlarges and enhances the business.

1.4.2 Functions of Business Letters

Q10. What are the functions of business letters?

Ans :

Business letters perform following functions:

1.   **Promotional Functions**

Business organisations have to grow and enlarge, improving the quality of their products, by producing new products and providing better services. The customers have to be kept informed through letters about these developments. Business organisations have to expand their market by tapping new areas. All round expansion is possible only if the organisation keeps all the people concerned well- informed through letters that promote sales and service.

2.   **Informational Functions**

Business letters provide valuable data about earlier policies, transactions and all other activities of the organisation. Modern business cannot depend on memory as in olden days. Letters are ready references if they are available. New policies can be evolved by studying the earlier ones. It is not only essential to maintain good correspondence but also more essential to make them be available in the files.

3.   Legal Functions

Business letters can provide evidence in legal disputes, if any that occur in a transaction. They are useful as legal documents in quotations and offers.

4.   Goodwill Functions

Business letters promote goodwill among parties transacting business. They build a good rapport between parties in a business transaction.

All these functions of a business letter promote sales and improve the image of the firm. So, every business letter is a sales letter if it serves the stated or implied objectives.

1.4.3 Structure of Business Letter

Q11. Discuss about structure of business letter.

Ans :

A business letter is divided into different parts; these parts shape its format. Format of a business letter can be described as follows:

1.   Letterhead

The letterhead of a business letter consists of the information including the name, address, correspondence address, codes and telephone number.

2.   Date

In the business letter format, the date of sending is written two spaces below the printed matter of the letterhead. The date is always written in an order including day, month and year, e.g., 10th August 2014.

3.   Inside Name and Address

Inside name and address refers to the name and address of the person or organisation to which the letter is being written. It is always placed on the left hand side of the letter and matches with the address written on the envelope. A letter should be addressed to the appropriate head of department, e.g.,

The Branch Manager Kotak Mahindra Lucknow, India

4.   Courtesy Title

Business letters include courtesy titles such as Mr., Mrs., Miss., Shri, Messrs, Madam, Sir, etc. If the person being addressed has a special title like - Doctor,

Professor, etc., then we need to address him with that title only. 'Messrs' is used for partnership firms, it is not used in some cases where:

i)   The name already carries a courtesy title, e.g., Ambika and Sons.

ii) Word 'THE' forms part of the name, e.g., The Ram Electrical Co.

iii) For limited companies and other corporate bodies, e.g., The Secretary, J. Hall and Co.

5.   Salutation

In a business letter, we use some customary greetings such as Dear Sir or Dear Madam. If one wants to address someone warmly, he should use, e.g., Dear Mr

6.   Message

Messages are the most important part of a business letter. Before writing the message, one should ask the following questions to himself:

i)   What is the aim of writing this letter?

ii) What is to be achieved by doing so?

iii) What is the best way to go about it?

Generally, the message is divided into following parts:

i)   The first paragraph takes the form of introduction or of an acknowledgment if there has been previous correspondence.

ii) The second paragraph states the facts and gives information.

iii) The third paragraph gives the future action.

7.   Complimentary Closure

The business letter formally ends up with a complimentary closure. It is a polite manner of ending a letter. It may include following:

Salutation	Closure	Comment
Dear Sir(s)	Yours Faithfully	Formal
Dear Madam	Yours Faithfully	Formal
Dear Mr.	Yours Sincerely	Informal

'Yours truly' is not very popular these days.

Avoid ending letters with I am', 'we are', 'I remain', etc.

These have also fallen in obsolete category. Also avoid using 'Thanking you', 'Hoping', etc.

8. Signatures and Designation

Generally, the complimentary closure is followed by a signature which indicates the identity of the concerned person. A letter always accompanies a signature of the concerned authority. Without signature, a letter has no validity and no one is lawfully responsible for the content of the letter. If the letter is sent under an official authority, it will be accompanied by the designation of the signatory as "Manager (Sales)", etc. But a signature does not always carry the title with it.

9. Reference Initials

Reference initials as the writer of the message is generally written at the left hand side of the same line, with the last line of the signature area (writer's name or title) or one/two spaces below.

10. Enclosure and Copy Line

If the envelope contains any documents other than the letter itself, identify the number of enclosures:

Enclosure, or

Enclosure (1) means two documents.

In determining the number of enclosures, count only the separate items, not the number of pages.

The copy line is used to let the reader know that other people are receiving a copy of the document. Use the

following symbols:

c: for copy

cc: for carbon copy

be: blind copy.

1.5 FORMAT OF BUSINESS LETTERS

Q12. Explain the format of business letters.

Ans :

Business letter format examples can be made use of by anyone who needs to write a business letter. Different types of business letter format examples can be used for writing specific types of business letters. The proposal business letter format example can be used to write a business letter offering a business proposal to a company or organization or for requesting funding while offering perks for a particular event. Formal business reference letter templates can be used when writing to a government agency or a government official asking for help or services. Rest of the examples can be used for writing various kinds of business letters.

Business Letter Styles

The following pictures show what a one-page business letter should look like. There are three accepted styles. The horizontal lines represent lines of type. Click your mouse pointer on any part of the picture for a description and example of that part.

Modified Block Style   Block Style
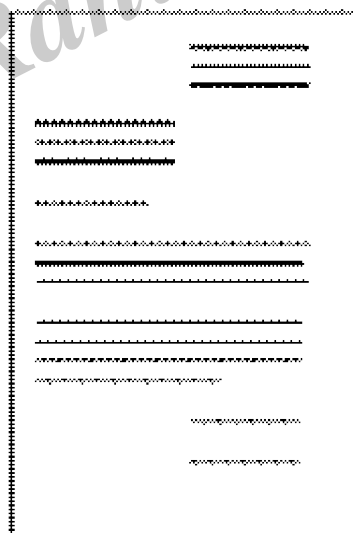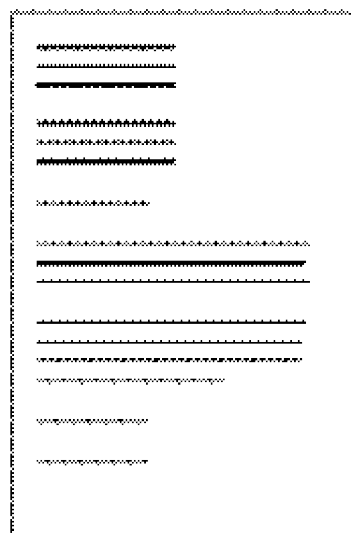
Semiblock Style
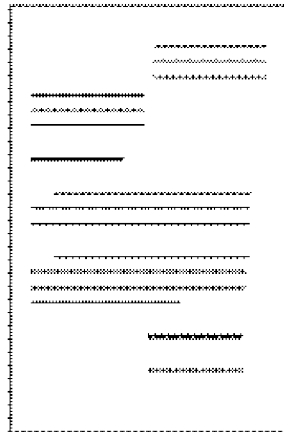
The following are the standard rules that should be adhered to when formatting the page of a formal letter:

1.   Alignment

All proper business letters should be left-aligned, any other type of alignment is considered unacceptable in most professional settings.

2.   Spacing

Your letter should be single-spaced. In addition, there should be a space between the date, address, salutation, and each paragraph. Include four line breaks between the closing and your printed name to leave space for your signature.

3.   Font

The standard font style is Times New Roman, size 12. However, you can use other sans-serif fonts such as Helvetica, Arial, Courier, or Geneva, also at size 12. Sans-serif fonts have been credited with increased readability because of their balanced typeface.

4.   Lines

When using a letterhead, be sure to add a horizontal line underneath it. You can refer to our letters above to see some examples.

5.   Margins

Keep your margins between 1" – 1.5." Generally speaking, 1" margins is considered to be the most widely accepted format for professionals.

<div align="center">

1.6 TYPES OF BUSINESS LETTERS

</div>

Q13. Discuss about classification of business letters.

Ans :

As letter writing is a vast area of communication it is not so easy to clarify letters. Our task becomes easier if we lay down certain criteria for classification. Business letters can be classified as following:

1. On the Basis of Purpose

L. Gartside in 'Modern Business Correspondence' classifies business letters as follows:
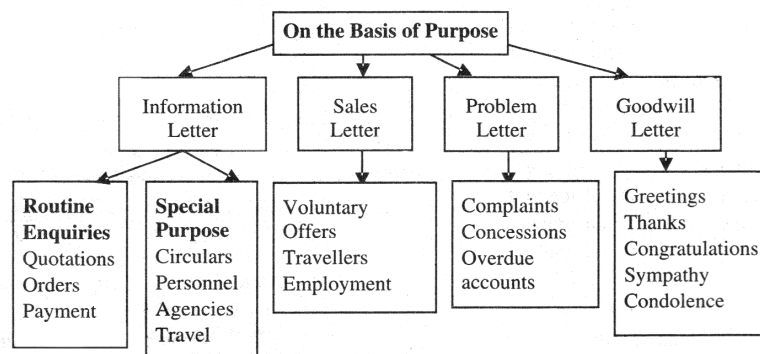
2. On the Basis of Approach

On the basis of approach the letters are classified as follows:
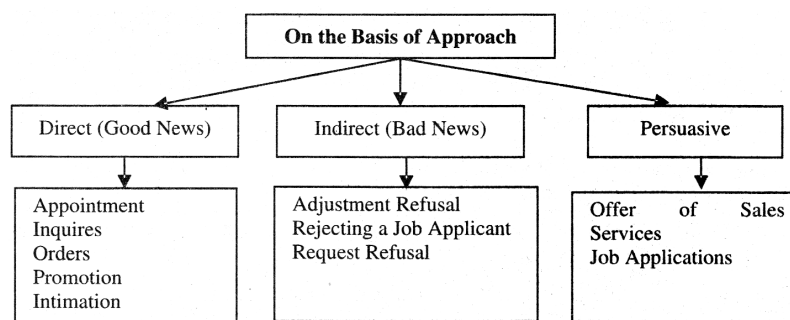
3. Official Letters

Official letters are of different types which are classified as follows:

```
                          ┌─────────────────────┐
                          │   Official Letters  │
                          └─────────────────────┘
           ┌────────────────────┼────────────────────┐
           ▼                    ▼                    ▼
┌────────────────────────┐ ┌──────────────┐ ┌──────────────────┐
│ D.O. (Demi Official    │ │ Form Letter  │ │ Internal Letter  │
│ Letter)                │ │              │ │                  │
└────────────────────────┘ └──────────────┘ └──────────────────┘
           ▼                    ▼                    ▼
┌────────────────────────┐ ┌────────────────────────┐ ┌──────────────────────┐
│ Government             │ │ Correspondence of      │ │ Govt. Offices        │
│ Semi Govt. Department  │ │ Routine Nature         │ │ Business             │
│ Office Bodies          │ │ Acknowledgement        │ │ Organisations        │
│                        │ │ Reminders              │ │                      │
│                        │ │ Interviews             │ │                      │
│                        │ │ Notices                │ │                      │
│                        │ │ Appointment            │ │                      │
└────────────────────────┘ └────────────────────────┘ └──────────────────────┘
```
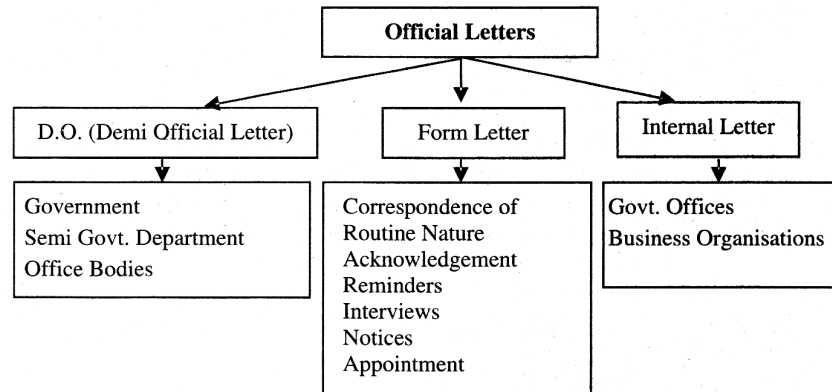
4. On the Basis of Subject

On the basis of subject, the letters are classified as follows:

```
          ┌────────────────────────────┐
          │   On the Basis of Subject  │
          └────────────────────────────┘
                        ▼
          ┌────────────────────────────┐
          │ Inquires                   │
          │ Orders                     │
          │ Credit Information         │
          │ Collection of Dues         │
          │ Complaint                  │
          │ Sales Promotion            │
          │ Sales Circulars            │
          │ Appointment of Personnel   │
          │ Agencies                   │
          └────────────────────────────┘
```
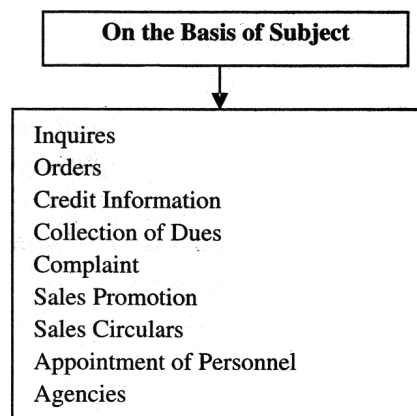
5. On the Basis of Correspondence

On the basis of correspondence the letters are also classified as follows:

```
                   ┌──────────────────────────────────┐
                   │   On the Basis of Correspondence │
                   └──────────────────────────────────┘
           ┌────────────────────┼────────────────────┐
           ▼                    ▼                    ▼
┌────────────────────┐ ┌────────────────────┐ ┌────────────────────┐
│ Personnel          │ │ Sales Department   │ │ Purchase Department│
│ Department         │ │                    │ │                    │
└────────────────────┘ └────────────────────┘ └────────────────────┘
           ▼                    ▼                    ▼
┌────────────────────┐ ┌────────────────────┐ ┌──────────────────────────┐
│ Invites Application│ │ Send Sales Circulars│ │ Request for Departments │
│ Call Candidate for │ │ Advertisements      │ │ Quotations/Invite Tenders│
│ Written Examination│ │                     │ │ Places Orders            │
│ Send Interviews    │ │                     │ │ Send Letters of          │
│                    │ │                     │ │ Complaints               │
└────────────────────┘ └────────────────────┘ └──────────────────────────┘
```
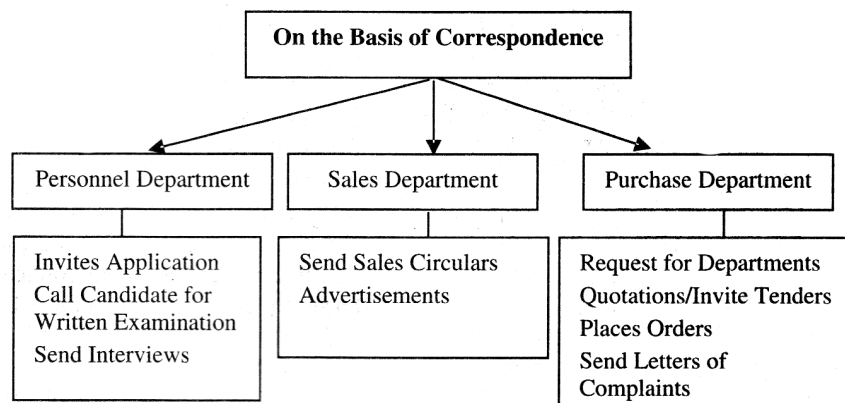
Q14. What are the various types business letters?

