
UNIT 1 FEATURES OF WRITTEN AND ORAL COMMUNICATION

Structure

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1.0 OBJECTIVES

In this Unit you will learn about:

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

1.1 WARM UP

Activity 1

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

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

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

- 2) Think about the following:
 - i) How can you communicate effectively?
 - ii) Think of an instance when your meaning was distorted because of miscommunication.
 - iii) Did it create a 'comedy of errors' or lead to a 'sad situation/sorry state of affairs'?
- 3) How will you react when faced with the following situations? Give your answers in both media, verbal and non-verbal. The first one has been done for you.
 - i) Your grandparents have come to visit you.
You will greet them verbally by saying 'namaste', 'salaam' etc. The non verbal greeting would be a warm hug, a welcoming smile and/or touching their feet in respect. The communicative mode is thus a mix of both formal and informal.
 - ii) You have gone with your friends to see a film. You meet your teacher at the theatre who is going to administer a test the next day.
 - iii) You meet an old friend unexpectedly at a restaurant.
 - iv) You want to complain to the municipal authorities about the increasing menace of stray animals in your area.
 - v) Your boss has asked you about the marketing strategies your team has adopted regarding the latest product of the company.
 - vi) You have to visit your boss who has lost his father recently.

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

1.2 MAKING A CHOICE: DIFFERENT STYLES OF COMMUNICATION

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

Styles of Communication

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

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

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

The Relater

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

How to deal with them:

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

The Socializer

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

How to deal with them:

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

The Thinker

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

How to deal with them:

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

The Director

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

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

How to deal with them:

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

☞ Check Your Progress 1

1) Answer the following questions:

i) Mention any two characteristics of relaters and say how you can handle them.

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ii) Does 'socializers' mean socially acceptable people? What are the ways of dealing with them?

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iii) Thinkers are obviously people who think their way through things. Does this mean that they have intellectual abilities but no heart? How will you deal with them?

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iv) Suppose your colleague at work is dominating and aggressive in his manner, into which category or type would you put him/her? What will you do to ensure smooth functioning of work?

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

☞ Check Your Progress 2

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

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

1.3 WRITTEN COMMUNICATION

Activity 2

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

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

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

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

Activity 3

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

1) MEMORANDUM

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

From: MD

Date: 24/02/20xx

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

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

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

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

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

2) *Serangoon Garments*
 Serangoon Road
 Singapore
 Tel: 934-23456 Fax: 934-23457

Date: 27th February 20xx

Your Ref no. 395/IG//20xx

Our Ref no. 120/SG/20xx

Mr. Shiv Sareen
Managing Director
India Garments
5, Okhla Industrial Estate
New Delhi 110023

Dear Mr. Sareen,

Sub: Discrepancies in your last consignment of garments

No. IG-01/108

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

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

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

Yours truly,

Hwang Cho

Manager
Serangoon Garments
Singapore

1.4 READING: LETTERS, MEMOS, OFFICE ORDERS AND CIRCULARS

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

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

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

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

Activity 4

Can you add more guidelines?

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1.4.1 Downward, Non-interactive Internal Communication

Memorandum

Memo

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

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

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

Features of a Memo

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

Uses of a Memo

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

Writing a Memo

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

Avoid Saying

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

Instead Word it Like This

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

1.4.2 Office Order

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

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

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

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

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

Given below is an example of an actual office order:

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

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

Dt. 03.03.2006

OFFICE ORDER

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

* * *

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

(SUDHIR KUMAR)
COLLECTOR
CUM
DISTRICT ELECTION
OFFICER
KARAIKAL DISTRICT

To
The Dy. Collector (Revenue)
Karaikal

Copy to:

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

1.4.3 Circulars

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

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

Activity 5

- 1) As the Finance Manager of your company, write a memo about the decisions arrived at in a meeting between the MD and you. The decisions were about the guidelines for executives traveling on company business.
 - i) Company executives will travel in economy class in planes and AC two tier class in trains.
 - ii) They will stay at 3-star hotels.
 - iii) The Travel Department of the company will make all arrangements for their travel including booking of tickets and hotel reservations.
 - iv) The executives can withdraw cash up to Rs. 10,000/- as advance for incidental expenses.
 - v) Hotel bills shall be settled directly by the company. Payments unrelated to company business shall be made by the executive.

- 2) Draft an office order for the following situation:

Ms. Sheela Nair, Deputy Manager Sales, was promoted to the next higher grade of Senior Manager on 26th of July 20xx.

- 3) Write a circular on behalf of the Delhi Transport Authority for the purpose of informing all bus commuters that Grey-line buses have been taken off the roads because of traffic violations and the recent spate of accidents involving them. It has also decided to introduce more DTA buses on all major routes.

☞ Check Your Progress 3

Now that you have read about some types of downward, non-interactive internal communication, answer the following questions briefly in your own words:

- 1) What are the principles of effective business correspondence?

2) When are memos and office orders written?

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3) What is the difference between these two kinds of communication?

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4) List 3 characteristics of a memo.

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5) Enumerate at least 3 differences between a memo and a business letter.

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6) What factors should be kept in mind while drafting a memo or an office order?

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7) What is the purpose of writing a circular?

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

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

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

We are human and we do make mistakes. But it is important to look into the matter immediately and decide how to rectify it. This work has to be done on top priority. You are requested to come to my office tomorrow i.e. 28th of February, at 11.00 am with workable solutions and concrete suggestions to stop our client from severing relations with us.

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1.5 GRAMMAR: THE ORDER OF ADJECTIVES

Read the following sentences from the text:

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

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

Some adjectives give a *general opinion*, examples:

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

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

Food: tasty; delicious

Furniture: wooden, steel, comfortable/ uncomfortable

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

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

Features of Written and Oral Communication

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

Therefore in sentence 5, few would come before effective.

☞ Check Your Progress 4

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

1.6 LET US SUM UP

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

1.7 ANSWERS

Check Your Progress 1

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

Check Your Progress 2

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

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

Activity 2

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

Activity 4

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

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

Activity 5

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

MEMORANDUM

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

From: Finance Manager

Date: February 22nd 20xx

Subject: Guidelines for business travel

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

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

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

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

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

No: ASD/PM/CK/20xx/24

Date: 27/02/20xx

OFFICE ORDER

Sub: Promotion of Ms. Sheela Nair as Senior Manager

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

Vivek Bhatia
Secretary

To
Ms. Sheela Nair
Deputy Manager, Sales

Copy to:

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

3) Circular on behalf of the Delhi State Transport Authority

Features of Written and
Oral Communication

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

CIRCULAR

Ref no: GDL/KDJ/HF/LMK/20/17

24/2/20xx

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

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

Prashant Sharma
Chairman – DSTA

Check Your Progress 3

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

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

2) Memos and office orders:

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

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

3) **The difference between memo and office order**

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

4) **The memo has the following characteristics:**

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

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

- i) The business letter is formal with appropriate salutations while the memo is less formal and contains no salutations.
- ii) The business letter has the address of the sender and the receiver whereas the inside addresses are absent in the memo.
- iii) The business letter is sent on the company letterhead whereas the memo does not because the latter is meant for in-company communication. It is sent on a plain paper or on printed memo forms.
- iv) The business letter is usually a page or more in length whereas the memo is often concise in form and content and rarely exceeds a page.

- 6) **While drafting an office order or a memo** brevity and precision of the message should be given importance. The purpose should be stated directly and the active voice used as far as possible. The sentences should be short and simple. The tone and language should be objective as well as courteous. Personal opinions/ comments should be avoided in both cases.

- 7) **The purpose of writing a circular** is to inform employees of a change in company policy procedures, events taking place within the company, posts for internal appointment or about new schemes/ventures undertaken by the company.

8) **MEMORANDUM**

Date: 27/2/20xx

To: Managers (Sales, Production, Quality Control)
From: MD

Subject: Urgent meeting concerning Funky Toys.

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

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

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

UNIT 2 EXTERNAL COMMUNICATION

Structure

- 2.0 Objectives
- 2.1 Warm Up
- 2.2 Language Focus
- 2.3 Reading - I: Different Types of Informative and Persuasive Letters
- 2.4 Vocabulary: Multiple Meaning of Words
- 2.5 Writing-I: Sequencing
- 2.6 Grammar
 - A. Noun Clause
 - B. The Present Perfect Tense
 - C. The Present Perfect Continuous Tense
- 2.7 Reading-II: Email Guidelines
- 2.8 Writing-II: Writing an Email
- 2.9 Let Us Sum Up
- 2.10 Answers

2.0 OBJECTIVES

In this Unit you will learn about:

- What is external business correspondence?
- The mechanics of drafting external business correspondence
- Types and functions of external business correspondence
- More types of external business correspondence
 - Informative and Persuasive Letters
 - Routine letters
 - Sales letters
 - Letters for Special Purposes
 - Problem Letters
- How to write
 - Routine Letters
 - Letter of inquiry
 - Letter seeking information
 - Letter of request
 - Letter of quotation
 - Sales Letters
 - Prospecting letter
 - Cover letter with offers etc.
 - Follow up letter(s)
 - Sales appreciation letter

- Letters for special purposes
 - Agency letters
 - Personnel letters relating to employment
 - Status enquiries
 - Seeking finance
- Problem letters
 - Complaints and follow ups
 - Concessions
 - Collection Letters on account of overdue/pending payment
- Emails
 - Some guidelines for writing them
- How to write these letters

2.1 WARM UP

There are two letters written by the same person for different purposes. Do they have the same tone, format and content? What is similar / different about them?

Letter 1

Apt # 505
Himalaya Apts,
Sector-9, Dwarka
N. Delhi – 75.
Dear Jatin,

Date: 23rd February 20xx

How are you? I hope you are fine. Guess what happened the other day?! I met the film actress Priyanka at a birthday party of a mutual friend. I was so excited to meet her, more so because it was unexpected. The food was good and the music great, but all the guests were taken up with Priyanka. She looked pretty and as attractive as she does on the screen. All the boys (including me of course) were crowding around her and trying to shake her hand or talk to her. I was very impressed by the fact that she was friendly and did not mind people jostling around asking for her attention. After signing countless autographs, she danced to the songs from her films which were played repeatedly as a sort of tribute to her.

How are your parents and others at home? Are you still working for Satyam? When are coming to Delhi? Do make it soon so that we can meet. Convey my regards to your parents.

With love
Samar

Letter 2

To
The Marketing Manager
The Entertainers
Jhandewalan
Delhi

Date: 22nd February 20xx

Sir,

I had recently bought an HD LCD TV from your showroom. However, after using it for less than even a month, I find that the high definition picture quality is simply not there. At times there is distortion of picture too. I find it extremely disturbing that our new and expensive TV is malfunctioning. As the set is within a two-year warranty period, I request you to send someone immediately to repair/replace the TV.

Yours Sincerely
Samar Singh
(Apt # 505, Himalaya Apts,
Sector-9, Dwarka, N. Delhi – 75)

Both letters are examples of external correspondence but the second letter is formal in tone and the content is in the nature of a complaint in a business context. The first letter is informal, casual and non-business in content and context.

Differences between Formal and Informal Letters

Formal letter	Informal letter
It is written to make a specific point to a person/organization known or unknown to us.	It can address different topics and is written to people you know.
Its primary aim is to convey information.	Generally it deals with private thoughts, feelings and topics of interest to the person to whom the letter is addressed.
It contains certain linguistic features which are formal in nature.	It contains expressions which characterize conversation – exclamatory expressions (Guess what happened the other day?!), questions (How are your parents and others at home?), contracted forms (It'll take some time), etc.
It is generally brief, clear, precise and complete. It is well-organized and points are arranged in a logical sequence.	It may talk about different subjects and even ramble a bit. Its organization and logical continuity is more loosely structured.

Activity 1

Can you add some more differences?

.....

.....

.....

.....

.....

.....

2.2 LANGUAGE FOCUS

We use language - both spoken and written - for specific purposes. The words and phrases used to convey one purpose would have to be changed to fulfill another purpose. Chunks of language that serve a specific purpose can be referred to as structures. These are often formulaic expressions that fulfill language functions. They also provide different levels of formality to create a variety of moods. For example, "I'm afraid this is really not possible" is a polite way of refusing something. A number of ways of conveying the same intent is possible in situations of differing degrees of formality.

No way (most informal)

Not possible

Absolutely not

This is simply impossible / not possible

It seems difficult for this to happen

I'm afraid this is really not possible

I'm sorry it may not be possible ...