Ans :

Types of Business Correspondence/Letters

Business letters are of the following types:

1. Sales Letter

A sales letter falls in the category of persuasive letter as it targets the customers to convince them about any particular brand or service. It not only highlights the key features of a product, but also states clearly about various schemes and incentives associated with the product. It plays an important role in marketing and sales of goods. Therefore, it requires clarity and simplicity in writing. A well drafted sales letter helps not only in promoting the product but also in convincing the customers to purchase the product.

2. Credit Letter

Credit letter helps in the promotion of goods and brand of the company in the market. It works on the principle of 'buy now pay later'. Here letter is an assurance that the payment would be done in the stipulated time limit. This enables a customer to buy the good of his choice immediately even though he may not have ready cash then. This is thus, a specialised form of commercial credit. A credit letter has its certain norms and conditions before issuing the credit to the customer. A customer's paying back ability is testified before granting him the credit.

3. Enquiry Letter

It is a letter of knowing and telling about a fact or any query. It is a request for certain information. Business organisations generally use this information to know about their prospective employees background, status etc., before recruiting him/ her for a particular post. They refer to the referees mentioned in the job application for this purpose. Any business house uses an enquiry letter to ensure about the stability, trust, and goodwill factor of the third party before entering into business alliance with them.

4. Offers and Quotations

'Offer' and 'Quotation' differ slightly in the sense that a quotation letter is written in reply to any enquiry and an offer letter is a printed circular letter with general terms. If a specific query regarding a particular product has been made, then a specific offer is sent to the concerned person only.

5.   Order Letter

An Order Letter is a letter that is written by the person or company that wants to place a request for purchase of goods from another company. An order letter has certain details like:

i)   Product specifications

ii)   Quantities

iii)   Prices agreed upon

iv)   Quality of goods

v)   Delivery date

vi)   Sales terms and conditions

The order for the goods is placed when the terms and conditions are met mutually by both the buyer and the seller.

6.   Claim Letter

This is a form of complaint letter. A buyer may complain against a damaged good to the concerned authority and claim compensation. It is situation dependent. Sometimes, goods may be damaged during transportation due to carelessness of the transportation authority. In that case the customer can send a claim letter for his loss. There can be a reverse situation also where an authority can claim for the damages done to any property by a customer.

7.   Adjustment Letter

This is written in response to the claim letter. Here the party who is asked to settle the claim writes in response to the claims made by the customer. It may either be a simple apology or rectifying and compensating for the damages caused due to negligence. A well drafted adjustment letter helps to renew the customer's faith and confidence in the company and goes a long way in establishing cordial business relationships.

8.   Settlement Letter

Settlement letter is also known as 'settlement of account letter'. In this letter, the claims made by the buyer against the seller are settled. After an agreement is reached, a buyer then makes the payment to the seller within the decided time period, along with the draft and covering letter.

9.   Complaint Letter

A complaint letter is written to make an adjustment request. This dissatisfaction could be against any damage during the shipment of the goods, poor quality of the goods, faulty packaging, etc. All such conditions may eventually lead a customer to financial loss because of the negligence of the company or the seller. A complaint letter helps to resolve the matter by giving all the relevant dates, details about the product. It thus helps the customer to replace the damaged goods with the new one. Therefore, it is called a complaint letter.

10.   Collection Letter

A collection letter comes from a seller to buyer as a reminder regarding the settlement of due payments. It is written on the behalf of an organisation. Therefore, it tries to maintain the company's goodwill along with being persuasive for the retrieval of payment. A collection letter has three stages:

i)   **Reminder:** The customer/ buyer is gently reminded about the due payment;

ii)   **Enquiry:** Here the company tries to seek the reason for non-payment of the overdue bills; and

iii) **Warning:** A threat of legal action is issued by the company to settle the account.

11.   Status Enquiry

A status enquiry letter helps to get information about any prospective customer before entering into a business deal with him. This is generally written by one business organisation to another organisation that has complete information about the customer.

12.   Persuasive Letter

A persuasive letter is a convincing letter from a seller to a buyer. It is written with primarily two aims:

i)   To give information about a product to the customer about which the customer is unaware,

ii)   To help the customer in making up his mind for the particular product and to show his interest in the same.

The conviction and the tone of the letter decide about the positive or the negative image of the brand. Thinking and perception of the customer plays an important role in the success and failure of the persuasive letter.

13. Follow up Letter

This letter comes after any meeting or an appointment to acquire a brief follow-up. It indicates about the interest of the candidate for any particular job or a meeting. A follow up letter may come from various sources like:

i)   It may come from a marketing professional after giving a presentation to a customer to get the feedback about the customer's opinion for a product, or

ii) It may be from a candidate to know his status after an interview.

14. Job Application Letter

A Job application letter is a letter from a prospective employee to its prospective employer. It has all the relevant information about candidate's suitability for the position. A resume is usually submitted for a full time job, yet a job application letter helps in maintaining a proper record of the candidate. This is more suited in case of part time job. Key elements in a job application form are:

i)   Applicant's basic information like - name, address, phone, e-mail, etc.

ii)   Work experience

iii) Previous Designations

iv)   Dates of past employment

v)   Educational qualifications

All the above information is duly signed by the candidate to establish its credibility. Some applications also require references for verifying the authenticity of the candidate.

15. Bank Correspondence Letter

A bank correspondence letter helps in opening an account, placing a requisition for a cheque book in determining the status of the account, etc. A bank correspondence letter has a standard format which a customer is expected to abide by. Therefore, he must be very particular while exchanging correspondence with bank. Various forms are available to carry out correspondence with the bank. It can be chosen depending upon the type of services required.

16.   Letter to the Editor

Letter to the editor is written for some social awakening or to bring a matter of concern in the notice of the authorities. Therefore, it needs to be very crisp and to the point. Therefore, it rarely exceeds more than 300 words. It is printed in a newspaper or a magazine on regular basis in the front section depending upon the gravity of the topic.

1.6.1 Witting Cover Letters

Q15. Explain about cover letters.

Ans :

Although the most common type of "cover letter" is the resume cover letter, there are various other cover letters as well. For example, the sample business cover letter below is one that is written to transmit the answer to a request for a company annual report.

(print Cover Letter for a report on business letterhead paper)

October 31, 20xx

Ms. Karen Lambton
Chief Financial Officer
Dynamic Solutions Inc.
2005 40th St.
North Bergen, NJ 07045

Dear Ms. Lambton:

Further to your telephone inquiry yesterday, enclosed is a copy of Merrick's Annual Report for the 2009-2010 operating year.

As I mentioned, the financial results in terms of earnings per share need to be qualified as per the notes included on pages 28 and 29. As explained there, we had a number of extraordinary transactions last year which caused the earnings picture to appear understated in comparison with what we expect for this year. In fact, it is our firm expectation that this year's per share earnings figures will be twice that of last year.

With respect to the numerous questions you had regarding our publishing operations, would you please have a look at the summary of operations on pages 31 to 33. There is plenty of specific detail there that will likely answer most of your questions. If you still have questions after reviewing that information, please feel free to give me a call at 250-235-9867. If I can't answer your questions I will put you in touch with those who will be able to.

Thanks very much for your interest in Merrick Industries. If I don't hear from you in the meantime, I look forward to getting your feedback at the November CFO Society meeting.

Yours sincerely,

Herman Reddfield
Chief Financial Officer

Enclosure (1)

1.6.2 Letter For Enquiries

Q16. Write about letter for enquiries.

Ans :

All trading activities necessarily involve enquiries. This helps the trader to get the best deal in terms of prices for his stock. Enquiries also help the trader in accessing other necessary information related to quality, ease of selling, and stock prices.

In cases where the enquiry is being made from a company with which there is no past record of dealings, the process of enquiry has to be specific and direct. The person making the enquiry may be required to give references and also to indicate his preference of dealing in credit or cash. The details of the goods that are needed, their quality, and the required quantities have to be explained clearly by the writer. This will save time as no unnecessary letters will be needed. Samples can also be asked for so that the quality of the product can be gauged. Additional requirements such as packing should also be mentioned in the enquiry. All these things help the person on the other side in giving proper reply.

Example of Enquiry Letter

The following is the example of an enquiry letter with reference to an advertisement given in the newspaper, asking about price, quality, and quantity of a particular product.

<div align="center">

Ravi & Sons
Kalighat Kolkata • 22

</div>

3rd Oct, 2016

Dear Sir,

We saw your advertisement in the 'Economic Times' dated 28 Sep, 2016 and are interested in procuring bathroom fittings from your firm.

We are the leading dealers of bathroom fittings and hardware items in South Kolkata region and we have noticed an increasing demand for premium bathroom fittings in this part of Kolkata.

We request you to kindly send us the catalogue of products offered by you along with their prices. Also, please mention the discount structure that is applicable for purchases of more than ` 2 Lacs. Looking forward to receive good terms from your end.

Yours faithfully,

ABC

1.6.3 Orders

Q17.Write about letter for orders.

Ans :

Before placing the order, the buyer makes enquiries and gets the quotations from various suppliers. Then he chooses the supplier who provides him the best offer in terms of product quality, price, delivery time, etc. Quotation can be referred to as an offer enclosing all important information regarding product and price given to the buyer for helping him in placing his order. Hence, by replying to the enquiries of prospective customers, the supplier's chances of getting the order for their products at the most appropriate terms increases.

The order that is finally placed by the buyer is an acceptance of the supplier's terms (offered in the quotation) by the buyer. This letter of order builds a legal relationship between the buyer and the seller. This is one of the most important letters for the company. The orders are usually placed after making enquiries and receiving the quotation letter from the suppliers. Mostly the orders are placed verbally but an appropriate way would be to place the order in a written format. Completeness and detailing of the order helps in its quick execution. If the details are not properly articulated, this will require another round of exchange of letters and the entire order process will get immensely delayed.

Example of Order Letter

                              Sharma Interiors
                            Karol Bagta Delhi -15

13lh Oct, 2016
Lax man & Sons
Alwarpet
Chennai -4

Attention: Order Requirement Dear Sir,

Please send me the following items as mentioned in your catalogue for office supplies:

2 boxes	EAST-125	Assorted Permanent Markers
4 cartons	ADff -23	Perma-stick Glue pens
100	FSH-346	Stick Files

Please charge this to the account of Sharma Interiors. We would appreciate the earliest possible delivery of the above mentioned articles.

Sincerely,

Raksha Bhui Purchase Manager

1.6.4 Purchase Letters

Q18.Write about purchase letters.

Ans :

A sales letter is a letter of persuasion to stimulate the customer to purchase goods or services. It uses marketing strategies to draw the customer's attention towards the brand in the market. A sales letter has multiple roles to perform. It also announces the launch of any new range of products and defines the incentives which are in the form of discounts, free samples, complimentary offerings, etc. The language of the letter is simple which makes it easier for the customers to take its notice at the very first move.

Hence, sales letter is considered to be one of the most attractive and relevant tools in creating customer consciousness regarding any services or goods. With the help of this letter, not only the potential customers are introduced to the new goods and services, but the old ones also get to know about it. Advertising and publicity are few of the impersonal modes of salesmanship and a sales letter is only a part of them.

Example of Sales Letter

The main idea behind writing a sales letters to the suppliers is to place an order for raw materials required for manufacturing goods. Such letters include terms, conditions, quantity, and rate negotiations.

Date: Oct. 20, 2016

To,

Mr. G.K. Gandhi Gandhi Pvt. Ltd.,

A-20, Shrestha Vihar,

Anand Vihar, New Delhi-21

Dear Mr. Gandhi,

Subject: Requirement for the Cotton Fabric

I hope this letter will find you doing well. It gives me immense pleasure to inform you that ours is a long-term business association and you have been doing great work by timely supplying the material required by us which helps in meeting the rising demand for our products in market.

Demand for our shirts has increased as we have entered in international markets. Therefore, we will require more quantity of cotton fabrics for making shirts. As per our past agreements, 40 percent of the amount would be paid in advance and the remaining would be paid once the goods are received.

We would like to maintain our sound business relationship as long as possible. For this purpose, we expect you to kindly quote the most reasonable price you can offer us on the basis of our long-term relationship. We are enclosing the list of the required fabric below:

Cotton fabric - 1000 meter

Terricot fabric - 1400 meter

Polyster fabric - 1200 meter

In case of any query, you can revert at sales desk or mail us at amjcotton@gmail.com. We are sure your professionalism will help in prompt delivery of the goods.

Yours sincerely,

Anand Mehra

Sales Manager

Jhanvi Enterprise,

A/21, Sector 11, Chandigarh.

Telephone: 2642312

1.6.5 Complaint Letter

Q19. Write about complaint letter.

Ans :

A complaint is done with the aim of rectifying a wrong and not provoking a fight. Once the order is received by the buyer, he matches it with the order that was placed. In case there is a discrepancy concerning the quality, quantity, or the price that is charged, the buyer is entitled to file a complaint with the seller. The seller needs to consider the complaint very supportively. The most important factor for long term survival of a business is the satisfied customers. It is therefore necessary that all complaints should be addressed and resolved.

Example of Complaint Letter

Rahim Cloth House

(Wholesale Dealer of Cotton and Woolen Garments)

Landline No. 7576021

Telegram: 'Rahim'

54, Punjabi Bagh

New Delhi 110001

Code: Q.E.T.

Dated: 15th October, 2016

Daulat Ram & Sons

Cloth House, Ludhiana.

Dear Sir,

Subject: Mismatch in delivered items.

We have received the order that we had placed with you. However, while matching the items against the order placed, we noticed that there are some discrepancies in the following items:

1)   10 Oswal woolen sweaters have not been sent.