I regret to inform you that this may not be possible (most formal)

Instead of writing in a stilted, official language, use a more personal, down-to-earth style. It is true that there are certain conventions that we have to follow in business correspondence. But the tendency to use outdated phraseology makes our language stylized and pompous. See the following letter:

Dear Mr. Sareen,

Thank you for your gracious letter of the 7th instant. In response to your query, I wish to state that we no longer sell the equipment you enquired about. Be advised that Sanburn & Co. could be of some help to you. You may address further correspondence to that firm for assistance in the matter.

Thank you,

Yours sincerely,

Hiten Saxena
Store Manager

Surely there are some words and phrases you would like to omit? We could replace words/phrases like 'gracious', 'of the 7th instant', 'I wish to state', and 'Be advised' with less archaic and more contemporary forms. Now read the re-written letter given below. Does it sound better?

Dear Mr. Sareen,

Thank you for your letter of 7th Oct 20xx.

We no longer sell the equipment you enquired about. However, we are aware that Sanburn & Co. deals with such items. The company executives may be able to help you. You may like to write to them for assistance.

Sincerely yours,

Hiten Saxena
Store Manager

Activity 2

Apart from being polite and clear, you should be concise too. Here are some more examples of words/phrases you must avoid in your writing. Can you replace them with concise forms? See the answers given at the end of the unit to check your responses.

- 1) In due course
- 2) Please find attached the file you requested
- 3) It was realized by Mr. Sareen that we must cut down costs
- 4) There are some rules that must be observed
- 5) I beg to state that
- 6) After a dialogue with you
- 7) Causative factors
- 8) The issue of utmost importance is collaboration
- 9) Answer in the affirmative
- 10) In accordance/compliance with your request
- 11) Pursuant to our conversation
- 12) I enclose herewith the papers
- 13) Notwithstanding the fact that
- 14) In the majority of circumstances

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

Activity 3

To write effectively, you need certain skills that will enable you to write simply, clearly, correctly and briefly. Read the following paragraph.

When the mall owners were contacted on December 23rd, the assistant manager informed the senior chief engineer that they were thinking over advertising block 1 for sale. But he also expressed his inability to take a firm decision by requesting this company to confirm their intention of buying the block within a month when their president will come back from a business trip, which will be January 22nd 20xx.

The two things you would have understood after reading the above paragraph is that the mall owners were contacted on December 23rd and the president is returning on January 22nd. The important information about the sale of the block of shops is muddled up by the use of excessive words.

How will you rewrite this paragraph to make sense? Check your writing with the answer given at the end of this unit.

The Mechanics of Writing a Letter

A business letter should be neat, attractive and create a positive impression in the mind of the receiver/reader. While there should be accuracy in both facts and presentation, attention should be paid to the following points:

- ➔ The letter should give the date i.e. tell when the letter was sent.
- ➔ It should have the name and designation of the recipient. Ensure that the name is spelled right as nothing turns off a reader more surely than her/his name being misspelled. Do not address a lady as Mr. or as Mrs. if she is unmarried.
- ➔ The recipient's address should be given correctly.
- ➔ The letter should also give the address of the sender i.e. from where it is being sent.
- ➔ It should have the name and designation of the sender.

It is a good idea to **plan your letter** before writing it. There are some steps involved in it:

- ✓ Ask yourself: What is the purpose of this letter?
- ✓ Assemble all relevant information and documents
- ✓ Decide upon the key points you wish to convey
- ✓ Analyze your audience and write your messages according to the reader's age, status, characteristics and attitudes especially when he or she belongs to a culture other than your own.
- ✓ Draft the document stating your purpose.
- ✓ Format the document with care. Use a conventional format and appropriate courtesy titles and proper salutations at the beginning and end of the letter.
- ✓ Revise your message with care and then type your final draft. Read it again before sending it. Check for grammar mistakes.

Forms of Salutations, the Beginnings and the Endings

A business letter usually begins with 'Dear Sir/Madam' or even a simple 'Sir/Madam' is enough. If you know the name of the person you are writing to, address her/ him by their surname, e.g. 'Dear Dr. Sinha'. Then begin the letter by saying why you are writing, e.g. 'I am writing to ask.....', or 'I am writing to

confirm’ etc. When you write a letter seeking a favor, or information, you close it by saying “Thank you, Yours Sincerely” or “Sincerely yours”. If you wish to get an answer to your letter, you may close by writing “I look forward to hearing from you” or “An early reply would be greatly appreciated”.

Activity 4

Given below is a list of verbs and verb phrases. Choose a suitable verb to complete the sentences below. Begin your sentence with “I am writing to” or “I would like to”

ask	inquire about	confirm	apologize for
invite	inform	complain about	
thank	request	allow for	

i) ... the poor quality of the cloth used

.....

ii) ... the rude behavior of my clerk...

.....

iii) ... you for the excellent arrangements ...

.....

iv) ... the post you advertised...

.....

v) ... the dates which we agreed on ...

.....

2.3 READING-I: DIFFERENT TYPES OF INFORMATIVE AND PERSUASIVE LETTERS

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

There are various kinds of business letters which may be classified according to the nature of the situation for which the letter is written. They can be broadly classified as Informative and Persuasive Letters (Routine and Sales Letters), Letters for special purposes and Problem letters. Given below is a list of different types of such letters.

Informative and Persuasive Letters

• Routine Letters

- Enquiries, seeking information and requests
- Quotations
- Orders and acceptance
- Payment

• Sales Letters

- Prospective or Promotional letters
- Cover letters with offers, fliers, catalogues etc.
- Proposal letters
- Follow up letters
- Sales appreciation letters

- **Letters for Special Purposes**
 - Agency Letters relating to banks, insurance agents/company, government and regulatory agencies, etc.
 - Personnel letters relating to employment
 - Circulars
 - Status enquiries
 - Seeking finance
- **Problem Letters**
 - Complaints and follow ups
 - Concessions
 - Collection Letters on account of overdue/pending payment

Examples of Different Types of Informative / Persuasive Letters

Letter of Enquiry

These are generally addressed by prospective buyers to possible suppliers of goods to seek information regarding availability of goods and the terms and conditions of supply and delivery. Such a letter may include a description and specifications of goods required.

[Date]

[To - Name]

[Company]

[Address]

[City, State PIN code]

Subject: Catalogue of dresses for your consideration

Dear [Ms./Mr. last name]

We saw your advertisement in the last issue of the monthly magazine Garments Today. We require Indian and Western style dresses for women of all age groups for our store in Connaught Place, New Delhi. We would like to have a look at some sample dresses and their prices before we can place an order with you. Please let us know when we can see them.

Sincerely,

[Your name]

[Your address, if not using your letterhead]

Letter Seeking Information (for a business plan)

[Date]

Your address if not
using letterhead
[City, State PIN code]

[To - Name]

[Company]

[Address]

[City, State PIN code]

Subject: Seeking help for a business plan

Dear [Ms. /Mr. last name]

I have been a regular customer of your business and have always admired the way you operate and handle it.

At present I'm trying to set up a new venture of my own for a service business which is quite different from yours. But there are some similarities in the way customers are handled. Would you mind if I called you to ask some questions regarding your philosophy about customer service?

I have enclosed a self-addressed, stamped postcard with some questions so that you can reply by simply ticking off in the appropriate places. Then I will call at whatever time is convenient to you. Thank you for your time.

Sincerely,

[Your name]

[Your address, if not using your letterhead]

Letter of Request

Such letters may include requests for goods and services or for information of various sorts (examples given above).

Activity 5

Read the following letter of request and fill in the gaps with appropriate words in their correct form.

[Date]

Your address if not
using letterhead
[City, State PIN code]

[To - Name]

[Company]

[Address]

[City, State PIN code]

Dear [Ms./Mr. last name if you know it or Madam/Sir]

We are (arrange) a college trip to Kashmir and we are particularly interested in (visit) Gulmarg. We (could/would/should – choose correct option) like some information about your tours to the Kashmir valley.

It would be greatly (appreciate) if you could (sent) details about bus fares, their timings and whether they (be) comfortable and air-conditioned or not. We would also like to know if you (provide) concession fares for student groups in the past. This information (be) important to us because we (be) a large group of 50 students.

Kindly let us know the required information at the earliest.

Thank you for your time.

Yours Sincerely,

[Your name]

Letter of Quotation

When an enquiry is received about goods from a prospective buyer, a letter of quotation has to be sent in reply. Business quotations should give complete information about the nature and quality of goods asked for, time and mode of delivery, prices, any additional charges for packing and shipping or other services, and terms of payment. The letter given below is written in response to a letter of enquiry (see above).

[Date]

[To - Name]

[Company]

[Address]

[City, State PIN code]

Dear [Ms./Mr. last name]

Thank you for showing interest in the dresses made by our team of designers. We have enclosed a copy of the catalogue of our dresses so that you can have an idea of the kind of dresses we make and their prices.

You will see that our designs are contemporary as well as ethnic. Our prices too are unbeatable and very reasonable. I would also like to mention that we have been working in this field for at about 7 years now and supply dresses to most of the well-known and exclusive garment showrooms across North India.

I am also enclosing an order form and a document detailing our terms and conditions of payment, discounts on bulk orders and mode of delivery for your attention and information. We also provide a replacement guarantee on our products in case of any problems/defects.

Looking forward to hearing from you soon.

Sincerely yours,

[Your name]

[Your address, if not using your letterhead]

Enclosures: i) Catalogue
 ii) Order form
 iii) Document of details regarding payment etc.

Sales Letters

The main aim of this kind of communication is publicity and advertisement of a company's products and/or services offered in anticipation of growth in sales and customer base. The different types of sales letters are:

- **Prospecting letters** – This is sent to prospective or potential customers for your products or services.
- **Cover letters** – They accompany catalogues, fliers, information sheets and offers by companies.
- **Proposal letters** – These are written to take on new products, services etc.

- **Follow up letters** – They help to outline in writing what you and the recipient have discussed in a meeting or phone call and what you two have decided. They can also work as reminders to customers who may have discontinued patronizing your products or may be in the form of replies to queries by customers.
- **Sales appreciation letters** – Such appreciation letters acknowledging a customer's patronage build both good will and business.

Some important factors to consider while writing sales correspondence:

- ❖ While composing a sales letter, you should be able to catch the attention of your reader with an effective opening and generate an interest in her/his mind to know more.
- ❖ Identify your potential customers' need. Sales letters should not only be about what you have to sell; they should address the customer's need and how you can satisfy this need.
- ❖ A sales letter should make the act of purchasing easy. It should clearly state what the customer is expected to do in case s/he wishes to buy a product. The action to be taken should be within easy reach and possibility of the customer.
- ❖ You should also indicate reader benefit, that is, how the action performed will benefit the receiver of the letter
- ❖ Be polite and conversational in your sales letters. Don't try to be comic or flippant as most people regard parting with their money as serious business.
- ❖ Check and revise your letter for accuracy.

Prospecting Letter

Activity 6

In the prospecting letter that follows the prepositions are missing. Fill in appropriate ones.

[Date]

[To - Name]

[Company]

[Address]

[City, State PIN code]

Dear [Ms./Mr. last name]

I enjoyed meeting you(i) the conference(ii) Digital Photography held ... (iii).. [date]. Thanks a lot(iv) the tips(v) taking better images....(vi) digital cameras. In fact, I went ahead and invested(vii) the latest digital camera which is a very handy, convenient and user friendly piece....(viii) equipment. I have been shooting short videos too which is another great feature(ix) this camera.

I remember you mentioning that you have a photography store(x) central Delhi. I would like you(xi) know that I am(xii) the business of selling photographic paper. I have enclosed a flier(xiii) my company's [company name] products. I hope you will consider buying paper(xiv) us and recommending us(xv) your contacts. We take great pride(xvi) offering high-quality products. Thank you and good luck....(xvii) your new store(xviii) south Delhi.

Yours Sincerely,

[Your name]

[Your address if not using letterhead]

Activity 7

External
Communication

Special Offer Letter

In the following letter, the sentences are grammatically incorrect. Rewrite the letter with grammatically correct sentences.

[Date]

[To - Name]

[Company]

[Address]

[City, State PIN code]

Dear [Ms./Mr. last name if you know it or Madam/Sir]

This news coffee lovers! Just think - you never have wait to go out buy coffee your supply over. Try new mail order coffee service you wonder you managed without it. We sure you find our service convenient easy that we offering free coffee maker with initial order/subscription.