2)   15 rolls of black blankets have been sent instead of 5.

3)   20 Pashmina shawls have been sent for which we did not place any order.

4)   Instead of 130 only 103 cotton sarees have been sent.

We request you to please look into the matter mentioned above and take prompt action.

Yours sincerely,

For Rahim Cloth House
(Gulab Chand)

Short Question and Answers

1 Business Correspondence

Ans :

Communication through exchange of letters is known as correspondence. We communicate our feelings, thoughts etc. to our friends and relatives through letters that may be called personal correspondence. A Businessman also writes and receives letters in his day to-day transactions, which may be called business correspondence. Business correspondence or business letter is a written communication between two parties. Businessmen may write letters to supplier of goods and also receive letters from the suppliers. Customers may write letters to businessmen seeking information about availability of goods, price, quality, sample etc. or place order for purchase of goods. Thus, business letters may be defined as a media or means through which views are expressed and ideas or information is communicated in writing in the process of business activities.

2 Essential Qualities of a Good Business Letter

Ans :

A letter should serve the purpose for which it is written. If a businessman writes a letter to the supplier for purchase of goods, the letter should contain all the relevant information relating to the product, mode of payment, packaging, transportation of goods, etc. clearly and specifically. Otherwise, there will be confusion that may cause delay in getting the goods. Again the quality of paper used in the letter, its size, colour etc. also need special attention, because it creats a positive impression in the mind of the receiver. We may classify the qualities of a good business letter as:

➢ Inner Qualities; and

➢ Outer Qualities

3. Distinguish between the formal and the informal communication.

Ans :

Formal Communication

➢ The communication in which the flow of information is already defined is termed as Formal Communication.

➤ The communication follows a hierarchical chain of command which is established by the organization itself.

➤ In general, this type of communication is used exclusively in the workplace, and the employees are bound to follow it while performing their duties.

Informal Communication

➤ The communication which does not follow any pre-defined channel for the transmission of information is known as informal communication.

➤ This type of communication moves freely in all directions, and thus, it is very quick and rapid.

➤ In any organization, this type of communication is very natural as people interact with each other about their professional life, personal life, and other matter.

4   Effective communication

Ans :

A two way information sharing process which involves one party sending a message that is easily understood by the receiving party. Effective communication by business managers facilitates information sharing between company employees and can substantially contribute to its commercial success.

It has been determined that older generation managers have failed to fully adapt to new technology which has hampered effective communication with younger generations of workers that tend to use texting and emails to share and receive information.

5.   Oral communication

Ans:

Oral communication is the process of expressing information or ideas by word of mouth. Learn more about the types and benefits of **oral communication**, and find out how you can improve your own **oral communication** abilities.

Oral communication is the process of verbally transmitting information and ideas from one individual or group to another. Oral communication can be either formal or informal. Examples of informal oral communication include:

➤ Face-to-face conversations

➤ Telephone conversations

➤ Discussions that take place at business meetings

More formal types of oral communication include:

➢ Presentations at business meetings

➢ Classroom lectures

➢ Commencement speeches given at a graduation ceremony

6. Business Letter

Ans:

A **business letter** is usually a letter from one company to another, or between such organizations and their customers, clients and other external parties. The overall style of letter depends on the relationship between the parties concerned. Business letters can have many types of contents, for example to request direct information or action from another party, to order supplies from a supplier, to point out a mistake by the letter's recipient, to reply directly to a request, to apologize for a wrong, or to convey goodwill. A business letter is sometimes useful because it produces a permanent written record, and may be taken more seriously by the recipient than other forms of communication.

7. Interpretive Report

Ans :

An interpretive report, like an informational report, contains facts but it also includes an evaluation or interpretation or analysis of data and the reporter's conclusions. It may have recommendations for actions. An interpretive report which consists principally of recommendations is also called a recommendation or recommendatory report.

8. Routine Report

Ans :

All that the report writer has to do is to put a tick mark against certain items listed in the form or write very brief remarks against them. These reports are written usually for recording routine matters at regular intervals, e.g. confidential reports on employees, periodic reports on the progress of projects, reports on inspection of equipmendations also, they are called as Routine reports. Routine reports are further divided into many types. They are as follows:

➢ Progress reports

➢ Laboratory reports

➢ Inspection reports

➢ Inventory reports

Choose the Correct Answer

1. When a sender manipulates information so that it will be seen more favourably by the receiver in communication, it is called   [c]

   (a) Selective Perception   (b) Linguistic Trap

   (c) Filtering   (d) Emotional Appeal

2. Which of the following is a process of communication?   [d]

   (a) Downward   (b) Upward

   (c) Lateral   (d) All the above

3. Which of the following is not a path in grapevine chain?   [a]

   (a) Non-profitability   (b) Single strand

   (c) Gossip   (d) Cluster Chair

4. Which communication component is not a paid form of communication? [d]

   (a) Advertising   (b) Sales promotion

   (c) Personal selling   (d) Publicity

5. The term "Grapevine Communication" is related to   [b]

   (a) Formal Communication   (b) Informal Communication

   (c) Written Communication   (d) Vertical Communication

6. The study of gestures and body postures for their impact on communication is known as: [a]

   (a) Kinesics   (b) Proximics

   (c) Semantics   (d) Informal channels

7. Diffusion of routine information takes place through   [a]

   (a) Downward Communication   (b) Upward Communication

   (c) Horizontal Communication   (d) External Communication

8. Which of the following is /are called as 'fourth estate'?   [d]

    (a) Print media   (b) Electronic media

    (c) Visual media   (d) All the above

9. The term 'grapevine' is also known as :   [b]

    (a) Downward communication   (b) Informal communication

    (c) Upward communication   (d) Horizontal communication

10. Which of the following is not a principle of effective communication ?   [c]

    (a) Persuasive and convincing dialogue

    (b) Participation of the audience

    (c) One-way transfer of information

    (d) Strategic use of grapevine

11. When academicians are called to deliver lecture or presentation to an audience
    on certain topics or a set of topics of educational nature, it is called   [b]

    (a) Training Program   (b) Seminar

    (c) Workshop   (d) Symposium

12. In the classroom, the teacher sends the message either as words or images. The
    students are really   [b]

    (a) Encoders   (b) Decoders

    (c) Agitators   (d) Propagators

13. Break-down in verbal communication is described as   [c]

    (a) Short circuit   (b) Contradiction

    (c) Unevenness   (d) Entropy

14. Organisational communication can also be equated with   [c]

    (a) Intra-personal communication   (b) Inter-personal communication

    (c) Group communication   (d) Mass communication

15. Video-Conferencing can be classified as one of the following types of communication   [c]

   (a) Visual one way   (b) Audio-Visual one way

   (c) Audio-Visual two way   (d) Visual two way

16. A major barrier in the transmission of cognitive data in the process of communication is an individual's   [d]

   (a) Personality   (b) Expectation

   (c) Social status   (d) Coding ability

17. Feed-back of a message comes from: [c]

   (a) Satellite   (b) Media

   (c) Audience   (d) Communicator

18. In communication process, decoding, encoding, feedback and response are together classified as   [c]

   (a) Communication tools   (b) Communication channels

   (c) Communication functions   (d) Communication parties

Fill in the blanks

1.   The advantages of written communication are _____

2.   Written communication is a _____

3.   Body language refers to _____

4.   It can be used as legal record which may be used in the court of law _____

5.   _____ communication occurs when superiors intimate messages to subordinates.

6.   Barrier for written communication can be _____

7.   Communication has come from Latin word _____.

8.   Advantage of verbal communication is _____.

9.   Manager communicates the vision of the company to his team mates _____

10.   "Communication is an exchange of facts, ideas, opinions, emotions by two or more persons." It is quoted by :

ANSWERS

1.   Permanent record

2.   Non-Direct Communication

3.   Gestures

4.   Written communication

5.   Downward

6.   Language

7.   Cumins

8.   Speedy communication

9.   True

10.   Newman and Summer

2.1 REPORT WRITING

Q1. What is business report? Explain concept of report writting.

Ans :

A **report** is an impersonal presentation of facts. Report is very much important in the field of business, trade and commerce. The main purpose of writing a report is to present some important information impersonally.

A **business report** may be defined as an organized statement of facts or events or any situation relating to business or commercial interests prepared after an investigation and presented to the interested persons with or without recommendations. It facilitates the evaluation of progress and decision making process for business purpose. A business report is usually a type of upward communication in which communication process starts from lower level to upper level i.e. An employee makes a report and submits to related upper person to make usage of it. Such communication is basically authoritative and the level of authority depends on the subject and usage of a business report.

Definition of Business Report

➢ According to **Lesikar and Petit**, "A business report is an orderly, objective communication of factual information that serves some business purpose."

➢ **Boone and Other** said, "A business report is a document that organizes information and a specific topic for a specific business purpose."

➢ According to **Murphy and Hildebrandt**, "A business report is an impartial, objective, planned presentation of a fact to one or more persons for a specific, significant business purpose."

So, a ***business report*** can be defined as an organized, written statement of facts related to specific business matter. It helps the interested persons to get insight into the problem and to overcome the problem.

Characteristics of Business Report

Business reports carry information on facts related to business activities. The very nature of business report differentiates it from other reports. The unique characteristics of business report are discussed below.

➢ **Specific Issue**

Every report, including business one, is written on specific subject. It is written to fulfill certain need.

➢ **Pre-Specified Audience**

An important characteristic of report is that it has a pre-specified audience. Usually a report is written for a limited number of audiences and the need of the audience is always kept in mind.

➢ **Specific Structure or Layout**

In preparing report, certain structure or layout or format is followed. The layout or structure of report is almost same in every case.

➢ **Written on Past Events**

In most of the cases, the reports are written on past events. Most of the business reports carry the reasons of happing the incident, the ways of recovery etc. Reports are also written in past forms.

➢ **Neutral in Nature**

In drafting reports, impartiality it strictly maintained. No biased or non-objective material is included in it. Biased report may lead to disastrous decisions.

➢ **Factual Information**

Business report is always written based on factual information. The data collected on specific events is factual, not factious.

➢ **Joint Effort**

A report is an outcome of joint efforts of a group of people. No one can personally or solely prepare a report. Now-a-days, in most of the cases, committee is formed containing three to seven people for furnishing a report on certain incident.

➢ **Orderly Presentation**

The information of a report is presented orderly so that the audience can get his needed information from where it is located.

➢ **Upward Flow**

The direction of a report is always upward in the organizational structure. The higher authority normally assigns the duty of preparing reports to their immediate lower authority and after preparing the report, they submit it to their boss or higher authority.

➢ **Some Additional Aids in Presentation**

A report is always presented in an attractive way. In addition, analytical reports contain executive summary, contents and index, necessary charts, graphs and design and conclusion and recommendation etc.

➢ **Signature and Date**

It is customary to put the signature of the reporter with date at the end of the report. If it is prepared by a committee, signature must be given by each member of the committee.

Report plays an important role for decision-making in organization. And such importance of report can be understood through the following discussions:

Purpose of Report

Purposes of business report are as follows:

1. To Evaluate Employee Performance

One of the most significant objectives of preparing a report is to measure the performances of employees and also to suggest ways to improve their performances.

2. To Help in Dealing with Changes in Business

The existence of a company, its prosperity and growth faces stiff challenge when the business conditions continue to change indefinitely. Reports help in understanding the dynamic business conditions and in utilising those changes to the company's advantage.

3. To Provide Information

Various activities of the company, its progress, plans and problems, etc., are highlighted through the information given in the reports. The organizational plan is prepared with the help of information provided in the reports.

4. To Help in Controlling

Writing reports about the employee performance is a way of exercising management control. So, such types of reports are sent to the top management of the company from time to time.

5. To Help in Coordinating

Reports are used as a tool for establishing coordination among different departments of the organisation.

6. To Maintain Requisite Contact

Reports help the organisation in remaining in touch with different people and institutions like shareholders, creditors, customers, Government, supplier firms, etc.

7. To Facilitate Record Keeping

Reports serve as memorandum or records which are referred to in future in the decision-making process.

8. To Recommend Action

Reports give proper logic and reasoning for specific action needed to be taken in a particular situation. Report writing is quite helpful in taking timely and correct steps towards resolving issues and problems.

Objectives of Report Writing

Report writing has the following objectives:

1. Measuring Executive Performance

Reports aim at measuring executive performance and how performance can be improved.

2. Help in Combating Changes

Since business conditions go on changing, they pose a serious challenge to the existence, prosperity, and growth of a firm. Reports aim at analyzing the impact of business dynamics and how best changes can be used to the benefit of the firm.

3. Provides Information

Report gives information about a company's activities, progress, plans and problems. Reports are prepared to help the process of planning in an organisation.

4. Helps in Controlling

In order to exercise control, information is collected about performance and is sent "upwards".

5. Helps in Coordinating

The act of coordinating is best performed with the help of reports.

6. Contact

Another objective of report is the desire and necessity of being in touch with the customers, shareholders, creditors, and the Government.

7. Record Keeping

Report records events for future reference in decision making.

8. Recommends Action

Report recommends specific action. It justifies and persuades readers about the need for action in controversial situations.

Significance of Report Writing

The significance of report writing can be summarised as follows:

1.   Conveyor of Information

Reports serve as conveyors of information throughout the organisation. It is by means of reports that the management is able to establish channels of communication through which ideas, opinions, suggestions, orders and commands flow in various directions. Timely flow of information helps an organisation to take decisions promptly. Reports also provide necessary information to the shareholders, investors, customers, creditors and the general public as regards the affairs of an organisation.

2.   Help Management to Review and Evaluate Office Operations

Reports help management to review and evaluate all office operations continuously. They help in planning for future operations in a purposive way. Reports help in coordinating the activities of different departments. They also help managers to monitor and control the affairs of the firm in an effective manner.

3.   Tool for Measuring Performance

Reports are useful tools for measuring departmental performance. The operational data from various departments are presented in a meaningful form. This helps management to assess the performance of each and every department.

4.   Reports Help in Making Desirable Changes

Changes in business environment pose a threat and challenge to business firms. Reports are prepared to analyses the factors responsible for the changes. This helps in bringing desirable changes in business policies.

5.   Reports Help in Measuring the Effectiveness of the Organisation

Reports are prepared to measure the effectiveness of departmental operations, employee and the management. This is also helpful in measuring the overall effectiveness.