Our service care your preferences. You can increase or decrease order any time by simply visiting web site [give URL] adjusting/altering subscription. We enclosing catalogue showing different flavours coffee caffeinated and decaffeinated varieties. We ensure you pure coffee only as all coffee organically grown.

Act fast add new coffeemaker to home. The free product limited time till stocks last. We look forward you joining our [company name] family discerning coffee lovers.

Sincerely,

[Your name]

[Your address if not using company letterhead]

Follow Up Letter 1

[Date]

[To - Name]

[Company]

[Address]

[City, State PIN code]

Dear [Ms./Mr. last name]

We have noticed that you have not been buying our products recently and we are wondering if there is a problem. If you have any complaints regarding our products or services please don't hesitate to call us and let us know the reason for your dissatisfaction. I am sure we can solve your problem.

I am enclosing a discount coupon valid for your next order as an incentive to continue buying our products and services. As an added incentive, we will extent this discount to a year's purchases if you place a standing order for the whole year.

We look forward to having you back as our valued customer.

Sincerely,

[Your name]

[Your address if not using company letterhead]

Activity 8

Follow Up Letter 2

Complete the letter given below.

[Date]

[To - Name]

[Company]

[Address]

[City, State PIN code]

Dear [Ms./Mr. last name]

It has been a month since we installed your new dishwasher

.....

Please help us to serve you better by filling in the enclosed customer feedback form.

.....

Thanks for buying our product.

.....

Sincerely,

[Your name]

✍ Check Your Progress 1

Now that you have seen how business letters are written for different purposes, answer the following questions:

- 1) What are the different kinds of business letter?

.....

- 2) What factors should be kept in mind while making an enquiry?

.....

- 3) What are the details that need to be included in a letter of quotation?

.....

- 4) What are the different kinds of sales letter?

.....

- 5) Prepare a checklist of writing effective sales letters. Collect 2-3 samples of sales correspondence and see if they are effective. If not, what changes would you like to make in them?

.....

.....

.....

2.3.1 Read the following text, attempt the activities and then answer the questions under check your progress:

We have already learnt about routine and sales letters. Now, you will read about Letters for Special Purposes and Problem letters.

1) Letters for Special Purposes are:

- i) Agency Letters relating to banks, insurance agents/company, government and regulatory agencies, appointing business agents, etc.
- ii) Personnel letters relating to employment
- iii) Status enquiries
- iv) Seeking finance

2) Problem Letters are:

- a) Complaints and follow ups
- b) Concessions
- c) Collection Letters on account of overdue/pending payment

2.3.2 Special Purpose Letters

i) Agency Letters

• **Correspondence with Banks**

A company needs to be in constant touch with its bank for various commercial transactions like opening a current account, stopping payment of cheque, request for an overdraft, loan, bank guarantee etc.

[Date]

[To – Name of branch manager]

[Name of bank]

[Address]

[City, State PIN code]

Subject: To open a current account

Dear [Ms./Mr. last name]

We are in the business of manufacturing garments and we have recently opened a new showroom of our products in this area. We have a turnover of Rs 2 crores annually. For our financial transactions we need a current account and would like to open one in your bank. Kindly let us know about the formalities that have to be fulfilled in this respect. We look forward to an early response.

Sincerely,

[Your name]

[Your designation]

[Your address, if not using your letterhead]

- **Request for Agency**

Business firms which do not find it suitable to open branches usually establish agency relationships with other business firms in different towns and cities. This helps to expand business and save the cost of operating and maintaining branches.

There is a particular process of establishing an agency. A business concern may advertise or apply to a manufacturer or supplier for an agency explaining its financial resources, business connections, area and scope of operations, guarantee of business, rate of commission, requirement of sole agency or otherwise and lastly business references. When such relevant information is provided, the objective is to achieve a positive response from the interested party.

The manufacturer or supplier makes enquiries regarding the financial position and business dealings of the applicant from the referees. When the interested party is convinced of the applicant's credentials, a draft agreement or form is sent for completion and signatures.

[Date]

To
[Company name]
[Address]
[City, State PIN code]

Subject: Request for Agency

Dear Madam/Sir

In response to your advertisement for appointing agents for your products in Dwarka, New Delhi, we would like to offer our services.

Our firm has been in the business of selling children's clothes for more than 10 years. We are interested in selling your products and we are confident that we will be able to boost the sales of your products in this area.

We charge 5% commission on gross sales and guarantee all payments within a period of 90 days from the date of receipt of consignment. Our bankers are United Bank of India, Sector 4, Dwarka. You can refer to M/s Fancy Clothing, Sector 6, Dwarka, for seeking information about our financial integrity.

We shall do our best to promote your business in the Dwarka area and look forward to a fruitful relationship.

Sincerely,

[Your name]

[Your company address, if not using your letterhead]

Activity 9

Read the letter of appointment of agent and fill in the gaps with appropriate words.

[Date]

Your address if not
using letterhead
[City, State PIN code]

[To - Name]
[Company]
[Address]
[City, State PIN code]

Dear [Ms./Mr. last name if you know it or Madam/Sir]

Sub:

We are to inform you that we would like to you as our sole agent for the Dwarka area in New Delhi. Your name has been recommended and we hope we also establish good business relations in the future.

To with, we quote below prices of different kinds of dresses have been recently out by us.

- 1) Dress with thread embroidery medium size @ Rs 2000/- per piece.
- 2) Dress with thread embroidery large size @ Rs 2500/- per piece.
- 3) Dress with thread embroidery small size @ Rs 1500/- per piece.

You will be 5% commission on sales as per our agreement. Please the enclosed Form of Agency and it by return post.

We are also sending separate post our latest catalogue price list of our products. Kindly receipt of our products.

Yours
[Your name]

ii) Personnel Letters

Activity 10

Such letters relate to conditions of employment. Given below is a letter of application for the post of sales manager in a commercial organization. The beginning and the end of the letter are missing. Complete the letter by filling in gaps.

[Date]

[To - Name]
[Company]
[Address]
[City, State PIN code]

Dear [Ms./Mr. last name]

.....

.....

.....

.....

I am 34 years old and have at least 10 years of sales experience in a reputed firm [give company name]. I have also headed a team of 8 sales executives and have been involved in devising innovative sales strategies, from the planning to the execution stage.

.....

.....

.....

Looking forward to hearing from you soon.

Sincerely yours,

[Your name]

[Your address]

Activity 11

Look at the incomplete response to the above application. Fill it in with the correct form of the verb given in brackets.

[Date]

[Name]

[Address]

[City, State PIN code]

Dear [Ms./Mr. last name if you know it or Madam/Sir]

We (receive) your resume and application for the post of Sales Manager which we.....(has) advertised in the [newspaper title]. Your qualifications(be) excellent and we (add) you to the group of applicants we (like) to bring in for the interview.

This position (be) an important one and a key to the growth of our company. That is why we (be) extremely careful in our selection process. We(be) in touch with you within the next 2 weeks to set up a phone interview. After that we will bring in semi-finalists for an in-person interview.

We appreciate your patience and your interest in (work) with us. We look forward to (talk) to you soon.

Sincerely,

[Your name]

iii) Status Enquiry Letter

Enquiries about the credibility, financial standing and dealings of business firms, customers and clients are often made. For this purpose confidential letters are sent to known referees or to other business houses and institutions which may have dealings with the firms. It is expected that all these letters as well as replies to the same are written in good faith and in strict confidence. A straightforward opinion which does not reflect any bias or exaggeration should be given when such enquiries are made.

[Date]

[To - Name]

[Company]

[Address]

[City, State PIN code]

Dear [Ms./Mr. last name]

Thank you very much for your order dated February 5th 20xx, for 100 dresses on credit for 2 months. As you are dealing with us for the first time, we shall be grateful if you could furnish to us either a bank guarantee or a Delhi reference known to us. This is standard and usual practice. Meanwhile, we shall give our attention to your order.

Sincerely yours,

[Your name]

[Your company address]

iv) Letters Seeking Finance

These letters are written to banks or other financial institutions asking them to extend loan facility to business concerns.

2) Problem Letters

a) Complaint Letter

Given below is a letter of complaint to the Railways.

[Date]

[Your address]

The Superintendent
Railway Parcel Section
New Delhi Station.
New Delhi

Dear Madam/Sir

This is to inform you that on January 15th 20xx, we had sent a consignment of our products to Mr. Salve of Mumbai vide railway receipt no.[give number and date] from New Delhi station. The railway receipt was sent to our customer.

However, we have received a complaint from Mr. Salve that the parcel has not yet reached him. Please look into the matter and let us know what happened to the parcel.

Sincerely yours,

[Your name]

b) Letters Asking for Concessions

These letters are usually written by business organizations to financial institutions requesting for concessions in the terms and conditions of loan repayment.

c) Collection Letters

They are sent by business firms to defaulting customers. They are also known as 'dunning letters'. The tone of such a letter should be courteous and polite. The usual practice is to write these letters in 3 stages, first in the form of a **mild reminder**, the second as a **persuasive letter** and the third is the **last resort** stage. The first mild reminder is the 'will pay' stage where the company is confident of receiving payment. The second 'persuasive letter' is the 'should pay' stage. The business house has to persuade and appeal to the erring customer. When all reminders and persuasive letters fail to elicit the desired response from the customer, the 'last resort' letter is sent. This letter is short and to the point. It gives the customer one last chance to pay.

Activity 12

Complete the body of the letter.

[Date]

[To - Name]

[Company]

[Address]

[City, State PIN code]

Dear [Ms./Mr. last name]

We regret to point out that we have written to you repeatedly, on 10th and 25th December, 20xx and again on 21st January 20xx, calling your attention to our unsettled account of Rs 22,250/- against supply of dresses as per your order.

.....

We trust you will make this action unnecessary by settling our account immediately.

Sincerely yours,

[Your name]

[Your company's address]

☞ Check Your Progress 2

Now that you have seen how business letters are written for different purposes, answer the following questions:

- 1) What are the principles of effective communication?
.....
.....
.....
- 2) What are the points to be considered in drafting a business letter?
.....
.....
.....
- 3) Why do business firms appoint agencies instead of opening branches?
.....
.....
.....
- 4) Define collection letters.
.....
.....
.....
- 5) Describe the stages of sending collection letters.
.....
.....
.....

Activity 13

- 1) Write a letter to Punjab National Bank seeking finance for your new venture.
.....
.....
.....
.....
.....
- 2) Write a letter of complaint against a TV company which has delivered a defective TV.
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2.4 VOCABULARY: MULTIPLE MEANING OF WORDS

Activity 14

Some words can be used as a noun, verb, adjective or adverb. For example, the word 'sound' can be used as a noun ('The ugly sound of honking cars is a regular feature of life in Delhi'), as a verb ('As soon as the siren sounded, the people left their work stations to go home'), as an adjective ('She gave me sound advice') or as an adverb ('She slept soundly').

Fill in the sentences below with the appropriate words given in the box. Remember to make the necessary changes in the word.

frequent	storm	sparkle	question
----------	-------	---------	----------

- 1) a) Some business letters are in the form of a questionnaire in which you have to answer a set of
- b) When the Manager his subordinates about the missing file, they answered quite fearlessly.
- c) His spirit has not dimmed with advancing years.
- d) He looked at me
- 2) a) The weather kept people at home.
- b) The MD out of the meeting after meeting stiff opposition to his proposal.
- c) The strike was like a in a teacup because it ended within a few hours of its beginning.
- 3) a) The dewdrops glistened and in the morning sunshine.
- b) The waters of the spring gushed out from the side of the mountain.
- c) A of mischief lit up the face of the child.
- 4) a) He is a visitor to Delhi.
- b) The Manager noticed that employees the cafeteria and concluded that they were either fond of eating or of shirking work.
- c) After his retirement, the management spoke of him and with great affection.
- d) The of swine flu is increasing in an alarming manner.

2.5 WRITING - I: SEQUENCING

Activity 15

Given below are sentences taken from an application for the post of a sales officer. Rearrange the sentences in the correct order and organize them into separate paragraphs.

- i) My present job requires me to not only to sell goods but also to keep an account of the sales and do some typing too.
- ii) I am 26 years old and hold an MBA degree.
- iii) I am interested in applying for the post of a sales officer which was advertised in The Hindustan Times on 30th of July 20xx.
- iv) I enclose my CV and will be happy to give you further information if required.
- v) You can contact me at my home phone or on my mobile during business hours.
- vi) The reason for wanting to leave this job is that I find the office routine too monotonous.
- vii) I have been working in a department store for the last three years where I have been the sole in charge.
- viii) Since the job advertised involves traveling and meeting people, it would suit my abilities and temperament.

.....

2.6 GRAMMAR

In this section we study Noun clause, the present perfect and present continuous tense.

A) Noun Clause

Read the sentences below from the text:

- 1) Barbara Tuchman rightly remarks that it take two persons to fulfill the function and purpose of the written word.
- 2) He was informed by the assistant manager that the company was thinking of selling Block 1 of the shops.

The clauses underlined above are noun clauses because they do the work of nouns.

- i) As subject to the verb as in the sentence, examples:

How the leopard enter the factory was a mystery.

Whatever happens, it is His will.

ii) As object to the verb as in the sentence, examples:

We are confident that we will be able to boost the sales of your products in this area.

The young girl knew who the thief was.

She also knew where he lived.

iii) A noun clause is object to a preposition, example:

The executive did not pay attention to what the customer was saying.

How do you identify a noun clause in a sentence?

Ask the question “what” about the verb of the sentence and the group of words that give you the answer, will be the noun clause. Example

Research has proven that the sooner a complaint is resolved with the customer the greater the satisfaction...

Here you may ask “What has the research proven?” and the answer to this, “that the sooner a complaint...” is the noun clause.

The following words called **subordinating conjunctions** introduce noun clauses.

that	Who	When	however	what	whoever
whenever	Where	whatever	why	how	wherever
whether					

☞ Check Your Progress 3

- 1) Complete the following sentences by adding noun clauses as objects. Use the clues given in brackets and the appropriate subordinating conjunction.
 - i) I don't know (get/money back).
 - ii) Can anyone tell me(the matter/with him)?
 - iii) Please confirm (you can come/on Sunday).
 - iv) It is a good thing (he/working hard).
 - v) The airhostess asked me(want/coffee, tea or juice).
 - vi) I don't understand (she couldn't/come/event).
 - vii) Preeti hasn't decided (go/Mumbai).
 - viii) Jitendra didn't say (he/stay in Delhi).
- 2) Complete the sentences with appropriate noun clauses. We have done one for you.
 - i) My boss said, “You ought to work harder.”
My boss told me that I ought to work harder.
My boss suggested that I ought to work harder.
 - ii) The Managing Director said, “Riya, why don't you go for a leadership training course?”
The Managing Director suggested

The Managing Director hoped

The Managing Director wanted

iii) The Office Manager told the staff, "please come to office on time."

The Office Manager advised

The Office Manager hoped

The Office Manager wanted

The Office Manager suggested

iv) Aliya said, "I wish I didn't have to work so hard."

Aliya wished

Aliya hoped

Aliya wanted

v) The Manager said, "It is hard work that pays in the end, not flattering the boss."

The Manager advised

The Manager commented

The Manager suggested

B) The Present Perfect Tense

Read the sentences given below. They are from the unit.

- 1) I **had** recently **bought** an LCD TV from your showroom.
- 2) We **have** already **read** about the different kinds of non-interactive, internal ...
- 3) I **have been** a regular customer of your business and **have** always **admired** the way you operate and handle it.

The words in bold are in the Present Perfect Tense.

Has/have + past participle of the verb

Function

- The Present Perfect Tense is used to talk about the present result of past actions. It is also used to talk about recent events.
 - 1) I have given your report to the Director. (S/He has it now.)
 - 2) I have sent them the samples they wanted.
(I have sent them, they are in the post now.)
- The Present Perfect Tense is used for a finished action at an unknown or unstated time, often with **ever**, **never**, **just**, **already**, **yet**, **since** and **for**.
 - 1) Sunil **has never been** to England.
 - 2) I've **just finished** reading the report.
 - 3) My office **has been** here **since** 1950.
 - 4) **Have** you **spoken** to Sushant **yet**?

C) The Present Perfect Continuous Tense

Read the sentences given below:

- 1) We would like to know if you **have been providing** concession fares for student groups in the past.
- 2) I **have been working** through the day.

Function:

The Present Perfect Continuous Tense is used with **for**, **since** and **how long?** and other expressions of duration (e.g. **all day**) to talk about activities that started happening in the past and are still happening now. The activity may have been going on continuously or repeated several times.

- 1) They **have been manufacturing** scooters here for 10 years.
- 2) I **have been trying** to call him all day.

☞ Check Your Progress 3

- 1) Complete the following sentences by putting the verbs into the Present Perfect.
 - i) I'm going to send them a reminder. They (not pay) us for the last shipment.
 - ii) I (work) enough. I want to retire now.
 - iii) I arrived late to the airport, I (miss) my flight.
 - iv) We (spend) a lot of money on modernizing the factory, and it is now very well equipped.
 - v) Sumit, (you/meet) Kiran Nadar? She's is our Managing Director.
 - vi) The dollar..... (fall) sharply.

- 2) You are in charge of a project. Write a short paragraph saying what you have already done and what you haven't done yet. We give you an example:

We **have** already **completed** the needs analysis...

We **have** not **started** collecting the data as yet.

.....

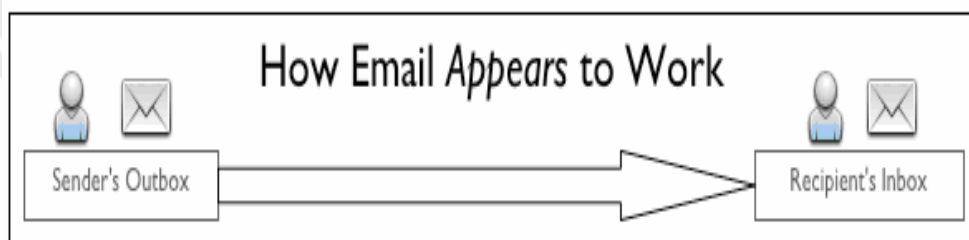
- 3) Put the verbs in brackets into the Present Perfect Simple or the Present Perfect Continuous.

- i) I (write) a report for Mr. Kanduri. (it is finished)
- ii) I (not/take) a holiday for two years.
- iii) I (not/feel) well recently.
- iv) We (visit) potential sites for the new office, but we haven't found anything suitable yet.
- v) Since January, our turnover (increase) by 40%.

- vi) The legal cell (look) through the MOU, but they say they need another day to read it all.
- vii) I deserve a pay hike because I (met) all my targets this year.
- viii) I (work) on those figures. They are almost ready.

2.7 READING - II: EMAIL GUIDELINES

Email or “electronic mail” is a process of sending text messages in electronic form. The messages can also include images and video clips. Email has the characteristics of both writing and speaking. It is presumed to not be subject to the same standards as other written correspondence. As it is a fast and convenient way of communicating, some people believe that it is almost as immediate as a phone call. But the tone of voice and the facility of being able to explain immediately when you sense that there is miscommunication are missing from email. Hence, the correct use of language is important to communicate effectively.



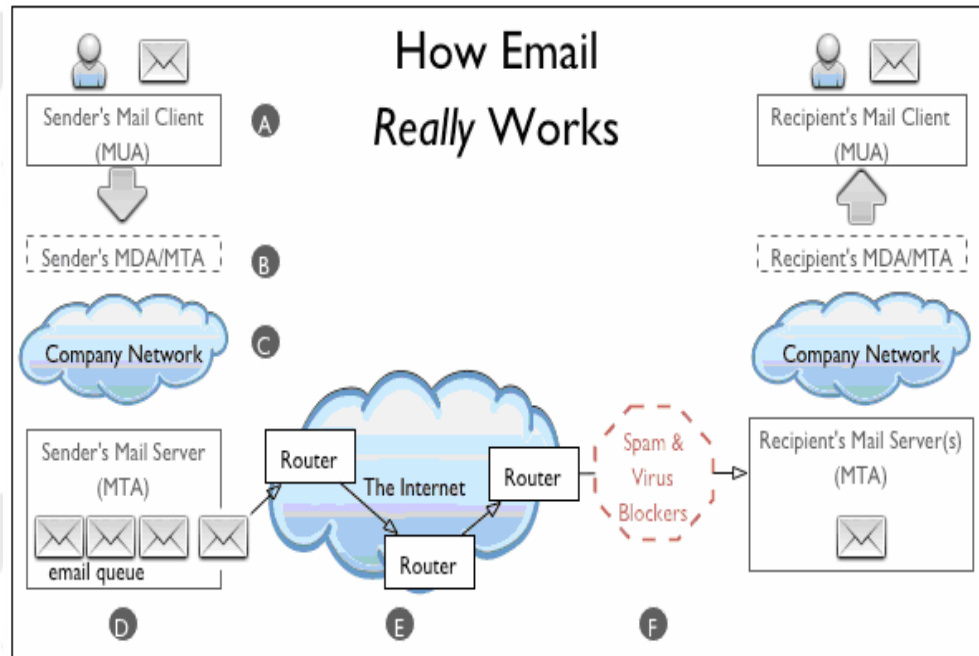
Given below is a sample email page:

The screenshot shows a web browser window titled "Your website - Message". The address bar shows "comments@learnthenet.com". The page has a menu bar with "File", "Edit", "View", "Insert", "Format", "Tools", "Actions", and "Help". Below the menu is a toolbar with icons for Send, Save, Print, Cut, Copy, Paste, Attach, and a text editor. The main form has fields for "To:", "Cc:", "Bcc:", and "Subject:". The "To:" field contains "comments@learnthenet.com". The "Subject:" field contains "Your website". The body of the email contains the following text:

Hello,

I've looking for information about the origins of the Internet. Maybe you can refer me to the right page or tell me where to find it.

Thanks !



How email really works

http://support.kavi.com/khelp/kmlm/user_help/html/how_email_works.html

Some rules have to be observed while writing emails. These guidelines constitute 'email etiquette'. They are:

- ✚ Make your mail easy to read.
- ✚ Use the subject line to tell the recipient the purpose of the message.
- ✚ Use concrete words that avoid negative connotations.
- ✚ Use the appropriate level of formality. If you are writing to your boss, be as formal as you would be in printed letters.
- ✚ Write in a clear and organized manner. Use short and simple sentences. Use correct spelling and basic grammar.
- ✚ Generally, the length of your message should be kept to one screen only. If there is a file or document you want your reader to view, send it as an attachment with your email.
- ✚ Just like a written letter, be sure to begin your email with a greeting like 'Dear Dr. Gupta' or 'Dear Ms. Sahgal' and also close with a salutation.
- ✚ Use standard spelling, punctuation, and capitalization. Do not write in all upper case letters as this denotes shouting/screaming. This is also called "flaming" and considered bad manners.
- ✚ Write clear, short paragraphs and be direct and to the point; professionals and academics alike see their email accounts as business. Don't write unnecessarily long emails or otherwise waste the recipient's time.
- ✚ Adopt the "you" attitude, emphasize positive points, be polite, use bias-free language and project the company's image.
- ✚ Be sure to revise your letter after writing it.
- ✚ Don't think email is a private affair. Some people send information to recipients who shouldn't read, receive or don't need it.

- ✚ Don't send usernames or passwords through email. Information about credit cards or bank accounts should never be given via email. Avoid sensitive or information that could be potentially damaging to someone's career and/or reputation, including your own.
- ✚ Do not overuse email acronyms or abbreviations.
- ✚ Don't use exclamation marks in every important sentence. This is too informal. Don't use emotions in business letters.

Activity 16

Can you add more guidelines?

.....

.....

.....

.....

.....

✚ Check Your Progress 4

- 1) How is email better than other forms of communication?
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.....
.....
.....
- 2) Enumerate some rules/guidelines (at least 5) to observe while writing email.
.....
.....
.....
.....
.....
- 3) What kind of language should be used in emails?
.....
.....
.....
.....
.....

2.8 WRITING - II: WRITING AN EMAIL

Activity 17

Compose an email in the correct format for the following situation:

Your company, India Garments, wants to buy good quality Chinese silk from a Chinese company. Write an email to the business head of the Chinese company stating your purpose.

.....

.....