Steps in Report Writing

Steps involved in writing the report are as follows:

1.   Drafting

Drafting is writing and drafting is a vital part of successful writing. The reason you will need to use drafting is that it can lay the fundamental framework of report. If you lay the framework well, you will have a good chance of writing a good report.

2.   Documenting the Sources

Document your sources - one of the most important steps in the research process is documenting - citing the various sources of information (online, in print, from personal interviews, etc.) on which the report or presentation is based.

Documentation is achieved through citations. A citation is the method used to show from where the idea or phrase or sentence was borrowed. The original reason behind citations (before plagiarism became a big problem) was to allow anyone reading your work to find your sources should he or she wish to do additional research. If someone says to you, "But you did not cite it! He or she means you did not include a proper citation.

3.   Revising

Revising involves improving the content and sentence structure of the message. It may include adding to, cutting, and changing what you have written.

4.   Formatting

A relevant and proper format is required to make the report attractive and more comprehendible. Of course, there are many readers of a report, some readers do need all the details you so carefully included, they are specialists but most do not. Most readers just need two things - that the information they want is where they expect it to be so they can find it and that it is written clearly so that they can understand it.

5.   Proofreading

A formal business report needs to be proofread. In addition to looking it over yourself, ask one or more of your co-workers to review it before submitting. It is easy to become blind to our own mistakes when writing and it is embarrassing and potentially costly when someone points them out after the report is published.

Techniques/Styles of Report Writing

Various techniques/styles of writing are as follows:

1.   Letter-Style Report

It is usually written on the company headed paper, which is used for internal communications. A letter-style report, covering mainly one topic, which is often unsolicited and which is used to make requests, pass necessary information, suggest actions for other members of the staff. Though written in paragraphs like an ordinary letter, it carries no salutation and only a signature without more lengthy and detailed communications than a memorandum would cover, but it is headed like a memorandum.

2.   Schematic Report

It can deal with a number of related topics, is usually requested by senior management executive, and is presented in a particular format under specific headings. The schematic report is one, which is written to a specific scheme, under headings:

i)   Terms of Reference

Under this heading there should be a clear statement of the purpose of the report, who requested it and the scope of enquiry or activity it covers.

ii)   Action Taken

This should give details of the actions the writers took in preparation for the activity or task he is reporting on; or of how he went about gathering the material and data for his investigations.

iii) Findings

Details should appear under this heading of what was done, observed or discovered and what information was gathered; all data relevant to the action or enquiry should be included.

iv)   Conclusions

This heading includes the conclusions gathered from the writer's opinion and assessment of the situation he has been covering.

v)   Recommendations

In the light of the facts that he has presented in the report and the conclusions he draws from them, the writer may make recommendations or suggest a course of action.

Advantages of Report Writing

Report bears very much importance in the field of business, commerce and trade. For this reason, A student of business studies should know about pros and cons of report and its various aspects. Advantages of report writing also make us to understand the importance of report writing. However, Report writing provides the below advantages in our business as well as personal life:

1.   Keep Records

Report keeps record and provides valuable source of information. We can refuse this information for future reference.

2.   Provide Information

Report provides information in terms of tables, graphs, charts and illustration and therefore we can be aware of facts and figures as an update. Nowadays, information are treated as the most valuable asset.

3.   Indicate Status

Report indicates the current status of any project and therefore we keep on knowing what we are doing. It communicates to donors and founders for project progresses.

4.   Facilitates Research

It facilitates research work as it is source of quantitative and qualitative information. For example, A market report shown the market condition of a product.

5.   Setting Actions

Report shows comparison and analysis with critical evaluation and therefore it helps to determine future actions.

6.   Decision Making:

Decisions can be easily made based on the recommendations given in report.

7.   Building Relation

Report builds relationship between author and reader. It creates impression on author's knowledge and philosophy and also provides insight regrading his analytical and critical understanding.

2.2 IMPORTANCE OF REPORT WRITING

Q2. What is the importance of report or report writing?

Ans :

Report plays an important role in our life, business, commerce and trade. Actually it helps to find out the root of a problem to solve that. By the way, It contains its importance for its own special features. And such importance can be understood through the following discussion.

1. Decision Making Tool

Today's complex business organizations require thousands of information. A Reports provide the required information a large number of important decisions in business or any other area are taken on the basis of information presented in the reports. This is one of the great importance of report.

2. Investigation

Whenever there is any problem, a committee or commission or study group investigates the problem to find out the reason behind the problem and present the findings with or without the recommendation in the form of a report. It is another importance of report.

3. Evaluation

Large scale organizations are engaged in multidimensional activities. It is not possible for a single top executive to keep personal watch on what others are doing. So, the executive depends on reports to evaluate the performance of various departments or units.

4. Quick Location

There is no denying the fact that business executives need information for quick decision-making. As top executives are found to be busy for various purposes), they need vital sources of information. Such sources can be business reports.

5. Development of Skill

Report writing skill develops the power of designing, organization coordination, judgment and communication.

6. Neutral Presentation of Facts

Facts are required to be presented in a neutral way; such presentation is ensured through a report as it investigates, explains and evaluates any fact independently.

7.   Professional Advancement

Report also plays a major role in professional achievement. For promotion to the rank and file position, satisfactory job performance is enough to help a person. But for promotion to high level position, intellectual ability is highly required. Such ability can be expressed through the report submitted to higher authority.

8.   Proper Control

Whether activities are happening according to plan or not is expressed through a report. So, controlling activities are implemented based on the information of a report.

9.   A managerial Tool

Various reports make activities easy for the managers. For planning, organizing, coordinating, motivating and controlling, manager needs help from a report which acts as a source of information.

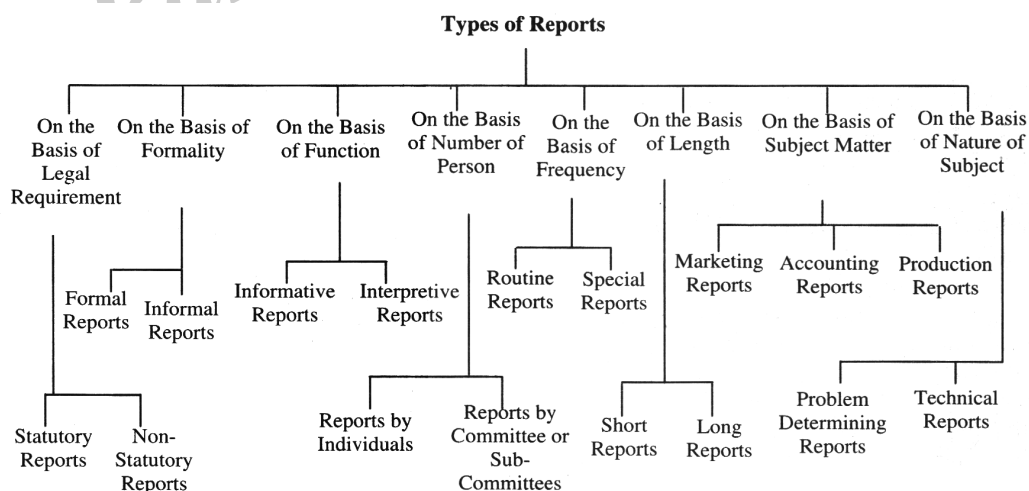## 10.   Encountering Advance and Complex Situation

In a large business organization, there is always some sort of labor problems which may bring complex situations. To tackle that situation, managers take the help of a report.

2.3 TYPES OF REPORTS

Q3. Discuss about various types of reports.

Ans :

The types of reports shown in Diagram.

---

1. **On the Basis of Legal Requirement**

    On the basis of legal requirement the report can be classified as follows:

    i) **Statutory Reports**

        Reports which are required to be prepared in accordance with the provisions of any law are known as statutory reports.

        For example, reports prepared by the Directors or Secretary of a company for submission to the Registrar of Joint Stock Companies in accordance with the provisions of the Indian Companies Act.

    ii) **Non-Statutory Reports**

        Formal reports which are not required under any law, but which are prepared to help the management in framing policies or taking other important decisions, are called nonstatutory reports.

2. **On the Basis of Formality**

    On the basis of formality the report can be classified as follows:

    i) **Formal Reports**

        Formal reports are reports prepared in the prescribed or recognised form and presented according to the established procedure and through proper channel.

    ii) **Informal Reports**

        Informal reports do not have any uniform structure. They are prepared according to the convenience and requirements of the organisation. These reports may be informative or recommendatory. They may be prepared in the form of person to person communication or in a letter form. Informal reports are required to get detailed information, to investigate a given situation, to report on an event, to comment on the progress of work, to suggest a particular method of operation etc.

3. **On the Basis of Function**

    On the basis of function the report can be classified as follows:

i) Informational Reports

An informational report contains only the data collected or the facts observed in an organised form. It presents the situation as it is. It does not contain any conclusions or recommendations. It is useful because it presents relevant data put together in a form in which it is required by the management to take decisions.

ii) Interpretive Reports

An interpretive report, like an informational report, contains facts but it also includes an evaluation or interpretation or analysis of data and the reporter's conclusions. It may also have recommendations for action. An interpretive report, which consists principally of recommendations, is also called a recommendation or recommendatory report.

4. On the Basis of Number of Persons

On the basis of number of persons the report can be classified as follows:

i) Reports by Individuals

Reports submitted by the Branch Manager, Personnel Manager, Marketing Manager, the Company Secretary, the Auditor, the Solicitor, etc., are reports by individuals. These reports are naturally related to the work in their own departments.

ii) Reports by Committees or Sub-Committees

Sometimes reports are needed on subjects that concern more than one department, or they are so important that it is thought advisable to associate more than one person with them. In such cases, committees or subcommittees are formed to prepare reports. These reports are formal in style and impersonal in tone, and are prepared after a careful and cautious deliberation of the members.

5. On the Basis of Frequency

On the basis of frequency the report can be classified as follows:

i) Routine Reports

Routine reports are reports which are structured and submitted at regular interval (yearly, half-yearly, quarterly, monthly, fortnight, week or day). These

reports are also called "ordinary reports". These are sent regularly to the management from different branches of the organisation in order to feed the management with facts relating to the functioning of an undertaking. Regular and actual information is included in these reports. Examples of such reports include annual report, audition's report, monthly sales statement, etc.

ii) Special Reports

These reports are related to a single occasion or situation. A report on the desirability of opening a new branch or on the unrest among staff in a particular branch is special report. Special reports deal with non-recurrent problems.

6. On the Basis of Length

On the basis of length the report can be classified as follows:

i) Short Reports

Short reports are appropriate when the problem is well-defined, is of limited scope, and has a simple and straightforward methodology. Short reports are about five pages.

ii) Long Reports

A long report provides an in- depth view of a key problem or idea. The long report examines a problem in detail, while the short report covers just one part of the problem. Long reports are longer in length as compared to short reports.

7. On the Basis of Subject Matter

On the basis of subject matter, the report can be classified as follows:

i) Marketing Reports

It comprises of description of various suppliers, customers, major market players, market prospects, market choices and various sales and distribution channels.

ii) Accounting Reports

Accounting reports reflect truthful and accurate representation of unit's assets, liabilities, expenses, revenues and financial results. Accounting reports come in various formats and all provide different information. However, they all have one thing in common: they give useful information about a business (or about an aspect of the business) to the reader.

iii) Production Reports

A production report is important employee-to-manager feedback. The purpose of such report is to let a manager or supervisor know whether individual employees or work units are meeting performance goals. This report usually identifies quantities and units of production during an identified time period.

8. On the Basis of Nature of Subject

On the basis of nature of subject the report can be classified as follows:

i) Problem Determining Reports

In a problem determining report, we try to determine the causes underlying a problem or to ascertain whether or not the problem actually exists.

ii) Technical Reports

In a technical report, we present data on a specialised subject, with or without comments.

2.3.1 Informal Report

Q4. Write about informal report.

Ans :

Specifically, these are the short, letter, and memorandum reports. A short report is concise, accurate, unbiased, all inferences depending on supporting evidence help readers to make an informed decision.

Short reports need less detailed introductions, numerous transitions, abundant visuals, elaborate headings, involved appendixes, micro subdivisions, and excessive formality. Short reports therefore are often used in business communication; some are even sent via e-mail.

These are the reports that organisations use mostly to communicate the internal operational information which they need to function.

Forms of Informal Reports

Informal reports thus may take the following forms:

1.   Short Reports

Simple letter format or memo form presentation style is simple and only facts are reported.

2.   Progress Reports

Contain information regarding the progress of a specific programme of work or project. Help management in taking appropriate decisions.

3.   Staff Reports

To resolve particular staff problem in a simple and straight forward manner.

4.   Justification Reports

To justify a particular recommendation or a course of action.

One of the more popular short-report types is the conventional short report. This report consists of only a title page and the report text. Its popularity may be explained by the impression of moderate formality it gives. Inclusion of the one most essential prefatory part gives the report at least a minimal appearance of formality and does so without the tedious work of preparing the other prefatory pages. It is ideally suited for the short but moderately formal problem.

Like most of the less imposing forms of reports, the short report may be organised in either the direct or indirect order, although direct order is by far the more common plan. This plan begins with a quick summary of the report, including and emphasising conclusions and recommendations. Such a beginning serves much the same function as the executive summary of a long, formal report.

Components of Informal Reports

Components of informal reports include:

1.   Summary

Usually, there follows a single paragraph covering the facts of authorisation and a brief statement of the problem and its scope. Sometimes this part is not needed at all.

2. Introduction

Following the summary come whatever introductory remarks are needed.

3. Findings

After the introductory words come the findings of the investigation. Just as in the longer report forms, the findings are presented, analysed, and applied to the problem.

4. Conclusion/Recommendation

Finally comes the conclusion and, if needed, a recommendation. The conclusion and recommendation may come at the end, even though they also may appear in the beginning summary. Sometimes omitting a summary or conclusion would end the report too abruptly, halting the flow of reasoning before it reached its logical goal.

The mechanics of constructing the short report are much the same as those for the longer, more formal types. As illustrated in this report uses the same form of title page and has the same layout requirement. Like long reports, it uses captions. But because of the report's brevity, the captions rarely go beyond the two-division level—in fact, one level is most common. Like any other report, its use of graphic aids, appendix, and bibliography depends on its need for them.

Types of Informal Report

In business, the informal report is used much more frequently than the formal report. There are many different types of short reports; three of the most common are:

1. Progress Reports

A progress report (also called a status report) is used to inform readers about the status of a particular project. A progress report that flows upward within the organisation assists managers in monitoring and making decisions about a project; one that flows downward or horizontally keeps participants or other interested persons informed. The report should inform the reader about the work that has been accomplished, the work that is being done currently, and the work that is scheduled to be done in the next reporting period. Any significant progress or problem(s) should be discussed in the report. The frequency of the reports will depend on the type or nature of the project being discussed.