2.9 LET US SUM UP

In this unit you have learnt what interactive external business correspondence is. You also learnt about the principles of effective communication and the mechanics of letter writing. You have also become familiar with writing informative and persuasive letters which include routine and sales letters. You were also shown how to write letters of inquiry, letters seeking information and letters of request. For writing different kinds of sales letters, you were given examples of writing prospecting letters, cover letters with promotional / discount offers, follow up letters and sales appreciation letters. You have been introduced to various types of such correspondence and the purpose for which they are written. You have also become familiar with letters written for special purposes and Problem letters. The former includes agency letters for appointing business agents, letters to banks, insurance companies, financial institutions, government agencies or regulatory bodies, letters relating to personnel and status enquiry letters. The problem letters include complaints and follow ups, concession letters and collection letters.

Email is another form of communication which is transmitted electronically. You saw how easy it was to use email as a casual piece of conversation. You also read that this should not be the case in the business world and great care has to be taken in drafting emails.

We hope you find the unit useful and interesting.

2.10 ANSWERS

Activity 1

- i) The formal letter contains the sender's and receiver's address whereas this is not required in the informal letter.
- ii) In the formal letter we use salutations like Dear ... while in the informal letter we use informal salutations like Dearest, My Dear, etc.
- iii) The formal letter is concise and to the point whereas an informal letter is like an extended long distance private conversation.

Activity 2

- 1) Soon
- 2) The file you requested is attached
- 3) Mr. Sareen realized that we must cut down costs
- 4) Some rules must be observed
- 5) I wish to say
- 6) After talking to you
- 7) causes
- 8) The most important issue is collaboration
- 9) answer/say yes
- 10) as you asked for/ requested
- 11) after what we talked / spoke about
- 12) I enclose the papers
- 13) Although/ even though
- 14) Usually

Activity 3

Suggested answer:

The senior chief engineer contacted the mall owner, on December 23rd to enquire if block 1 was on sale. He was informed by the assistant manager that the company was thinking of selling block 1. He was further told that the decision would not be taken until the president returned / came back from a business trip on January 22nd 20xx.

Activity 4

- i) I am writing to complain about ...
- ii) I would like to apologize for ...
- iii) I would like to thank ...
- iv) I am writing to apply for ...
- v) I am writing to confirm ...

Activity 5

Dear [Ms./Mr. last name if you know it or Madam/Sir]

We are arranging a college trip to Kashmir and we are particularly interested in visiting Gulmarg. We would like some information about your tours to the Kashmir valley.

It would be greatly appreciated if you could send details about bus fares, their timings and whether they are comfortable and air-conditioned or not. We would also like to know if you have been providing concession fares for student groups in the past. This information is important to us because we are a large group of 50 students.

Activity 6

Appropriate prepositions are:

- i) at ii) on iii) on iv) for v) on
- vi) through vii) in viii) of ix) of x) in
- xi) to xii) in xiii) of xiv) from xv) to
- xvi) in xvii) with xviii) in

Activity 7

This news **is** for coffee lovers! Just think - you will never have **to** wait to go out **and** buy coffee **once** your supply is over. Try **our** new mail order coffee service **and** you **will** wonder **how** you **ever** managed without it. We **are so** sure you **will** find our service very convenient **and** easy that we **are** offering **a** free coffee maker with **your** initial order/subscription.

Our service **takes** care **of** your preferences. You can increase or decrease **your** order any time by simply visiting **our** web site [give URL] **and** adjusting/altering **your** subscription. We **are** enclosing **a** catalogue showing different flavours **of** coffee **in both** caffeinated and decaffeinated varieties. We ensure **that** you **get** pure coffee only as all **our** coffee **is** organically grown.

Act fast **and** add a new coffeemaker to **your** home. The free product **is for a** limited time till **its** stocks last. We look forward **to** you joining our [company name] family **of** discerning coffee lovers.

Activity 8

Dear [Ms. /Mr. last name]

It has been a month since we installed your new dishwasher. **I am writing to know if it is functioning properly and taking care of your needs.** Please help us to serve you better by filling in the enclosed customer feedback form. **It will take a few minutes to do so. To return it to us, simply drop the completed form into a post box as it is already stamped and addressed to us.**

Thanks for buying our product. **If there is anything further I can do for you, please feel free to call us at the numbers given on the letterhead.**

Check Your Progress 1

1) Different kind of business letters are as follows

Informative and persuasive letters:

i) Routine letters may include the following:

- ♦ Enquiries, seeking information and requests
- ♦ Quotations
- ♦ Orders and acceptance
- ♦ Payment

ii) Sales letters such as:

- ♦ Promotional letters
- ♦ Cover letters with fliers, catalogues etc.
- ♦ Proposal letters
- ♦ Follow up letters
- ♦ Sales appreciation letters.

iii) Letters for special purposes

- ♦ Agency letters relating to banks, insurance agents/company, government and regulatory agencies etc.
- ♦ Personnel letters relating to employment
- ♦ Circulars
- ♦ Status enquiries
- ♦ Seeking finance

iv) Problem letters

- ♦ Complaints and follow ups
- ♦ Concessions
- ♦ Collection Letters on account of overdue/pending payment

2) In a letter of enquiry one must ensure that one has asked for all the information that one needs regarding the availability of goods and the terms and conditions of supply and delivery. One may include a description and specifications of the goods required.

- 3) The letter of quotation is the response to a letter of enquiry from a prospective buyer. It should contain complete information about the nature and quality of goods asked for, time and mode of delivery, prices, any additional charges for packing and shipping or other services and terms of payment.
- 4) The different kinds of sales letter are as follows:
 - a Prospecting letters
 - b Cover letters
 - c Proposal letters
 - d Follow up letters
 - e Sale appreciation letters
- 5) Some important factors to consider while writing sales correspondence:
 - It should have an effective opening to get the attention of the reader and generate interest.
 - It should address the customer's need and how you can satisfy his/her need.
 - It should clearly state what the customer is expected to do in case s/he wishes to buy a product. The action to be taken should be within easy reach and possibility of the customer.
 - It should also indicate how the action performed will benefit the receiver of the letter.
 - The tone should be polite and conversational. Humour should be avoided.
 - It should be checked and revised for accuracy.

Activity 9

Dear [Ms./Mr. last name if you know it or Madam/Sir]

Sub: Appointment of Agency

We are glad to inform you that we would like to appoint you as our sole agent for the Dwarka area in New Delhi. Your name has been highly recommended and we hope we shall also establish good business relations in the future.

To begin with, we quote below the prices of different kinds of dresses which have been recently brought out by us.

- 1) Dress with thread embroidery medium size @ Rs 2000/- per piece.
- 2) Dress with thread embroidery large size @ Rs 2500/- per piece.
- 3) Dress with thread embroidery small size @ Rs 1500/- per piece.

You will be allowed 5% commission on sales as per our agreement. Please fill in the enclosed Form of Agency and send it by return post.

We are also sending by separate post our latest catalogue and price list of our products. Kindly acknowledge receipt of our products.

Activity 10

Missing lines are given in **bold**:

[Date]

[To - Name]
[Company]
[Address]
[City, State PIN code]

Dear [Ms./Mr. last name]

I would like to apply for the post of Manager (Sales) that was advertised in The Times of Hindustan on 15th July 20xx.

I am 34 years old and have at least 10 years of sales experience in a reputed firm [give company name]. I have also headed a team of 8 sales executives and have been involved in devising innovative sales strategies, from the planning to the execution stage.

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

Looking forward to hearing from you soon.

Sincerely yours,

[Your name]

[Your address]

Activity 11

Dear [Ms./Mr. last name if you know it or Madam/Sir]

We **have** received your resume and application for the post of Sales Manager which we **had** advertised in the [newspaper title]. Your qualifications **are** excellent and we **have added** you to the group of applicants we **would like** to bring in for the interview.

This position **is** an important one and a key to the growth of our company. That is why we **are** being extremely careful in our selection process. We **will be** in touch with you within the next 2 weeks to set up a phone interview. After that we will bring in semi-finalists for an in-person interview.

We appreciate your patience and your interest in **working** with us. We look forward to **talking** to you soon.

Sincerely,

[Your name]

[Your designation]

Activity 12

Missing lines are given in **bold**:

[Date]

[To - Name]
[Company]
[Address]
[City, State PIN code]

External
Communication

Dear [Ms./Mr. last name]

We regret to point out that we have written to you repeatedly, on 10th and 25th December, 20xx and again on 21st January 20xx, calling your attention to our unsettled account of Rs 22,250/- against supply of dresses as per your order. But you have not responded to any of our letters.

In such circumstances we are compelled to inform you with great reluctance that unless our account is settled by the end of February 20xx, we shall place the matter in the hands of our solicitor.

We trust you will make this action unnecessary by settling our account immediately.

Sincerely yours,

[Your name]
[Your designation]
[Your company's address]

Check Your Progress 2

1) The principles of effective communication are as follows:

One has to be brief and use few and effective words instead of long sentences. Courtesy has to be maintained with appropriate level of formality. One has to be precise and take care to include all relevant facts, data and necessary information. One has to be simple, clear, correct and brief.

2) There are some points to be kept in mind while drafting business letters.

- The letter should be attractive to create a positive impression on the reader.
- It should be accurate in facts as well as presentation.
- It should have the date, sender's and receiver's address.
- It should have the name and designation of the sender as well as the receiver with the right spelling.
- It is good to chalk out a plan before writing the letter. This includes listing out the purpose, the key points to be conveyed, analyzing the audience- the reader's age, attitudes and cultural background- and also acquiring the relevant documents and information.
- Once the planning is done, make a rough draft. Next format the letter with care using appropriate courtesy titles and salutation at the beginning and end of the letter.
- Revise with care and type the final draft. Check for grammatical errors.

3) Business firms appoint agencies instead of opening branches as this is more cost effective. They can expand business by establishing agency relationships with other business firms. This would help them save the cost of operating and maintaining branches.

- 4) Collection letters are sent by business firms to those customers who have pending payments. They are also known as 'Dunning letters'. Such letters should have a courteous and polite tone.
- 5) The collection letters are written in three stages usually:
 - i) The first in the form of a mild reminder. This is the 'will pay' stage where the company is confident of receiving payment.
 - ii) The second 'persuasive letter' is the 'should pay' stage. The business house has to persuade and appeal to the erring customer.
 - iii) The third is the 'last resort' stage when all reminders and persuasive letters fail to elicit the desired response from the customer. This letter is short and to the point. It gives the customer one last chance to pay.

Activity 13

1) Letter to Punjab National Bank seeking finance:

1st February, 20xx

To
Mr. Anand Kapoor
Branch Manager
Punjab National Bank
IGNOU Branch
Maidan Garhi, Delhi-110068

Subject: Finance for opening a bookshop on M. G. Road.

Dear Mr. Kapoor,

We plan to open a bookshop and have earmarked a suitable location on M.G. Road for our new venture. It would include a reading space cum cafeteria. Such a bookshop is the need of the hour in our city. The estimate to set up the shop is Rs. 15,00,000. We need a loan to meet the expenses. We request you to let us know the formalities that have to be completed in order to apply for the loan. We would be greatly obliged if you could do so at the earliest. We look forward to an early response.

Sincerely,

Shalini Mathew
F-129, Golf Links
Defence Colony
New Delhi- 110069

2) **Letter of complaint against a TV company which has delivered a defective TV.**

2nd February, 20xx

Shalini Mathew
F-129, Golf Links
Defence Colony
New Delhi- 110069

The Manager
Quantum Electronics
72, M.G. Road
Pune, Maharashtra

Dear Madam/ Sir

This is to inform you that the television which was sent to me on 25th January, 20xx has been malfunctioning. The model number is HYX-09 and the Bill no. is 187490 dated 25th January 20xx. After switching on the television, it goes into the 'power off' mode in a few minutes. It is unfortunate that a reputed company such as yours has provided a defective product.

Please arrange to replace the defective television at the earliest.