2. Periodic Reports

A periodic report provides managers with updated information at regularly scheduled intervals. These intervals may be daily, weekly, monthly, quarterly, or annually. Periodic reports follow no set format; many organisations use pre-printed forms.

3. Technical Reports

A technical report conveys specialised information. There are no standard formats or organisational plans for technical reports. However, organisations will often specify particular formats and plans to be used for internal technical reports. Standardized formats make it easy for readers to scan reports for information of particular interest to them.

2.3.2 Formal Report

Q5. Explain about formal report.

Ans :

A formal report is a long report, but it is not formal in the sense of language usage. We label a report formal when it includes more detail, more prefatory information, more visuals, and more supplementary forms of support. Topics are often involved and complex. Consequently, long reports demand more preliminary collecting, sorting, interpreting, writing, editing and creation of visuals than short reports. Long reports are a mix of informative and persuasive information.

Long, formal reports tend to be highly important. They usually concern major investigations, which explain their length. Also, they typically are written for high-level administration, which explains their formality.

Components of Formal Report

Formal report can be divided into 3 parts:

1. Prefatory Parts,

2. Report Proner. and

3. Appended Parts

Components of Formal Report

Prefatory Parts	Report Proper	Appended Parts
1) Title fly 2) Title page 3) Letter of authorisation 4) Letter of transmittal, preface, or foreword 5) Table of contents and list of illustrations 6) Executive summary	1) Introduction 2) Report body (usually presented in two or more major divisions) 3) Report ending	1) Appendix 2) Bibliography 3) Glossary 4) Index

1.   Prefatory Parts

The prefatory parts of a formal report include:

i)   Title Fly

First among the possible prefatory report pages is the title fly. It contains only the report title. Simple to construct, the title fly is included solely for reasons of formality. Because the title appears again on the following page, the title fly really is somewhat useless. But most books have one - and so do most formal reports.

ii)   Title Page

Like the title fly, the title page presents the report title. But it displays other information essential to the report's identification. In constructing your title page, you should include complete identification of yourself and the authorizer or recipient of the report. You may also include the date of writing, particularly if the time identification is not made clear in the title.

iii) Letter of Authorisation

A report may beauthorised orally or in writing. If yours is authorised in writing, you should insert a copy of this document (usually a letter or memorandum) after the title page. If your report is authorised orally, you may review the authorisation information in the letter of transmittal, introductory section, or both.

The primary objective of the letter of authorisation is to authorise the researcher to begin the investigation. In addition, the letter contains a brief statement of the problem, with some indication of the limiting factors, together with the scope of the investigation and the limitations, if any.

iv)   Letter of Transmittal, Preface or Foreword

Most formal reports contain some form of personal communication from writer to reader. In most business cases, the letter of transmittal makes this contact. In some formal cases, particularly where the report is written for a group of readers, a foreword or preface performs this function.

v)   Table of Contents and List of Illustrations

If your report is long enough to warrant a guide to its contents, you should give it a table of contents. This is the report outline in its finished form with page numbers. If the report has a number of tables, charts, illustrations, and the like, you may set up a separate list of illustrations.

vi)   Executive Summary

The executive summary, also called the synopsis, epitome, and precis, is the report in miniature. It concisely summarises all of the report's essential ingredients. It includes all the major facts as well as the primary analyses and conclusions derived from them. It is designed chiefly for the busy executive who may not have time to read the whole report; but it may also serve as a preview or review for those who will thoroughly read the report text.

2.   Report Proper

Your presentation of the report contents may follow any number of general arrangements. Most companies prefer the more conventional formats. Some prefer a definite arrangement for all reports, particularly technical ones. It includes:

i)   Introduction

The purpose of the report's introduction is to orient the reader to the problem at hand. In this undertaking, you may include scores of topics—in fact, anything that will help your reader understand and appreciate the problem. Although the content possibilities vary, you should consider the following general topics:

a)   Origin of the Report: The first part of your introduction might include a review of the facts of authorisation.

b)   Purpose: A vital part of almost every report is a description of the purpose of your investigation. The purpose of the report (also called objective, problem, object, aim, goal, mission, assignment, proposal, or project) is whatever the report seeks to do.

c)   Scope: If the scope of the problem is not clearly covered in any of the introductory sections, you may need to include it in a separate section. By scope, we mean the boundaries of the problem. In this section, you should describe the exact coverage of the problem in good, clear language Thus, you tell your reader exactly what is and is not a part of the problem.

d)   Limitations: By limitations, we mean anything that in some way has impeded the investigation or had a deterring effect on the report. The illustrative list of limitations to a report investigation problem might include an inadequate supply of money for conducting the investigation, insufficient time for doing the work, unavoidable conditions that hampered objective investigation, or limitations inherent to the problem under investigation.

e)   Historical Background: Sometimes knowledge of the history of the problem is essential for understanding the report. Therefore, you may need to include in your introduction a section on this topic. Your general aim in this part is to acquaint your reader with some of the issues involved, principles raised, and values that might be realised if more research were done.

f)   Sources and Methods of Collecting Data: It is usually advisable to the reader how you collected the report information, whether through library research, interviewing, or such. If you used library research, for example, you may mention the major publications consulted.

g)   Definitions: If in the report you use words likely to be unfamiliar to the reader, you should define these words. One practice is to define each word on its first use in the report text. A more common practice, however, is to set aside a special section in the introduction for definitions.

h)   Report Preview: In long reports, you should use a final section of the introduction to preview th£ report layout. In this section, you should tell the reader how the report will be presented - what topics will be taken up first, second, third, and so forth.

ii) Report Body

The part of the report that presents the information collected and relates it to the problem is the report body. Normally, it comprises the bulk of the report's content. In fact, in a sense this part is the report. With the exception of the conclusion or recommendation section that follows, the other parts of the report are attached parts. It is the report body to which most of the comments on business report writing pertain.

iii) Report Ending

You may end your report in any of a number of ways: with a summary, a conclusion, a recommendation, or a combination of the three.

3.   Appended Parts

Sometimes it is desirable to append special sections to the report. The presence of these parts is normally determined by the specific needs of the problem concerned. It includes:

i)   Appendix

The appendix, as its name implies, is a section tacked on. You use it for supplementary information that supports the body of the report but has no logical place within it. Possible contents might be questionnaires, working papers, summary tables, additional references, other reports, and so on.

As a rule, you should not include in the appendix the charts, graphs, sketches, and tables that directly support the report. Instead, you should place them in the body of the report where they support the findings. Reports are best designed for the reader's convenience. Obviously, it would not be convenient for readers to thumb through many pages to find appendix illustrations to the facts they read in the report body.

ii) Bibliography

When your investigation heavily uses library research, you should include a bibliography (a list of the publications consulted).

iii) Glossary

Use a glossary to define terms for secondary readers. Arrange terms in alphabetical order. Use italics or underlines to key readers to terms that the glossary will define. Footnote the first italicised or underlined term in the text and key readers to the location of glossary, where that term and all future underlined or italicised terms will be defined. Use a reverse indent for each definition and treat each definition as a separate paragraph.

iv) Index

Index lists topics alphabetically and guides the reader to various places that discuss certain subject matter in the report. Only in very long reports index is required.

Types of Formal Reports

Different types of formal reports are as follows:

1. Informational Reports

These reports present facts, often referred to as results, so readers can understand a situation. An informational report presents facts of a case, problem, condition, or situation without any analysis, interpretations, or recommendations. The function of the writer of an informational report is to collect, compile, and organise facts for the readers. He/she is just a compiler who has to present the data as objectively as possible. In order to write an informational report, relevant information should be gathered and presented in a systematic and organised way. **For example,** conference reports, seminar reports, trip reports, and so on.

2. Analytical Reports

These reports provide information, and then analyse it and present conclusions. An analytical report presents data with interpretation and analysis. The report writer analyses the facts of a case, problem, condition, or situation objectively and puts forward his/her conclusions, inferences, and recommendations. Apart from presenting the facts objectively, the writer must reflect a broader understanding of the subject in order to comment on various aspects related to

the report. In order to write an analytical report, the writer should be able to evaluate information and make appropriate inferences. **For example,** project reports, feasibility reports, market research reports, and so forth.

3. Recommendation Reports

These reports go a step further because they present information and analyse it, then they advocate a certain course of action. Both managers and employees must occasionally write reports that justify or recommend something, such as buying equipment, changing a procedure, hiring an employee, consolidating departments, or investing funds. Large organisations sometimes prescribe how these reports should be organised; they use forms with conventional headings. When you are free to select an organisational plan yourself, however, let your audience and topic determine your choice of direct or indirect structure.

2.3.3 Difference between Informal and Formal Reports

Q6. What are the difference between informal and formal reports?

Ans :

The difference between informal and formal report depends on the subject matter, the purpose, the format and writing style, and the readers' needs (expectations of the audiences for formal reports). Short reports include various types of documents that are considered distinct from a long report.

Following are some of the common differences between informal and formal reports:

1. Reference

The main difference between a formal and informal report is that short reports usually do not need an abstract or references. They are usually too short to require them whereas it is not so in long reports.

2. Purpose

An informal report is used for internal purposes for business and research and also serves as an outline for a formal report to be written later.

3. Structure

Formal reports are carefully structured. Formal reports stress objectivity as well as organisation, it contain lots of detail. Informal reports are usually short messages with natural, casual use of language.

4. Contents

Informal reports usually contain only one or two pages of text. A one-half page abstract for a two-page lab report is neither concise nor necessary. Similarly, references are usually not needed because the introduction and discussion sections are too brief. On the other hand formal reports are more detailed.

5. Length

An informal report does not have a set length, but should be as brief as possible. However, what is most important is that the writer properly gets her message across to the reader whereas formal reports are longer in length.

6. Delivery

In a formal report, the audience expects a methodical presentation of the subject that includes summaries of important points as well as appendices on tangential and secondary points. But there is no such expectation while delivering an informal report.

2.4 ESSENTIAL CHARACTERISTICS OR FEATURES OF A GOOD REPORT

Q7. What are the essential characteristics or features of a good report?

Ans :

Report provides factual information depending on which decisions are made. So everyone should be taken to ensure that a report has all the essential qualities which turn it into a good report. A good report must have the following qualities:

1. Precision

In a good report, the report writer is very clear about the exact and definite purpose of writing the report. His investigation, analysis, recommendations and others are directed by this central purpose. Precision of a report provides the unity to the report and makes it a valuable document for best usage.

2. Accuracy of Facts

Information contained in a report must be based on accurate fact. Since decisions are taken on the basis of report information, any inaccurate information or statistics will lead to wrong decision. It will hamper to achieve the organizational goal.

3. Relevancy

The facts presented in a report should not be only accurate but also be relevant. Irrelevant facts make a report confusing and likely to be misleading to make proper decision.

4. Reader-Orientation

While drafting any report, it is necessary to keep in mind about the person who is going to read it. That's why a good report is always reader oriented. Readers knowledge and level of understanding should be considered by the writer of report. Well reader-oriented information qualify a report to be a good one.

5. Simple Language

This is just another essential features of a good report. A good report is written in a simple language avoiding vague and unclear words. The language of the report should not be influenced by the writer's emotion or goal. The message of a good report should be self-explanatory.

6. Conciseness

A good report should be concise but it does not mean that a report can never be long. Rather it means that a good report or a business report is one that transmits maximum information with minimum words. It avoids unnecessary detail and includes everything which are significant and necessary to present proper information.

7. Grammatical Accuracy

A good report is free from errors. Any faulty construction of a sentence may make its meaning different to the reader's mind. And sometimes it may become confusing or ambiguous.

8. Unbiased Recommendation

Recommendation on report usually make effect on the reader mind. So if recommendations are made at the end of a report, they must be impartial and objective. They should come as logical conclusion for investigation and analysis.

9.   Clarity

Clarity depends on proper arrangement of facts. A good report is absolutely clear. Reporter should make his purpose clear, define his sources, state his findings and finally make necessary recommendation. To be an effective communication through report, A report must be clear to understand for making communication success.

10.   Attractive Presentation

Presentation of a report is also a factor which should be consider for a good report. A good report provides a catchy and smart look and creates attention of the reader. Structure, content, language, typing and presentation style of a good report should be attractive to make a clear impression in the mind of its reader.

2.5 STRUCTURE OF REPORT WRITING

Q8. Discuss about structure of report writing.

Ans :

The degree of formality, complexity, length and the structure of the report are affected by the type of the problem that the report focuses on and by the type of audience the report is prepared for. Various contents of the report can be summed up in the following points:

1.   Cover

It provides first contact with the report to the reader. The first impression of the report is usually formed on the basis of the report cover. The cover of a report should not provide too many details but give only the clues of the content inside. Generally, three goals are achieved by the cover. The first two generally are of functional nature while the third one is psychological and aesthetic.

These are as follows:

i)   It keeps the content, i.e., manuscript safe.

ii)   The subject matter, nature of report, title of the report, author's name, of the department or organisation for which the report is made, its date, its report number, its classification, secret, top secret, ordinary, etc., are mentioned on the cover page itself. This information about the title, writer, and date of

submission can easily be identified by the reader with the help of the report cover.

iii)   Making available such information on the cover itself actually requires a lot of creativity, taste of designing and innovative thinking. So, in a psychological and aesthetic sense, good report covers increase the value of a report.

2.   Title Page

This page gives the information to the readers about the title of the report, its writer and date of submission of the report. Title page is very important part of a report as it indicates essential information about the report and provides help in case of future need. Several functions can be performed together by using this page. This page gives a certain dignity to the report.

It helps the readers in finding out the required matter and thus guides them in their reading tasks. So, title page consists various type of information like title, subtitle, name of the author, his/her post, name and address of the concerned person about whom the report is written, sequence or serial number of the report, contract or project number, date of completion of report, approval and distribution list. The title of a report is necessary because its basic purpose is to indicate the vital information about the report. Readers are always attracted and drawn towards a good title which provides good information to them. **For example,** a report titled 'The incorporation of outdoor health education activities' in the Escorts Management Development Programme tells a lot from its title.

3.   Table of Contents

Table of content enlists various sections of research report along with their corresponding page numbers. It includes various sections and subsections in a sequence of their appearance in the report. It allows the readers to directly go to a certain topic of their interest rather than searching the entire report for it.

4.   Executive Summary or Abstract

Executive summary is that part of the report where the writer writes a brief summary of a complete report. It gives an overview of the report. Executive summary is an important part of the report as sometimes managers do not want to read the complete report. Hence, this section introduces them with the objectives and contents of the report briefly, which helps them in decision-making. Generally,

it is of 100 to 175 words, but sometimes, it may extend up to maximum of two pages. Although the executive summary comes before the actual discussion points, but it is written only when the report is compiled so that all the information can be accurately included in it.

While preparing executive summary, a brief description about some important details should be included in it such as research objectives, sample size and technique, data analysis technique, interpretation of results, findings, conclusions, and scope of report.

5.   Introduction

It discusses the scope or range and background of work by making use of the following points:

i)   Objective

It highlights the goals, purpose, reference points, and the content of the report. It also gives out information about the organisation and the probable questions which the organisation hopes to answer through the report.

ii)   Methodology

This section helps a person to know about the methods used in the report for collecting, analysing, evaluating and concluding the report findings. Moreover an explanation is also given why a certain method was selected to derive conclusions. Sometimes one is also able to get a broad outline of content and range, highlighting the problems likely to be faced while making a project.

6.   Body of the Report

It gives all the information and the required explanation regarding the report. Here all type of queries are taken up and answered as per the knowledge of the writer. It answers all questions beginning with what, how, where and why? The drawn conclusions in a report are divided and sub-divided in different and systematic sections and sub-sections. The following elements are included in the body of a report

i)   Literature review.

ii)   Methods used for data analysis and interpretation.

iii) Findings of the report.

iv) Discussion related to what are the findings and the relation between them.

7.   Conclusions and Recommendations

Conclusions are made on the basis of approval or disapproval of hypothesis. These either verify or deny the assumptions or hypotheses set for the data analysis. After deriving conclusions, report writers are also required to give recommendations, so that future researches can be done more effectively. These recommendations include various possibilities and decisions that can be applied so that the limitations can be minimised and credibility can be enhanced.

8.   Bibliography and References:

Bibliography and references are the lists that highlight the books, reports, journals, articles, etc., which have been referred while preparing the report. These lists mention the name of author, publication, year of publication, volume/edition, etc., in a certain format. When only citations of the entire report are listed chronologically with the last name of the author, it is called "reference". Bibliography and references validate the research work conducted by the researcher.

9.   Appendix

Appendix is the set of all those materials that are supplementary to the report, such as, formulae, computations, questionnaire, statistical tables, etc. The readers can refer to supplementary materials while reading a particular section for better understanding.

10.   Glossary

Various terms used in a report are listed in this section. It gives explanation of each and every term used in the report. It helps a reader regarding the technical and contextual terms that are quite difficult to understand. The section of glossary is attached alongside the appendix. A glossary is required if there are more than five technical terms in a report. If there are less than five terms they can be explained using foot notes or can be explained in the introduction of the report itself as working definitions.

2.6 BUSINESS MEETINGS

Q9. Write about business meetings.

Ans :

Meeting is one of the major media of oral communication. In general sense a meeting is a gathering of two or more persons with the view of making decisions through discussion. It is an assembly of people does decide on some preset issues. Definition of **business meeting**, Meaning of business meeting, importance of business meeting, Objectives of business meeting discuses below-

Definition of Meetings

According to **Oxford Dictionary**, *"A meeting is an occasion when people come together to discuss or decide something."*

Murphy and Hildebrandt said, *"A meeting is a gathering of two or more people where purposive discourse occurs."*

Need of Meeting

A meeting is needed because of the following reasons:

1. To Convey Information

The meeting serves as a good platform to convey information to various group members especially when the information is of a confidential nature. Meetings are also suitable when organisations want to announce a major restructuring or an important attainment.

2. To Gather Information

Meetings are also suitable for gathering information. In such meetings, a group of people share their piece of information to other members of the meetings. **For example,** meetings are useful for sharing the progress reports of projects or work assignments, where information has to be shared and collected.

3. To Develop Options

Sometimes, organisation has to develop alternatives and solutions for a particular problem. In such cases, meetings can be advantageous as they facilitate exchange of ideas and knowledge which can develop effective alternatives and solutions for various managerial issues.

4.   To Exchange Ideas and Experiences

Meeting serves as a good platform for the exchange of ideas and opinions. Individuals can share their experiences and opinions during the course of a meeting. However, some of these ideas may be accepted while others may be rejected.

5.   To Discuss Problems and Issues of Common Interest

Meetings are also essential for discussing various problems and issues related to the organisation. After discussing the problems, different solutions and alternatives are evaluated for identifying the best solution.

6.   To Convince Members to Accept Changes

An organisation makes several changes in its structure according to the change in external business environment. For these changes to be effective there must be a total agreement from all stakeholders of the organisation. The meeting serves as an important medium for communicating these changes to stakeholders and also for convincing them to accept the changes for effective functioning of the organisation.

7.   To Resolve Conflicts and Confusions

As meetings facilitate exchange of information, and foster group communication, they are helpful in resolving any conflict or confusion of the organisation.

8.   To Take Organisational Decisions

Decisions related with the stakeholders, cannot be taken solely by a single person. It needs agreement from majority of stakeholders. In such cases, meetings are helpful as they will gather all the stakeholders at one place with the objective of taking organisational decisions.

9.   To Generate a Positive Attitude among Participants

Meetings are often conducted for raising a positive attitude among employees and participants. It helps in increasing the morale of staff members.

10. To Plan for the Future

Meetings also help an organisation to effectively plan and anticipate about the future. For this purpose, inputs from all the departments are extracted and evaluated in the meeting, and a plan of action is prepared.

Advantages of Meetings

In the business organizations meetings are used for a variety of purpose. There are some advantages of meeting which are stated below:

1.   Democratic Process

Meeting is a democratic process of taking decision. None can blame other for the decision because it is taken in presence of all the members.

2.   Improve Decision

Improve decision can be taken through meeting. Because every matter is discussed pros and cons and nothing is left over unconsidered. Proverb says "Two heads are better than one."

3.   Participative Management

Participative management can be materialized through meeting. All the departmental heads and supervisors may sit together for taking decision.

4.   Help in co-ordination:

Meeting can help for co-coordinating the work as a whole because all the parties or members are presented in the meeting.

5.   Covey Information to a Large Gathering

Meeting can convey information for all departments. Besides the presented members exchange their views, idea, opinion and feeling at a large gathering.

6.   Others:

Provide necessary information to a group of people, report on some incidents or activities, create involvement and interest, formulate policies etc.

Disadvantages of Meetings

There are some limitations and disadvantages of meeting. These limitations and disadvantages are discussed below:

1.   Time-consuming

Meeting takes much time to take decision. We know that to hold a meeting is very time-consuming.

2.   Costly

It is too much expensive. Because the company has to decorate the conference room, pay the T.A. and D. A. to the members, pay for cards etc.

3.   Formalities

There are many formalities to hold on a meeting. Agenda, minutes, regulations are needed for a valid meeting.

4.   Difficult to Control

Sometimes it becomes very difficult for the speaker or chairman to control over the **meeting** because proverb says, "Many men many minds."

Preconditions of A valid Meeting

A valid meeting should have the following elements:

1.   Legal Objectives

Any meeting must have legal objectives. Meetings on illegal or unethical purposes cannot be valid in the eye of law.

2.   Convened by Proper Authority

A valid meeting should be contended by the proper authority of the company.

3.   Serving Proper Notice in Proper Time

Notice of a meeting must be served timely by maintaining rules and regulations of the companies act.

4.   Presence of Authorized Persons

To make a meeting valid person who is entitled to present in a particular type of meeting should be present at the meeting.

5.   Presided over by a Chairman

A valid meeting should be presided over by a chairman who will be selected by the members.

6.   Specific Agenda

A detail agenda should be prepared before the meeting and the meeting should be operated by following agenda.

7.   Quorum

Quorum is the minimum number of persons that must be present at the meeting to make it valid.

2.6.1 Importance of Business Meetings

Q10. What is the importance of business meetings?

Ans :

Meetings are important because of the following reasons:

1.   Participation Improves Group Performance

Along with the quality of decisions, the performance of group also increases, with the increase in active participation and effective communication between members of the group. However, it is important that the group maintains a problem-solving approach in its outlook. A group becomes more effective when all members equally participate in the group proceedings rather than a sole interaction between the leader and a few members.

2.   Meetings Encourage Support of Decisions

Group members, who actively participate in the process of decision-making, are often curious about the implemented decision. This is considered as the main purpose of any meeting. It helps the group members to realise their contribution towards the growth of organisation. This clarity of goals helps in implementing decisions and increases the overall productivity of the organisation. A meeting also creates a social pressure on the members, which helps them to find a conclusion.

3.   Creative Thinking in Groups

Meetings, if conducted properly, increase the level of creativity in organisations. They foster diffusion of innovation by bringing likeminded people together. Through effective interactions, creative members can build innovative ideas by linking ideas from other group members.

4.   Brainstorming

Brainstorming is a very innovative way of encouraging creativity in a group. It is based on the principle of deferred judgement. In this method, all the participants are asked to give vent to their creativity by providing ideas and suggestions for the purpose of solving an issue. These ideas are not evaluated on-the-spot, but left for a later date. This method encourages people to think out-of-the-box and come up with unique and innovative solutions to the problem being faced by the organisation.

Purposes of Business Meeting For Organization

Meeting is one of the major media of oral communication. It is essentially important for every organization. The basic objective of meeting is to take decisions on some predetermined issues. It has also some other purposes. The objectives or purposes or importance of meeting are discussed below-

➢ **Making Decisions**

The foremost objective of any meeting is to take important decisions on some predetermined issue. Decisions are taken here on consensus and it is very crucial to take decisions on routine and non-routine business affairs.

➢ **Exchanging Information**

Meeting is arranged also to provide information to the audience about various matters of the organization. Audience also exchange information in meetings.

➢ **Conveying Organizational Vision, Mission and Operational Plans**

Meetings are also called to convey organizational mission, vision and operational plans to the newly appointed employees. Managers or heads of various departments call these types of meetings for the fresher so that they can be better acquainted with organizational culture, mission, vision, plans etc.

➢ **Announcing Changes**

Another purpose of arranging meeting is to announce the upcoming changes brought in organizational policies, mission, vision, logo etc. before the audience. The causes, benefits and ground of such changes are explained in the meeting so that people understand and accept the probable changes without much resistance.

➢ **Negotiation**

Meeting is also called for making negotiations between the conflicting parties through fruitful discussion. Sometimes employers and employees or trade union leaders sit in meeting together to reach on some agreement so that organizational activities can be run smoothly.

➢ **Resolving Conflict**

In large organizations conflict among people is most common. Healthy conflict helps to increase productivity but unhealthy or undesirable conflict must be resolved immediately after found. Meeting helps the conflicting parties to reach on common understanding and thus resolving or minimizing conflict.

➢ **Solving Problems**

An important purpose of meeting is to provide solution to organizational problems. Problems that are critical and require opinions of most of the members of a board or council must be solved by calling meeting. In meeting diverse thoughts are found that help to face problem suitably.

➢ **Reviewing and Informing Progress**

Meeting is also called for reviewing and informing the progress of any project, plan and activity and so on. Form it the attendants of the meeting are able to know the present status of the projects and can provide their opinions to improve if there is any loophole.

➢ **Celebrating Success**

Meetings are often called to celebrate the success of the organization, completion of any project, achievement of any award etc. it increases the organizational harmony and motivates employees to work united to achieve more.

➢ **Interaction with External Stakeholders**

Every organization is to work with different parties of the society and it must build a long term harmonious relationship with them. Meetings are called to exchange information and to share experience with different stakeholders of an organization so that their interaction with the firm is increased.

2.6.2 Types of Meeting

Q11. Explain about types of meeting.

Ans :

Meetings can be classified in the following two ways:
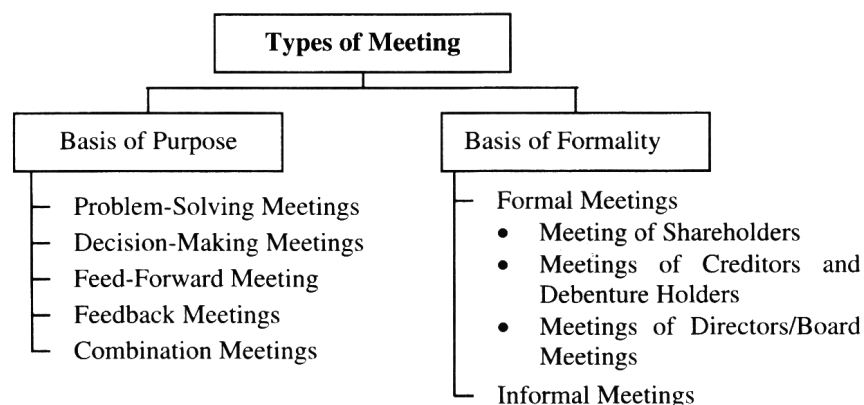
1.   Basis of Purpose

On the basis of purpose meetings are of following types:

i)   Problem-Solving Meetings

Such meetings are conducted for the purpose of solving a particular problem or a business situation faced by the organisation.

ii)   Decision-Making Meetings

These meetings are conducted when the organisation has to decide a final course of action. These decisions may be concerned with restructuring or other future events, which needs to be pre-decided.

iii)   Feed-Forward Meetings

These meetings are conducted when there is a need to develop status reports or present new information. These meetings are also concerned with the situations where participants try to develop new products or alternatives on an issue.

iv)   Feedback Meetings

These meetings are conducted when the management wants to provide feedback to one or more members of the group.

v)   Combination Meetings

When two or more types of meetings are combined to form a single meeting, it is known as a combination meeting. Such meetings are combined according to the type of objectives to be met.

2.   Basis of Formality

On the basis of formality, meetings are of following types:

i)   Formal Meetings

Formal meetings are conducted according to the company's rules and regulations. In many organisations, the rules for formal meetings are clearly stated in their Articles of Association. **They** have pre-set number of minimum members required for conducting such meetings. The secretary of the company notes minutes of these meetings, which is kept for future discussions. Formal meetings include:

a)   Meetings of shareholders,

b)   Meetings of creditors and debenture holders, and

c)   Meetings of Directors/Board Meetings.

ii)   Informal Meetings

Unlike formal meetings, informal meetings are not governed by the rules and regulations of the company. These meetings are not recorded and may include brainstorming sessions conducted by a product team or a feedback session between a superior and his subordinate. Only those individuals act as the member of informal groups, who are related to a particular matter/ issue.