Thank you

Sincerely yours,

Shalini Mathew

Activity 14

- | | | |
|---------------------------|----------------------|----------------------------|
| 1) a) questions(noun) | b) questioned (verb) | c) questioning (adjective) |
| d) questioningly (adverb) | | |
| 2) a) stormy (Adj) | b) stormed (verb) | c) storm (noun) |
| 3) a) sparkled (verb) | b) sparkling (adj) | c) sparkle (noun) |
| 4) a) frequent (adj) | b) frequented (verb) | c) frequently (adv) |
| d) frequency (noun) | | |

Activity 15

Paragraph 1: sentence (iii)

Paragraph 2: sentences (ii), (vii), (i)

Paragraph 3: sentence (vi), (viii)

Paragraph 4: sentence (iv), (v)

Check Your Progress 3

- 1) Completed sentences:
- I don't know **how to get the money back.**
 - Can anyone tell me **what's the matter with him?**
 - Please confirm **when you can come on Sunday.**
 - It is a good thing **that he is working hard.**
 - The airhostess asked me **whether I wanted coffee, tea or juice.**
 - I don't understand **why she couldn't come for the event.**

vii) Preeti hasn't decided **how she should go to Mumbai.**

viii) Jitendra didn't say **where he stayed in Delhi.**

2) Completed sentences with appropriate noun clauses:

ii) The Managing Director suggested **that Riya should go for a leadership training course.**

The Managing Director hoped **that Riya may go for a leadership training course.**

The Managing Director **wanted Riya to go for a leadership training course.**

iii) The Office Manager advised **the staff to come to the office on time.**

The Office Manager **hoped that the staff would come to office on time.**

The Office Manager wanted **the staff to come to office on time.**

The Office Manager **suggested that the staff should come to office on time.**

iv) Aliya wished **that she didn't have to work so hard.**

Aliya hoped **that she didn't have to work so hard.**

Aliya wanted **that she should not have to work so hard.**

v) The Manager advised the group **that it is hard work that paid off in the end, not flattering the boss.**

The Manager commented **that it is hard work that paid off in the end, not flattering the boss.**

The Manager suggested **that it is hard work that paid off in the end, not flattering the boss.**

5.6 Listening (tape script)

There may be occasions when discrepancies arise between the stipulations in the order placed by the buyer and the actual manner or execution of the order by the supplier. The quantity and quality of goods received may not conform to the goods ordered, or the goods received may be less in number or in a damaged condition. There could be another reason for the discrepancy – the terms and conditions of payment, delivery, etc. may have varied. Letters of claims and complaints may have to be written by the buyers on such occasions.

A letter of complaint should be written in polite language giving only bare facts which should be substantiated by sufficient evidence. The letter should never start with the assumption that the other party is a cheat. Complaints may arise due to some unintentional acts and circumstances and benefit of doubt should be given unless otherwise proved.

When complaints are received, the suppliers should attend to them immediately and speedy action should be taken to rectify the wrong, if any. If the complaint is not justified, the reply must be given in a polite manner and without being offensive. All letters of complaints, claims and adjustments must be clear and definite and should be supported by relevant documents.

Activity 16

More on email etiquette:

- i) Double check the name(s) you have entered in the “To” line before sending your mail.
- ii) Reserve the “high priority” label for emails that are in reality “high priority”. Don’t label all mails as “high priority” as nobody will take your mail seriously after some time.
- iii) Keep attachments to a minimum.
- iv) Use bullets/markers/numbers so that the recipient can focus at once on the important details.
- v) Being gender sensitive helps when replying to women.
- vi) Do not use jargon and slang.

Check Your Progress 4

- 1) Email is better than other forms of communication in following ways:
 - It has characteristics of both writing and speaking.
 - Email messages can include images and video clips.
 - Can be almost as immediate as a phone call.
- 2) Use standard spelling, punctuation, and capitalization. Do not write in all upper case letters as this denotes shouting/screaming. This is also called “flaming” and considered bad manners.

Write clear, short paragraphs and be direct and to the point; professionals and academics alike see their email accounts as business. Don’t write unnecessarily long emails or otherwise waste the recipient’s time.

Adopt the “you” attitude, emphasize positive points, be polite, use bias-free language and project the company’s image.

- 3) Language can be formal or informal depending on the context.

Activity 17

To:

Cc:

Subject:

Dear Madam/Sir,

We have heard a lot about the good quality of silks manufactured by you. We deal in making and selling silk dresses and we are based in New Delhi, India. As such, we require high quality silk fabrics for our products. Could you please send us information about the variety of silks manufactured by you and their corresponding prices as soon as possible? Please let us know about freight, custom and other charges (if any), as such charges may be applicable to transnational business orders involving two countries. This will enable us to place our order with you.

We look forward to hearing from you and to the beginning of a new relationship. In case you wish to verify our credentials, please contact the referees given below. One of them is a company with whom you already share a business relationship and who had recommended your name to us.

Business Writing

- 1)
- 2)
- 3)

[Give names, addresses and contact details of business associates/concerns who know you well]

With regards,

[Your name]

[Your full company address with contact details]

[Give your company's website address if you have one]

UNIT 3 WRITING REPORTS

Structure

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Purposes of Reporting
- 3.3 General Kinds of Report
- 3.4 Business Reports – Internal
- 3.5 Feasibility Report
- 3.6 Project Report
- 3.7 Grammar:
 - A. Reduced Relative Clauses
 - B. Spotting the Errors
- 3.8 Let Us Sum Up
- 3.9 Answers

3.0 OBJECTIVES

After going through the unit, you should be able to identify:

- the purposes of report-writing;
- the different kinds of reports;
- the features of a report;
- the steps to be followed in writing reports; and
- appropriate sectioning of reports.

3.1 INTRODUCTION

Written records are a part of all official work. Actions need to be documented. A report is a formal written document on a particular function or operation carried out at the workplace. A report becomes the basis for any future action. It also serves as a source of reference for whatever is done in the future related to a particular event or operation. Reports can also be delivered orally, such as Annual Reports at Company Meetings or project reports in a presentation format to colleagues or superiors. The process of writing in-house reports for the management is to take decisions based on the recommendations.

As reports are written after an action is taken (ATR stands for Action Taken Report) or an operation executed or the occurrence of an event, they are mainly written in the past tense.

The audience, that is, the people to whom we are writing, decides the kind of format that we use for writing a report.

- Is it addressed to
 - a superior within the organization,
 - a small circle of colleagues,
 - or people in the field outside the organization?
- Is it confidential in nature or for public information?

The answers to these and other questions will determine the kind of format we use for a report.

Reports may be several pages in length or just the length of a single page. They may be in the form of short memos, or letters or lengthy booklets. Government reports on important issues may be published in bound volumes. The language of reports is generally formal, but needs to be simple and clear as it involves the transmission of information that will be used by others.

Sometimes we may be asked by an external agency to study a proposal and submit a feasibility report. A feasibility report is a document which indicates whether a project is worth undertaking or not. A project is undertaken on the basis of a feasibility report. A feasibility report may recommend or not recommend a project to be undertaken.

A project report is a document that is written after the completion of the project.

3.2 PURPOSES OF REPORTING

Activity 1

What are the kinds of function carried out in an organization? List them here:

.....

.....

.....

.....

.....

Some of the **functions in an organization** are listed below along with their purposes. Compare them with those on your list.

- **Visits:** to know about the location, physical layout of a place or understand the functioning of a factory or an office.
- **Inspection:** to check whether machinery procured has been rightly installed and functioning for the purposes for which it was procured, to assess the damages caused to property for settling insurance claims.
- **Stock Verification:** to physically check the quantity of stocks in a warehouse or godown.
- **Feasibility assessment:** to assess whether the location of a site is suitable for setting up a premises there.

Reports can be written on each of the above functions.

In addition to these, the **performance of operations** within an organization is also periodically assessed.

- **Performance Reports:** to apprise the company on the functioning of a unit over a given period of time.
- **Company Annual Reports:** to apprise the shareholders about the activities, capital investments and net profits of a company.
- **Sales Reports:** to provide information about sales figures region-wise.
- **Project Reports:** to provide information about the achievement of a project undertaken.

An organization may also **conduct surveys** in order to gather information on various matters of relevance to it:

- **Survey Reports:** to gather information about people's opinions on a service or product, market needs etc.
- **Market Survey Reports:** to assess market demand for services or products, collect information about existing products.
- **Field Reports:** to provide information about what is exactly happening in a field of action.
- **Opinion Reports:** to obtain information on popular opinion related to societal or business issues.

3.3 GENERAL KINDS OF REPORTS

Reports are not exclusive to the business field. Reports can be written on various events, achievements, research findings, academic progress etc.

3.3.1 News Reports

When we talk of reporters, who are the people that come to mind immediately? Newspaper reporters surely! We will start with these most common forms of public reports and then proceed to business reports.

Newspapers post staff at different locations in the field to cover events. The news gathered by reporters is selected and presented to readers in a way in which it will be interesting and useful to them. Events happen all the time and in all places. The reporters, the editors in the newspaper office and the readers decide what is newsworthy.

Activity 2

Read the following newspaper reports and identify the purpose of the reports:

A) Farmer electrocuted

A farmer was electrocuted at his field near his house at Gumma village in RR district on Sunday. T. Ramesh (42) was trying to put off a transformer connection when he got electrocuted, according to a **police report**.

B) Two-Day workshop on women's health

St. Pious Degree and Postgraduate College for Women, Nagpur, conducted a two-day workshop on 'Healthy Women – A Step towards Healthy Society. Interaction with Neighbourhood on August 30 and 31.

Objective

The objective of the conference was to create awareness among women on dietary habits and health. It attracted about 200 hundred women including faculty members and students from various colleges of the city. Experts from the National Task Force for Women in Science, NGOs and scientific bodies delivered lectures on Nutrition, Health and Diet.

C) Restricting recurrence

Health: Stomach cancer and a common germ

Eradicating a common bacterium after stomach cancer surgery may reduce the risk that cancer will recur, **a new study reports**.

The germ, *Helicobacter pylori*, is also a cause of peptic ulcer.

Japanese researchers studied 544 patients with early stomach cancer. After their operations, half received an *H. pylori* eradication regimen, while the others received standard care. The patients were followed with periodic examinations over three years to see how many would develop recurrences.

The **researchers found** that 24 in the untreated group and nine in the treated group developed new lesions.

After controlling for location and type of tumour, sex, age and other factors, the **researchers conclude** that eradication of *H. pylori* reduced the risk of recurrence by about 65%.

Activity 3

- 1) List the features that are common to all the three reports

.....

.....

.....

.....

.....

- 2) List the features that are different in each report.

.....

.....

.....

.....

.....

Discussion:

- A) Did you notice that:

- 1) the tone is objective and neutral,
- 2) facts are stated,
- 3) no personal opinion is reflected,
- 4) all points are relevant to the topic,
- 5) all points are of significance to readers,
- 6) they are concise and to the point,
- 7) reported speech is used,
- 8) Past tense is used?

B) Did you notice that:

- 1) A) is a report on an incident; it has personal details, actual location;
- 2) B) is a report on a public event; it states the objective of the event and the details of the participants involved;
- 3) C) is a report on a scientific study; it starts and ends with the research finding and gives details of the study to validate the claim?

Purpose of the reports: Making available information about events, studies etc.

While newspaper reports are based on facts gathered, reporters protect themselves with verbal hedging devices so that they are not challenged by the affected parties.

Vocabulary Box:

To adopt an objective stance, newspaper reporters use the following reporting verbs:

claim, report, allege, appear, seem, indicate, according to

3.3.2 Academic Reports

In academic settings, the most common kind of report we are all familiar with are school **progress reports**. All schools report on the progress of their students. These are called progress reports. The information in these reports is generally in the form of marks which indicate achievement or progress levels.

Students record the procedure, observations and findings of experiments in record books or journals. These are called **lab reports**. Lab reports have a specific format.

- Aim
- Apparatus
- Procedure
- Observation
- Findings

At the higher levels this becomes the framework for research reports. Research reports begin with an abstract which summarizes the objective, method and findings of a study.

School **Annual reports** announce and record their achievements.

3.4 BUSINESS REPORTS – INTERNAL

In the previous section, we looked at different kinds of reports. In this section we will examine business reports. Reports are necessary for various kinds of activities undertaken by a business organization. Reports provide information on aspects crucial to the running of a business establishment.

3.4.1 Market Survey Reports

The first step in introducing a product or service in the market is assessing customer needs. Marketing personnel are entrusted with the responsibility of identifying a niche for a new product. This may be done along certain specific criteria.

Let us do a simple activity to understand this better.

Activity 4

You work for a company manufacturing soaps and oils. The company wants to introduce a new brand of hair oil. You have to go out and find out about:

- i) Available brands
- ii) Price range
- iii) Kinds of packaging
- iv) Volume-sizes available
- v) Customer Preferences
- vi) Customer dissatisfaction with existing brands

Collect the information required. You can make use of the following table.

Available Brands	Price Range	Packaging	Volume-sizes Available	Customer Preferences

Discussion

On the basis of the information you collected, you will then have to write a report. You could prepare a table like the one above to show the details of the available brands.