For example, discussion related to new product development programme may only involve marketing manager, sales manager, production manager, and research and development manager.

According to the experts in the field of business, there are three types of business meetings, i.e. shareholders meeting, directors meeting, and special meeting.

1.   Shareholders Meeting

The meeting, which is held to meet the shareholders of the company, is called as shareholders meeting. Further, following are a few divisions of a shareholder meeting.

➢   Statutory Meeting

As per company laws, a company has to arrange a meeting after receiving the letter of commence. The meeting has to be arranged one month after the first six months of the company. Statutory meeting is held only once in the whole span and is the first most meeting of any company. It is necessary to give an advertisement at least 21 days before calling a statutory meeting. The decision taken in a statutory meeting is known as a statutory decision.

➢   Annual General Meeting

It is necessary for any company to call the first general meeting within 18 months after getting registered as a company. Following the sequence, general meetings are called every year after the first one. There should not be a difference of more than 15 months in two general meetings. Those decisions that are the result of an annual general meeting are known as general decisions.

➢ **Xtra-Ordinary General Meeting**

This type of meetings can be scheduled anytime on the demand of the Board of Directors or shareholders. Legally, one tenth of shareholders can arrange this meeting on demand. There is not any scheduled time for this type of meetings according to the company law. The decision, which is taken in an extraordinary general meeting, is known as a special decision.

2. Directors Meeting

There is a range of meetings arranged in a business or a company. The meeting that is held among the directors of the company is known as a directors meeting. Usually, calling a directors meeting may lead to a gigantic change in a company.

There are two kinds of Directors Meetings i.e. Board Meeting and Committee Meeting.

➢ **Board Meeting**

As per article of association, Board Meeting is such a meeting, which is held between the directors of the company. The company is obligated to arrange a board meeting anyhow once in a month or at least four times in the span of a year according to the company law. The Quorum of a board meeting should be filled with 3/1 directors or there should be the presence of at least 2 directors. Every director has right to cast one vote. In some cases, when the directors' vote is divided equally, then the president has to cast a vote and take a certain decision.

➢ **Committee Meeting**

As stated in the article of association, the Board of Directors forms a special committee with a few directors to achieve or fulfill any special task. The meeting, which is held between the members of the committee for any purpose is called a committee meeting.

3. Special Meeting

When any meeting is arranged about any special issue or challenge is called special meeting. This meeting is called by the company through special invites. A special meeting is of two kinds i.e. Class Meeting and Creditors Meeting.

➢ **Class Meeting**

There are a few various **types of shares** issued by a company. When a meeting is held among one kind of shareholders for any purpose, it is called a class meeting. Certainly, this meeting has something that belongs to only a specific class.

➢ **Creditors Meeting**

There are many reasons behind arranging a creditors meeting. Usually, a creditors meeting is arranged by the directors of the company or lower staff appointed by the directors. In addition, this meeting is also scheduled on the order of the court. Any person of higher authority calls for a creditors meeting with the purpose to reconstruct, dissolve or any other action to protect the rights of the creditor.

2.6.3 Agenda

Q12. Explain about agenda.

Ans :

Agenda means things to be done. It is usually sent along with the notice of the meeting. It is a list of the topics to be discussed in a meeting.

Sometimes the agenda is prepared after the circulation of the notice in order to include the member's opinion. If the subject matter of the meeting is secret, the agenda may not be circulated. Some definitions of agenda are as follows:

According to Rajendra pal and Korlahalli, "Agenda is document that outlines the contents of a forth coming meeting."

So, agenda is an items or issues prepared by the secretary and which are to be discussed or transacted in a forthcoming mitten.

Features or Characteristics of Agenda

The features of agenda can be stated as follows:

1. Generally, agenda is sent along with the notice of the meeting.

2. It is written at the end but before or after the signature of the convener of the meeting.

3. It is arranged according to the importance of the end.

4. Controversial topics should be written at the end.

5. The topics are determined by the secretary with consulting the higher authority or the convener of the meeting.

6. It is written in brief but explicit manner.

Importance or Necessities of Agenda

Agenda is the explicit topics to be discussed in a meeting the members. No one can ignore the importance of an agenda. The necessity or importance's of an agenda are as follows:

1. As it is circulated in advance, the members of the committee or meeting can take preparation to discuss the topics accurately.

2. It helps to take a prompt decision.

3. Since it has a set of order, it helps the chairperson to conduct the meeting smoothly.

4. It can ensure covering all the topics that will be discussed in a meeting.

5. It helps to control the unnecessary talking in the meeting.

6. It helps to write the minutes and resolution of the meeting.

7. As it is served earlier, the members of the meeting can exchange their thought and ideas informally before holding the meeting.

Purposes of Meeting Agenda

The agenda is document that is circulated in advance to all prospective meeting participants and which serves the following purposes:

1. Notice of Meeting

The agenda serves as a notice of meeting if it is sent out to meeting participants in advance.

2. List of items/topics

The agenda is a list of topics that will be discussed. The agenda enables participants to prepare in advance for the topics so that they can make a more valuable contribution.

3. Priorities Meeting Discussion

Topics that are of greatest importance should be placed first on the agenda. In this way the agenda priorities meeting discussion time.

4. **Briefs Meeting Participants**

If the agenda includes items with which are unfamiliar to the meeting's participants, the agenda item should be followed by some brief information as to what the item is about.

5. **Limits Discussion**

The agenda helps the meeting chairperson to make best use of the time available. The agenda may have an amount of time stated for each item. Otherwise some topics may receive too much time and others too little.

2.6.4 Minutes of the Meeting (MOM)

Q13. Explain about minutes of the meeting (MOM).

Ans :

Minutes is the official recording of the proceedings of the meetings and the decisions reached there in. minutes is a full but concise clear, lucid, true and accurate record of the business transacted at the meeting and the decisions and resolutions adopted there at. It is prepared after the meeting from the notes taken during the proceedings of the meeting. The recording of minutes and maintenance of proper minutes of meetings is obligatory for public bodies or co-operative societies. The object of preparation of the minutes is to preserve the business transacted in the meeting and decision taken on the discussion in a clear, concise and accurate way for future guidance.

Minutes of meetings are important documents that actually record in writing what was discussed in a meeting and what action items came out of the meeting. In most organizations a review of the minutes of the primary management meetings over time would reveal an excellent record of the history of that organization.

In general, "minutes of a meeting" is a document that contains a point-form summary of the key discussion points that occurred during a meeting and any conclusions stated, or decisions made. Minutes should be prepared for any formal meeting that takes place, at any level of an organization.

Types of Minutes

Minutes provide a summary of the proceedings of meetings. There are **two** types of minutes:

1. Formal

Formal traditional minutes are written for large groups and legislative bodies. The following items are usually included in the sequence shown:

➢   Name of group, date, time, place, name of meeting

➢   Names of people present; names of absentees, if appropriate

➢   The acceptance of the minutes of the last meeting

➢   Old business, new business, announcements, reports

➢   Motions (who made them and seconded them) and the vote on those motions

➢   Name and signature of individual (you) taking minutes (or in case of electronic submission, initals following name as in memos.

2. Informal

Informal minutes may be written for small organizations, committees, or sub-committes. These minutes are usually shorter and easier to read than formal minutes. Informal minutes place less emphasis on the conventions of reporting and do not attempt to record the exact wording of individual statements. Instead, informal minutes focus on the following:

➢   Summaries of important discussions

➢   Decsions reached by the group

➢   Items on which action will be taken, including people responsible and due dates

Minutes provide a record of what was said and decisions that were made in a previous meeting.

The Minutes are an extremely important document and the case of formal committee and board meetings, they are held It is a legal requirement to keep minutes of meetings and generally the organisation's constitution will provide is some instruction on this.

In such circumstances, it is important for committee members to read minutes thoroughly and then confirm whether the minutes are **a true record** of what was said.

Hence, in formal meetings, there is always an item on the agenda "**Confirmation of minutes of previous meeting**". The role of the Minutes is to:

➢   Provide an authoritative and permanent record of proceedings

➢   Provide formal evidence of decisions made and of expenditure and actions authorised.

➢   Provide a record of policy decisions made.

➢   Provide a starting point for action to be taken in the future

➢   Inform members not present at the meeting

➢   Assist the conduct of subsequent meetings

If on reading the minutes, a member of the committee, disagrees with what was recorded in the minutes, then they should move to make an amendment. If the motion is agreed to by the majority of members present, the minutes may be altered.

Factors Considered In Drafting Minute

The following factors should be considered in drafting minutes of a meeting:

1.   Name and address of the organization

2.   Name of the meeting

3.   Date, time and venue of the meeting

4.   Name of the chair person

5.   Name and signature of the participating members

6.   Serial number

7.   Following of the rules and structure of minutes

8.   Name of the prosper and supplier of resolutions

9.   Number of regret letters

10.   Easy and understandable language

11.   Divisions

12.   Proper data

13.   Signature of the president

2.6.5 Comparision Between Agenda and Minutes

Agenda	Minutes
1. Agenda means the topics to be discussed in meeting.	Minutes are a brief but complete statement of motion and resolutions of a meeting.
2. It is prepared before holding the meeting.	It is prepared at the time of meeting of after the meeting.
3. It is read out at the beginning of a meeting.	It is read out in next meeting.
4. It does not require to be approved by the members concern.	It is must be approved the participating members of the meeting.
5. Generally it is included in the notice book.	It is written in the resolution book.
6. It includes on the points to be discussed.	It includes complete motion and resolutions of the meeting.
7. It is served by the higher or proper authority of the organization	It is passed by the members of the meeting.
8. It is signed by the secretary of or convener of the meeting with date.	It is duly signed by the chairperson of the meeting.

Short Question and Answers

1. Informational reports

Ans :

These reports present facts about certain given activity in detail without any note or suggestions. Whatever is gathered is reported without giving any thing by way of either explanation or any suggestion. A vice-chancellor asking about the number of candidates appearing at a particular examination naturally seeks only information of the fact (candidates taking up the examination) of course without any comment. Generally such reports are of routine nature. Sometimes they may fall under statutory routine category. A company registrar asking for allotment return within the stipulate period is nothing but informational routine, falling under statutory but routine report.

2. Format of Business Letters

Ans :

Business letter format examples can be made use of by anyone who needs to write a business letter. Different types of business letter format examples can be used for writing specific types of business letters. The proposal business letter format example can be used to write a business letter offering a business proposal to a company or organization or for requesting funding while offering perks for a particular event. Formal **business reference letter templates** can be used when writing to a government agency or a government official asking for help or services. Rest of the examples can be used for writing various kinds of business letters.

3. Characteristics of Business Report

Ans :

Business reports carry information on facts related to business activities. The very nature of business report differentiates it from other reports. The unique characteristics of business report are discussed below-

➢ **Specific Issue:** Every report, including business one, is written on specific subject. It is written to fulfill certain need.

➢ **Pre-Specified Audience:** An important characteristic of report is that it has a pre-specified audience. Usually a report is written for a limited number of audiences and the need of the audience is always kept in mind.

> **Specific Structure or Layout**: In preparing report, certain structure or layout or format is followed. The layout or structure of report is almost same in every case.

> **Written on Past Events**: In most of the cases, the reports are written on past events. Most of the business reports carry the reasons of happing the incident, the ways of recovery etc. Reports are also written in past forms.

> **Neutral in Nature**: In drafting reports, impartiality it strictly maintained. No biased or non-objective material is included in it. Biased report may lead to disastrous decisions.

> **Factual Information**: Business report is always written based on factual information. The data collected on specific events is factual, not factious.

> **Joint Effort**: A report is an outcome of joint efforts of a group of people. No one can personally or solely prepare a report. Now-a-days, in most of the cases, committee is formed containing three to seven people for furnishing a report on certain incident.

> **Orderly Presentation**: The information of a report is presented orderly so that the audience can get his needed information from where it is located.

> **Upward Flow**: The direction of a report is always upward in the organizational structure. The higher authority normally assigns the duty of preparing reports to their immediate lower authority and after preparing the report, they submit it to their boss or higher authority.

> **Some Additional Aids in Presentation**: A report is always presented in an attractive way. In addition, analytical reports contain executive summary, contents and index, necessary charts, graphs and design and conclusion and recommendation etc.

> **Signature and Date**: It is customary to put the signature of the reporter with date at the end of the report. If it is prepared by a committee, signature must be given by each member of the committee.

4. Importance of report

Ans :

1. **Decision Making Tool:** Today's complex business organizations require thousands of information.Â Reports provide the required information a large number of important decisions in business or any other area are taken on the basis of information presented in the reports. This is one of the great importance of report.

2. **Investigation:** Whenever there is any problem, a committee or commission or study group investigates the problem to find out the reason behind the problem and present the findings with or without the recommendation in the form of a report. It is another importance of report.

3. **Evaluation:** Large scale organizations are engaged in multidimensional activities. It is not possible for a single top executive to keep personal watch on what others are doing. So, the executive depends on reports to evaluate the performance of various departments or units.

4. **Quick Location:** There is no denying the fact that business executives need information for quick decision-making. As top executives are found to be busy for various purposes), they need vital sources of information. Such sources can be business reports.

5. **Development of skill**: Report writing skill develops the power of designing, organization coordination, judgment and communication.

6. **Neutral presentation of facts**: Facts are required to be presented in a neutral way; such presentation is ensured through a report as it investigates, explains and evaluates any fact independently.

7. **Professional Advancement**: Report also plays a major role in professional achievement. For promotion to the rank and file position, satisfactory job performance is enough to help a person. But for promotion to high level position, intellectual ability is highly required. Such ability can be expressed through the report submitted to higher authority.

8   **Proper Control:** Whether activities are happening according to plan or not is expressed through a report. So, controlling activities are implemented based on the information of a report.

9. **A managerial Tool:** Various reports make activities easy for the managers. For planning, organizing, coordinating, motivating and controlling, manager needs help from a report which acts as a source of information.

5. Advantages of Report Writing

Ans :

Report bears very much importance in the field of business, commerce and trade. For this reason, A student of business studies should know about pros and cons of report and its various aspects. Advantages of report writing also make us to understand the importance of report writing. However, Report writing provides the below advantages in our business as well as personal life:

1.   **Keep Records:** Report keeps record and provides valuable source of information. We can re-use this information for future reference.

2.   **Provide Information:** Report provides information in terms of tables, graphs, charts and illustration and therefore we can be aware of facts and figures as an update. Nowadays, information are treated as the most valuable asset.

3.   **Indicate Status:** Report indicates the current status of any project and therefore we keep on knowing what we are doing. It communicates to donors and founders for project progresses.

4.   **Facilitates Research:** It facilitates research work as it is source of quantitative and qualitative information. For example, A market report shown the market condition of a product.

5.   **Setting Actions:** Report shows comparison and analysis with critical evaluation and therefore it helps to determine future actions.

6.   **Decision Making:** Decisions can be easily made based on the recommendations given in report.

7.   **Building Relation:** Report builds relationship between author and reader. It creates impression on author's knowledge and philosophy and also provides insight regrading his analytical and critical understanding.

6.   Business Meetings

Ans :

Meeting is one of the major media of oral communication. In general sense a meeting is a gathering of two or more persons with the view of making decisions through discussion. It is an assembly of people does decide on some preset issues. Definition of **business meeting**, Meaning of business meeting, importance of business meeting, Objectives of business meeting discuses below-

According to **Oxford Dictionary**, "A meeting is an occasion when people come together to discuss or decide something."

Murphy and Hildebrandt said, "A meeting is a gathering of two or more people where purposive discourse occurs."

7.   Advantages of Meetings

Ans :

In the business organizations meetings are used for a variety of purpose. There are some advantages of meeting which are stated below:

1.   Democratic process: Meeting is a democratic process of taking decision. None can blame other for the decision because it is taken in presence of all the members.

2.   Improve decision: Improve decision can be taken through meeting. Because every matter is discussed pros and cons and nothing is left over unconsidered. Proverb says "Two heads are better than one."

3.   Participative management: Participative management can be materialized through meeting. Al the departmental heads and supervisors may sit together for taking decision.

4.   Help in co-ordination: Meeting can help for co-coordinating the work as a whole because all the parties or members are presented in the meeting.

5.   Covey information to a large gathering: Meeting can convey information for all departments. Besides the presented members exchange their views, idea, opinion and feeling at a large gathering.

6.   Others: Provide necessary information to a group of people, report on some incidents or activities, create involvement and interest, formulate policies etc.

8.   Disadvantages of Meeting

Ans :

There are some limitations and disadvantages of meeting. These limitations and disadvantages are discussed below:

1.   Time-consuming: Meeting takes much time to take decision. We know that to hold a meeting is very time-consuming.

2.   Costly: It is too much expensive. Because the company has to decorate the conference room, pay the T.A. and D. A. to the members, pay for cards etc.

3.   Formalities: There are many formalities to hold on a meeting. Agenda, minutes, regulations are needed for a valid meeting.

4.   Difficult to control: Sometimes it becomes very difficult for the speaker or chairman to control over the **meeting** because proverb says, "Many men many minds."

9.   Agenda

Ans :

Agenda means things to be done. It is usually sent along with the notice of the meeting. It is a list of the topics to be discussed in a meeting.

Sometimes the agenda is prepared after the circulation of the notice in order to include the member's opinion. If the subject matter of the meeting is secret, the agenda may not be circulated. Some definitions of agenda are as follows:

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So, agenda is an items or issues prepared by the secretary and which are to be discussed or transacted in a forthcoming mitten.

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The features of agenda can be stated as follows:

1.   Generally, agenda is sent along with the notice of the meeting.

2.   It is written at the end but before or after the signature of the convener of the meeting.

3.   It is arranged according to the importance of the end.

4.   Controversial topics should be written at the end.

5.   The topics are determined by the secretary with consulting the higher authority or the convener of the meeting.

6.   It is written in brief but explicit manner.

10.   Definition of Minutes

Ans :

Minutes is the official recording of the proceedings of the meetings and the decisions reached there in. minutes is a full but concise clear, lucid, true and accurate record of the business transacted at the meeting and the decisions and resolutions adopted there at . It is prepared after the meeting from the notes taken during the proceedings of the meeting. The recording of minutes and maintenance of proper minutes of meetings is obligatory for public bodies or co-operative societies. The object of preparation of the minutes is to preserve the business transacted in the meeting and

decision taken on the discussion in a clear, concise and accurate way for future guidance.

Minutes of meetings are important documents that actually record in writing what was discussed in a meeting and what action items came out of the meeting. In most organizations a review of the minutes of the primary management meetings over time would reveal an excellent record of the history of that organization.

11. Factors Considered In Drafting Minute

Ans :

The following factors should be considered in drafting minutes of a meeting:

1. Name and address of the organization

2. Name of the meeting

3. Date, time and venue of the meeting

4. Name of the chair person

5. Name and signature of the participating members

6. Serial number

7. Following of the rules and structure of minutes

8. Name of the prosper and supplier of resolutions

9. Number of regret letters

10. Easy and understandable language

11. Divisions

12. Proper data

13. Signature of the president

Choose the Correct Answer

1. Which of these is the external sounds present in the channels of communication

    [a]

    (a) Noise   (b) Semantic problems

    (c) Cultural barriers   (d) Over communication

2. Which of these should not be avoided for effective communication?   [b]

    (a) Noise   (b) Planning

    (c) Semantic problems   (d) Wrong assumptions

3. _____ are problems arising from expression.   [b]

    (a) Cultural barriers   (b) Semantic problems

    (c) Wrong assumptions   (d) Selecting perception

4. When is the communication process complete?   [d]

    (a) When the sender transmits the message

    (b) When the message enters the channel

    (c) When the message leaves the channel

    (d) When the receiver understands the message.

5. Identify the part of the business letter   [c]

    (a) Recipient   (b) Sender

    (c) Address   (d) Closing

6. Identify the part of the business letter labeled   [a]

    (a) Date   (b) Body

    (c) Address   (d) Salutation

7. Identify the part of the business letter labeled #4.   [d]

    (a) Salutation   (b) Closing

    (c) Body   (d) Address

8.   _____ is preprinted stationery with the organizations name, logo, address, and phone number.   [b]

(a) Memo   (b) Letterhead

(c) Letter   (d) Enclosure

9.   When your letter extends onto a second page you should use _____ for the second page.   [a]

(a) Plain Paper

(b) Coloured Paper

(c) You can use letterhead or plain paper. It doesn't matter.

(d) Letterhead

10.   _____ format the address, date, salutation, paragraphs, and closing are all lined up at the left margin.   [c]

(a) Left Margin   (b) Standard Writing

(c) Block or Full Block   (d) Modified Block

Fill in the blanks

1.   A written report is more formal than an oral report _____.

2.   Which of these is not a formal report _____.

3.   Into which of these types are formal reports not classified _____

4.   _____ of these reports provide information without any evaluation.

5.   Which of these must be avoided in a technical report _____

6.   Which of these is not a part of a report _____.

7.   _____ style of business letter.

8.   Features of agenda _____.

9.   Importance or Necessities of Agenda _____.

10.   Importance of business tool _____.

ANSWERS

1.   True

2.   Informal

3.   Oral

4.   Informational

5.   Subjective evaluation

6.   Gender

7.   Block style

8.   Agenda is sent along with the notice of the meeting

9.   It helps to take a prompt decision.

10.   Decision making tool

FACULTY OF MANAGEMENT

B.B.A III Year, V-Semester (CBCS) Examination

BUSINESS CORRESPONDENCE

MODEL PAPER - I

Time: 1¹/₂ Hours   Max. Marks : 40

PART – A (2 × 5 = 10 Marks)
(Short Answer Type)

Note: Answer any **TWO** of the following questions.

1. Business Correspondence   **(Unit - I, SAQ. 1)**

2. Effective communication   **(Unit - I, SAQ. 4)**

3. Business meeting   **(Unit - II, SAQ. 6)**

4. Agenda   **(Unit - II, SAQ. 9)**

PART – B (2 × 15 = 30 Marks)

Note: Answer any **TWO** of the following questions.

(Long Answer Type)

5. a) What are the barriers to effective communication?   **(Unit - I, Q.No. 5)**

                              OR

    b) Explain the importance of effective communication in   **(Unit - I, Q.No. 7)**
        an organization.

6. a) What is the importance of report or report writing?   **(Unit - II, Q.No. 2)**

                              OR

    b) Discuss about structure of report writing.   **(Unit - II, Q.No. 8)**

FACULTY OF MANAGEMENT
B.B.A III Year, V-Semester (CBCS) Examination
BUSINESS CORRESPONDENCE
MODEL PAPER - II

Time: 1¹/₂ Hours   Max. Marks : 40

PART – A (2 × 5 = 10 Marks)
(Short Answer Type)

Note: Answer any **TWO** of the following questions.

1.   Essential Qualities of a Good Business Letter   **(Unit - I, SAQ. 2)**

2.   Oral communication   **(Unit - I, SAQ. 5)**

3.   Format of Business Letters   **(Unit - II, SAQ. 2)**

4.   Importance of report   **(Unit - II, SAQ. 4)**

PART – B (2 × 15 = 30 Marks)

Note: Answer any **TWO** of the following questions.

(Long Answer Type)

5.   a)   Explain the format of business letters.   **(Unit - I, Q.No. 12)**

OR

b)   What is the importance of business correspondence?   **(Unit - I, Q.No. 2)**

6.   a)   Discuss about various types of reports.   **(Unit - II, Q.No. 3)**

OR

b)   What is the importance of business meetings?   **(Unit - II, Q.No. 10)**

FACULTY OF MANAGEMENT
B.B.A III Year, V-Semester (CBCS) Examination
BUSINESS CORRESPONDENCE
MODEL PAPER - III

Time: 1¹/₂ Hours   Max. Marks : 40

PART – A (2 × 5 = 10 Marks)
(Short Answer Type)

Note: Answer any **TWO** of the following questions.

1. Business letter   **(Unit - I, SAQ. 6)**
2. Routine report   **(Unit - I, SAQ. 8)**
3. Characteristics of Business Report   **(Unit - II, SAQ. 3)**
4. Advantages of report writting   **(Unit - II, SAQ. 5)**

PART – B (2 × 15 = 30 Marks)

Note: Answer any **TWO** of the following questions.

(Long Answer Type)

5. a) Discuss about classification of business letters.   **(Unit - I, Q.No. 13)**

OR

    b) Discuss about structure of business letter.   **(Unit - I, Q.No. 11)**

6. a) What are the essential characteristics or features   **(Unit - II, Q.No. 7)**
        of a good report?

OR

    b) Explain about types of meeting.   **(Unit - II, Q.No. 11)**

FACULTY OF MANAGEMENT

B.B.A, V - Semester (CBCS) Examination

JUNE / JULY - 2019

BUSINESS CORRESPONDENCE

Time : 1-1/2 Hrs]   [Max. Marks : 40

PART - A (2 × 5 = 10 Marks)
[Short Answer Type]

Note : Answer the following questions

1.   Business Correspondence   **(Unit-I, SQA - 1)**

2.   Minutes of the meeting.   **(Unit-I, Q.No. - 13)**

PART - B (2 × 15 = 30 Marks)
[Essay Answer Type]
Note : Answer all the questions

3.   (a)   What is communication ? Explain the role of communication
          in business.

                                                         (Unit-I, Q.No. 2, 3)

OR

     (b)   What do you mean by consumer complaint ? Discuss
          in detail the content of complaint letter.   **(Unit-I, Q.No.19)**

4.   (a)   Explain the various types of reports and their important
          features.   **(Unit-II, Q.No. 2, 3)**

OR

     (b)   Explain the importance of business meetings and the procedure
          to conduct meetings.   **(Unit-II, Q.No.9,10)**

FACULTY OF MANAGEMENT

B.B.A V - Semester (CBCS) Examination

November / December - 2018

BUSINESS CORRESPONDENCE

Time : 1-1/2 Hrs]   [Max. Marks : 40

PART - A (2 × 5 = 10 Marks)
[Short Answer Type]

Note : Answer the following questions

1.   Oral and written communication   **(Unit-I, SQA 5)**

Ans :

The Written Communication refers to the process of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words is called as written communication.

The written communication is the most common and effective mode of business communication. In any organization, the electronic mails, memos, reports, documents, letters, journals, job descriptions, employee manuals, etc. are some of the commonly used forms of written communication.

Such communication is used when the information to be transmitted is lengthy and includes some complex terms that cannot be explained verbally. Also, the organizations maintain their documents in writings such that these can be used as a reference and evidence of any transaction anytime in the future. Thus, it is essential for every business organization to develop effective writing skills and inculcate this in all its employees.

2.   Agenda   **(Unit-II, SQA 9)**

PART - B (2 × 15 = 30 Marks)

[Essay Answer Type]

Note : Answer all the questions

3.   (a)   What is Business correspondence ? Explain importance

         of business correspondence.   **(Unit-I, Q.No.1,2)**

OR

      (b)   Explain structure and format of different types of business letters.

                                                                                              (Unit-I, Q.No.11,12,14)

4. (a) What is a report ? Explain the characteristics of good report.

Ans :

A document containing information organized in a narrative, graphic, or tabular form, prepared on ad hoc, periodic, recurring, regular, or as required basis. Reports may refer to specific periods, events, occurrences, or subjects, and may be communicated or presented in oral or written form.

1. Simplicity

The language shall be as simple as possible so that a report is easily understandable. Jargons and technical words should be avoided. Even in a technical report there shall be restricted use of technical terms if it has to be presented to laymen.

2. Clarity

The language shall be lucid and straight, clearly expressing what is intended to be expressed. For that the report has to be written in correct form and following correct steps.

3. Brevity

A report shall not be unnecessarily long so that the patience of the reader is not lost and there is no confusion of ideas. But, at the same time, a report must be complete. A report is not an essay.

4. Positivity

As far as possible positive statements should be made instead of negative ones. For example, it is better to say what should be done and not what should not be done.

5. Punctuation

Punctuations have to be carefully and correctly used otherwise the meaning of sentences may be misunder-stood or misrepresented.

6. Approach

There are two types of approaches: (a) Per-son—When a report is written based on personal enquiry or obser-vations, the approach shall be personal and the sentences shall be in the first person and in direct speech, (b) Impersonal—When a report is prepared as a source of information and when it is merely factual (e.g. a report on a meeting), the approach shall be impersonal and the sentences shall be in the third person and in indirect speech.

7. **Readability**

The keynote of a report is readability. The style of presentation and the diction (use of words) shall be such that the readers find it attractive and he is compelled to read the report from the beginning to the end.' Then only a report serves its purpose. A report on the same subject matter can be written differ-ently for different classes of readers.

OR

(b) Explain various types of business meetings.   **(Unit-II, Q.No.11)**