The report can have the following parts:

- Introduction
- Statement of Objective
- Sample selection and mode of data collection
- Observations
- Recommendations based on the observations

3.4.2 Sample Market Survey Report

Read this report:

Survey Report on the Cellular Service Provider Market

Describing
Background
Need for
survey

Introduction: Over the past decade the number of mobile phone users has shown an astronomical increase. This has resulted in big business for both cell phone manufacturers as well as network providers. The field is very competitive with each service provider making the most of the growing demand. This has resulted in customers often being misled about the advantages and cost-benefits of various services available in the market.

Stating
purpose

Objective: The survey **was conducted** to identify the key factors that are crucial (in order of importance) for the setting up of a subsidiary unit of M&N which provides networking services to over 2 million customers in the country. Because of Government regulations, it is difficult to modify the terms and conditions of the

existing services. An attempt to explore possibilities of setting up a subsidiary service to overcome the limitations of the existing services and to add value to them seems necessary.

Sample Size: In order to understand what it takes to make a cellular service efficient and what the options that drive the customer to choose a particular cellular service over others are, a questionnaire was sent to 22 people residing in Hyderabad and Bangalore respectively. Among the 22, 15 were students and 7 were full-time working people. On an average, they spend about 30-40 minutes on the phone in one day.

Describing
sample
group

Data obtained from questionnaire:

- Type of service used by consumers:

Prepaid	Postpaid
13	07

Statistical
information

- Current service providers of the respondents.

M&N	07
Charter	05
Indus	01
Convince	02
I-speak	02
BSNL	03

- Ways in which the consumers gathered information about their current cellular service provider:

Peers	10
Family	03
Advertisements	04
Work (Office)	05

- Reasons for choosing a particular cellular service provider

Availability of Schemes (ISD, sms, local)	06
Network Coverage	05
Availability of Easy Rechargeable options	02
Free Roaming	04
Peer influence	01
Cost-effective SIM	03
Others (Advertisements)	01
Internet	---

- Average preference level of the respondents on the various other service providers.

Charter	06
Convince	01
BSNL	04
I-speak	03
M&N	07
Indus	01

- Percentage of users willing to change to a different service provider: 10%
- Most common reason for change in service providers (in percentage).

Non-availability of services: 10%

Cost: 10%

Bad coverage: 20%

SIM loss: 10%

- The factors that consumers look for before applying for a service provider

Coverage	08
Cost-effectiveness	05
Schemes	06
Roaming facility	02
Internet	01

- Does the media have an influence on your choice?

Yes: 65%

No: 35%

ANALYSIS

Findings

Post-survey analysis of the popularity of cellular service providers **indicates that** consumers prefer to go for cellular service providers who are able to cover a wider range of places, network coverage being most crucial. Among the 22 people, only 10 of them **were influenced** in their choice by their peers, 4 by advertisement campaigns while 5 **were influenced** by work groups and 3 by family.

With regard to the factors perceived to be important to enhance customer response and connectivity, the availability of schemes and network coverage is seen as the most essential features. Out of the 22 people interviewed, 8 people **indicated** their first preference as good network coverage, 6 on schemes (STD, SMS), 5 on cost effective planning, 2 on roaming facilities and 1 on internet. This data is indicative of the importance of efficiency in coverage and flexible schemes. A company must ensure that network towers are set up for greater network coverage which **will ultimately improve** roaming facilities as well. Moreover with new cellular phone companies coming up with newer cellular phone models, another option that service providers **could employ** is to collaborate with a cell phone company so that cost-effective schemes can be introduced and utilized.

Customers seek a well-sketched cost-effective networking solution for the changing face of technology. Telecommunications at present comes with a heavy package and service providers **need to branch out** on their networking solutions.

Conclusion: It appears from the data that M&N is the most preferred service provider. However, customers seem to feel that certain weaknesses and drawbacks in the service need to be improved upon. It is evident that there is stiff competition between M&N and Charter services in Hyderabad and Bangalore at present, with the variety of schemes available and more so, free roaming facilities. Among the 22 people interviewed, only 2 people **have indicated** that they wouldn't mind shifting to another cellular service provider which indicates that most of the companies know pretty much all there is to know about telecommunications and networking. If a company strives to achieve efficiency in networking and come up with cost-effective solutions, then it has a very good chance in becoming 'first among equals'.

Summing up

Language Focus:

Reports are for the main part written in the **past tense**. Notice that there is a shift in the tense use from section to section.

Introduction: You will notice that there are several instances of the **present perfect** use as in "*has resulted*"

The present perfect is used for events that have begun in the past and continue to hold good for the present. They may be events that occurred in the past whose impact is felt in the present.

Objective and Methodology: The main section describing the objective and procedure of the survey are written in the past tense. Notice the passive forms "*were sent*", "*were interviewed*" etc. Reports, as have already been mentioned are formal and objective. The use of the **passive voice** helps in maintaining the impersonal tone.

Notice the point headings of the questionnaire. These are verbless sentences. Such sentences are usually used for headings and listed points.

Analysis: This section is in the **present tense** for the most part. It deals with the implications of the survey findings. It also indicates what needs to be done in the **future**.

3.4.3 Internal Inquiry Reports

Corporate functioning is beset with various problems which need to be attended to as they affect business. An organization needs to look into these problems which could be related to customer satisfaction, employee satisfaction, salary structures, business competition or problems related to all of these. When such problems arise, committees are appointed to study the problems and suggest solutions. The scope of each issue is defined and a time specified for the report to be submitted. In this section we will study a sample of this kind of report.

It is an in-house report.

The boxes on the left indicate the tense and grammatical forms used.

The boxes on the left indicate the content.

As you read, understand why a particular tense is used for a particular section.

LETTER OF TRANSMITTAL	
28 February 2...	
Address	The Vice-President Customer Affairs LOKAIR Mumbai
Present Continuous	Dear Sir, I am submitting the report compiled by the Special Committee appointed by you to examine the causes of the growing customer dissatisfaction with LokAir services.
Present for future indication	I hope that the recommendations of the Committee will help us set right the problems arising from customer complaints and get our operations back again on the growth track.
	Yours truly, <i>Beni Yanthan</i> Manager, HRD
	Topic
	Expected outcome

Senior official	<i>REPORT ON</i> GROWING CUSTOMER AND EMPLOYEE DISSATISFACTION <i>Submitted to</i> Ms. Yogini Madhav Vice President CUSTOMER AFFAIRS, LOKAIR by Beni Yanthan Manager HUMAN RESOURCES DIVISION 28 February	Title Person responsible for the study
------------------------	---	--

Language focus: A report is written **on** something.
A report is submitted **to** someone **by** someone.

TABLE OF CONTENTS	
Executive summary	P. Nos.
Terms of reference	
Background	
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EXECUTIVE SUMMARY

A Special Committee consisting of five members appointed by the Vice President, Customer Affairs inquired into the causes for growing customer and employee dissatisfaction that have plagued LOKAIR for a year now.

Surveys and interviews indicated that customer complaints were related to baggage loss, lack of information, overbooking, delayed flights and poor on-board service.

The staff response to the above complaints was that it was a result of understaffing, long working hours, low wages and weak communication channels between operations planning and execution. Poor on-board service was a result of insufficient procurements and stocking and lack of communication between ground staff and flight attendants.

Recommendations include increase in compensation, rationalizing working hours, open channels of communication between staff and customers, management and operations. Improved mechanisms for baggage security, on-board facilities and customer relations, flight frequency and flight schedules have also been suggested.

Past

Pres.
Perfect

Past

Past

Present

Purpose

Data
collectedFeedback
from staffRecomm-
endations**TERMS OF REFERENCE**

The following were the members of the Special Committee, set up by the Vice President, Customer Affairs to investigate the reasons for increasing customer and employee dissatisfaction in LOKAIR:

Ms Beni Yanthan, Manager, Human Resources Division (Chairperson)
Ms Kabita Chiring, Security Affairs
Ms Sulagna Ganguly, Customer Care Affairs
Ms Christine Thur, Reservation and Provisions
Ms Aku Kiewhuo, Cabin and Ground Crew

The committee was asked to study the reasons for the steep fall in passengers in LOKAIR during the year 2.... - 2...., examine customer complaints and employee responses and submit its report to the Vice President by March 5, 2....

The study was to include the following six cities

- Mumbai, Kolkata, New Delhi, Hyderabad, Bangalore and Guwahati

Past
PassiveSign-posting
listingSign-posting
listing**BACKGROUND**

LOKAIR proposes to open new routes between Bhubaneswar and Bhopal, Dibrugarh and Hyderabad and Jaipur and Visakhapatnam. At this point of time, it is highly unlikely that license will be granted to us, the chief reason being increasing customer dissatisfaction with our prevailing services. Media reports and customer letters about deterioration in services – overbooking, lost baggage, delayed flights, inadequate information to the passengers and impoliteness have caused a sharp fall in business. There are a number of factors responsible for this. Growing discontent among the employees has become obvious which in turn has adversely affected their performance. The Committee was appointed to look into the causes for this through direct interaction with customers, travel agents and employees with a view to getting the business back on rail.

Present

Pres.Perf

Present

Pres.Perf

Past passive

Discussing
Issues and
giving reasons
for the study

To+ verb

OBJECTIVES

To study

- a) customer discontent
- b) employee behaviour and
- c) and recommend remedial measures

Past passive

PLANNING

A preliminary meeting of the committee was held on August 7, 20... to decide upon the modalities of the inquiry.

Step 1

Modal verb in passive to indicate future

It was decided that five representatives from each of the divisions, Customer Care, Security and Baggage, Reservation, Cabin Crew and Ground Crew from all the six cities along with 10 representatives of the Employees' Union would be invited to attend a meeting at the Head Office in Mumbai to understand the employees' perspective of the problems on Aug 15, 2...,

Decision a

Survey questionnaires would be distributed to 50 customers in-flight to obtain information regarding services. Long-standing customers who have opted to fly other airlines would be identified with the help of Travel Agent records and personally or telephonically contacted.

b

c

d

Discussions would be held with three important Travel Agents in each of the six cities in order to obtain their opinion. This was considered important as they have direct and personal dealings with the customers.

The responsibilities were divided among the Committee members as follows:

Manager, Human Resource Division: Overall Coordinator
Kabita Chiring (Baggage and Security): Reasons for loss of baggage.

Sulagna Ganguly (Customer Care Affairs): Reasons for discourteous behaviour by employees, lack of motivation

Christine Thur (Reservation and Provisions): Provisions on-board, overbooking, delayed flights.

Aku Kiewhuo: Problems of Employees-cabin and ground crew.

e

The entire process would be completed by February 1, 2.... and the report submitted by February 28, 2...

Past passive

PROCEDURE

A series of 5 meetings was held with the staff to gather first-hand information on the various aspects of operational difficulties once a month.

Past passive

The meetings were held in a democratic manner to allow for free and frank expression of views.

Past passive

Survey forms were distributed to 50 in-flight customers and detailed information regarding various service aspects was gathered.

Past passive

Present passive

Two discussion meetings were held at each of the six locations with three leading travel agents and useful information gathered.

FINDINGS related to employees

Sources: meetings, interactive sessions, personal investigation by Aku Kiewhuo and Sulagna Ganguly]

The major reasons of employee dissatisfaction:

Present perfect

LOKAIR wage structure has remained the same for the past five years, 4.8 % lower than the rationalized revision adopted by newer airlines. The employees want this discrepancy to be rectified.

Present

LOKAIR imposes 8 hour shifts for ground staff and does not compensate for overtime when employees stand in for absentees. Facilities for pick-up and drop of staff have become very irregular resulting in late reporting for duty and leaving later than duty hours.

Present perfect

Present

LOKAIR management adopts a very stiff and unsympathetic attitude towards employees' personal problems. There is no one to go to when there are crises.

Present

LOKAIR does not explain the rationale for overbooking by Travel Agents to the Airport desk staff. Lack of communication between the reservation officials and the check-in officials results in confusion at the counters and the latter have to face the customers' ire when flights get overbooked.

Present perfect

All these problems affect the overall performance, motivation and skills of the employees resulting in angry outbursts and discourteous behaviour with customers, which have proved to be detrimental to LOKAIR's public image and business.

Findings I

Signposting

Point a

b

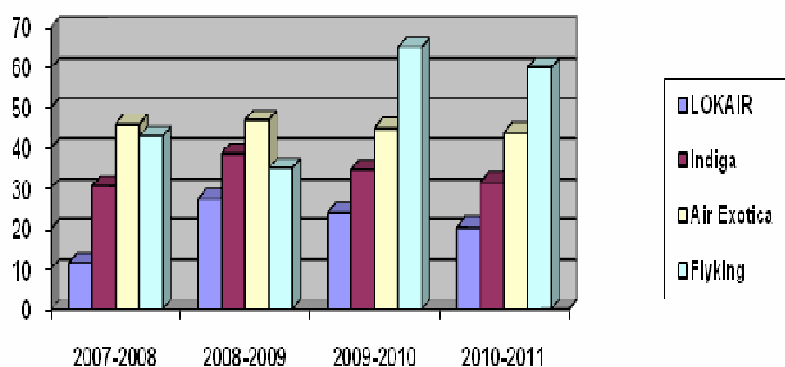
c

d

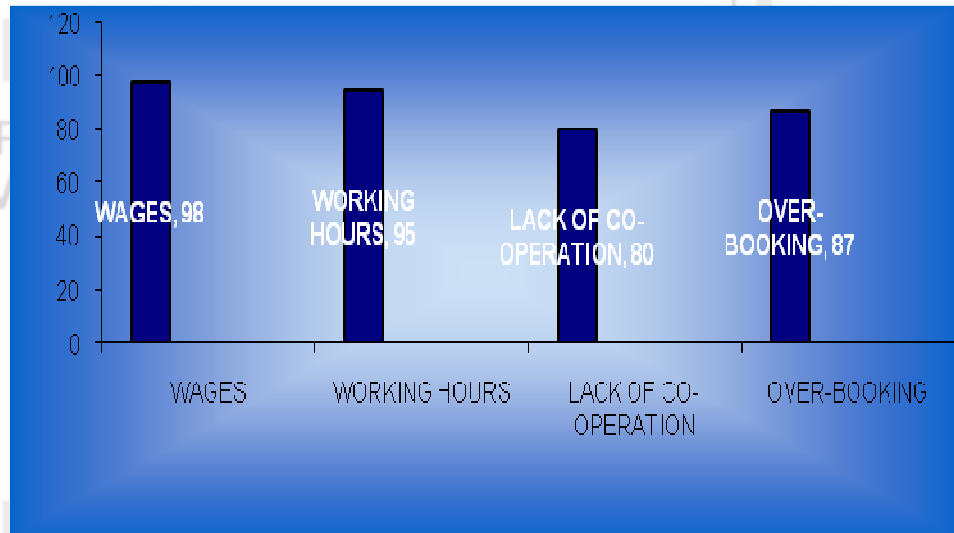
e

Summary

Graph showing the comparative average wage structure of four private consumer airline employees:



Graph showing the percentage of dissatisfaction of employees about various issues:



FINDINGS related to customers

Sources: questionnaires, personal investigation by Kabita Chiring and Christine Thur

Present

The following are the major problems faced by customers during the period covered by the survey:

Past passive

Overbooking creates confusion and inconvenience to passengers. Overbooking was reported in 45 LOKAIR flights. 487 passengers missed their flights due to overbooking.

Past

Delayed flights: 61 flights were delayed and 17 cancelled, although passengers were accommodated in the earliest next flights.

Past passive

Loss of baggage: 103 passengers lost their baggage without recovery. Baggage of 161 passengers were lost and recovered. The main reasons for loss of baggage are: security measures not in place, poor condition of electric baggage trucks, and confusion due to overbooking.

Present

Lack of information to passengers: Due to poor communication channels within LOKAIR, passengers do not get the right information related to flights timings, schedules etc. in time

Past

Lack of courtesy: Passengers reported several instances of indifference and curtness by ground staff when approached for help with problems.

Findings II

Signposting

a

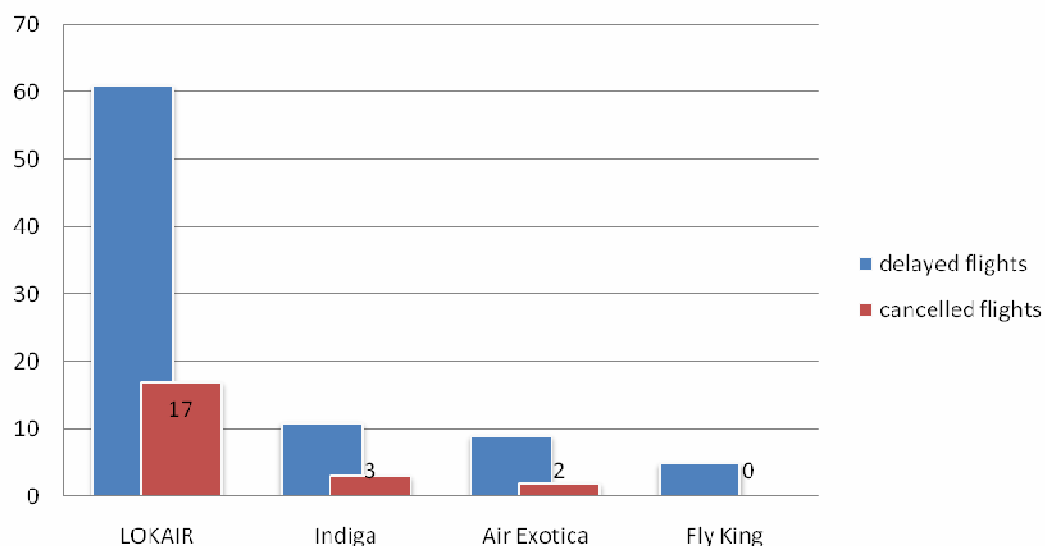
b

c

d

e

Comparison chart



FINDINGS from in-flight interviews with passengers

Past
passive

200 passengers were interviewed in-flight on LOKAIR services. They were asked whether they find services of other airlines better than those of LOKAIR. 85 percent people answered in the affirmative.

Past

Present

Last-minute cancellations and rescheduling of flights seem to be a major cause of inconvenience.

Past

23 passengers reported delays in retrieving baggage because of wrong coding systems.

Past

67 passengers complained about the quality of in-flight catering.

Past

36 passengers admitted to being the butt of curt behaviour of the ground staff at one time or the other while asking for help.

Findings
II

Comment

Point a

Point b

Point c

FINDINGS FROM INTERVIEWS WITH TRAVEL AGENTS

Past

Interviews with three major travel agents in the six cities covered by the survey revealed that incentives and commissions provided to them and discounted fares available to customers by other airlines were far higher than those offered by LOKAIR. All the travel agents admitted that there was a fall in the rate of reservation of LOKAIR flight tickets.

Past

Clients' perceptions about LOKAIR had also become more negative.

Past
perfect

Findings
III

a

b

c

Nominat- lised Con- structions Notice preposi- tions following subjects	RECOMMENDATIONS		Link with previous section
	On the basis of the above findings, we recommend the following:		List of recom- mendations a, b c d e f g h i j k
	1	A 5% <u>increase</u> in wage structure and allowances. <u>Parity</u> with other airlines	
	2	<u>Rationalization</u> of working hours. <u>Compensation</u> for overtime.	
	3	<u>Intensive training programmes</u> for customer relations management.	
	4	<u>Open information systems</u> with complete transparency.	
	5	<u>No overbooking.</u>	
	6	<u>Complete revision</u> of flight schedules in consultation with AAI in order to avoid delays and cancellations.	
	7	<u>Improvement</u> in coding systems for prevention of loss of baggage.	
	8	<u>Improving</u> on-board catering.	
	9	<u>Increase</u> in discount fares to woo back customers.	
	10	<u>Advertisement campaign</u> to improve company image.	
	11 <u>Incentives</u> to Travel Agents to promote LOKAIR.		
Present	CONCLUSION The committee suggests an immediate implementation of the recommendations. Keeping in view the present scenario, it is quite unlikely that license to open new routes would be granted to us. New routes would also mean added work and responsibilities. The Committee therefore suggests that LOKAIR should concentrate on arriving at earliest possible solutions of the problems at hand before it expands its business.		Summary statement
Future indications			

☞ Check Your Progress 1

- 1) Summarize the above detailed report as a letter.

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2) What is the purpose of this report?

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3) What are the functions of each section?

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3.5 FEASIBILITY REPORT

Scenario:

AZN Group, a private transport company has been asked to study the feasibility of introducing auto rickshaws in the small town of Manigunj by the Municipal Transport Corporation. AZN Group studies the proposal and submits a feasibility report to the Director, Municipal Transport Corporation.

You are a representative of AZN group. How will you begin the study?

You will find out about

Step 1: the area of the town

the population of the town

the kinds of movements of the people

the factories, banks, offices, schools, educational institutions in the town

the commuters' needs for local transport

Step 2: the existing local transport facilities available in Manigunj

Step 3: the condition of the roads in the town

Step 4: the number of auto rickshaws that can be introduced for it to be worth the investment

Step 5: the number of drivers who will be willing to take this up as a viable occupation

Step 6: the number of petrol/diesel outlets in the town

Step 7: the problems that may be encountered in introducing auto rickshaws

Step 8: other advantages that may accrue from the introduction

Any other points you find relevant to the study.

After you have collected the information you will be ready to write a report on the feasibility of introducing auto rickshaws.

It might include points like the following:

- Manigunj is a developing semi-urban center. 7 factories and 11 schools and 5 colleges have come up in the last five years. The factories and the educational institutions are located at a radius of 12 km from the center of the town. The urban limits of the town which earlier measured about 254 sq. km are now expanding to include the neighbouring villages to about 452 sq km.
- The population of Manigunj has risen from 75,000 in 2006 to 1,55,000 in the current year. People from neighbouring villages are moving to Manigunj because of the increasing number of employment and educational facilities. There are 5 branches of major Indian banks in the town. Many people commute from their original locations and travel 10-15 km.
- Major trains on the Bhilpur –Mandha route stop at Manigunj which has become a junction for several villages and towns in the region.
- All buses on this route also stop at Manigunj.
- Local conveyance from the bus and train stations is horse driven jatkas and cycle rickshaws. These ply long distances up to 15 km often taking an hour or so. Public transport buses along the ring-route are at a frequency of 15 minutes. They are very crowded as this is the sole means of local transport.
- Most roads in Manigunj are just about 15 feet wide and are lined by open sewers leaving much less moving space. There are two main roads running North-South and East-West, intersecting the town at the center. All the other roads branch off from the two main roads. Widening of at least 11 side roads will be necessary before they become fit for auto rickshaws.
- On an experimental basis, 20 auto rickshaws may be introduced for a month to assess the demand.
- There are a large number of youngsters in the age-group 20 to 30 who are willing to take up driving as an occupation, if auto rickshaws are introduced. Quite a number of cycle rickshaw pullers are also willing to try their hand at driving auto rickshaws.
- At present the number of private car-owners in Manigunj is about 35 only. Many Manigunj natives are employed in other major cities and come down for a vacation or on some personal work in their cars/ scooters.
- There are five petrol/diesel outlets in the town at present. If auto rickshaws are introduced there would be a need for at least 20 more outlets.
- Jataka and cycle rickshaw owners may see the introduction of auto rickshaws as a threat to their livelihood. They may be persuaded to learn driving and given concessions and incentives to change their mode of operation to sustain their livelihood.
- Introduction of auto rickshaws may facilitate greater mobility for the inhabitants of Manigunj and the economic face of the town might get a lift. They may be introduced gradually and jatkas and cycle rickshaws may continue with auto rickshaws and phased out eventually.

Now that you have the points, you can put it in the framework that you are already familiar with in the previous unit on reports.

- Letter of Transmittal
- Title page

- ence: members of the committee

Write the feasibility report. You may write in your note book and merely jot down the points here.

ignou
THE PEOPLE'S
UNIVERSITY

UNIVERSITY

ignou

THE PEOPLE'S UNIVERSITY

ignou
THE PEOPLE'S
UNIVERSITY

For events in the recent past which have relevance to the present the present perfect is used.

ignou
THE PEOPLE'S
UNIVERSITY

A feasibility report is written before a project is undertaken. After the project has been completed, a completion report has to be submitted. When submitting the completion report references to the original proposal and the modifications that were necessary during the implementation will have to be made.

83

As for all other business writing these four principles must be adhered to:

- Completeness
- Clarity
- Conciseness and
- Correctness

The Writing Process entails the following:

Collection of data

Compiling data

Checking for accuracy: dates, facts, etc.

Audience analysis

Audience expectations

Anticipating audience queries

Introducing the subject: (providing background)

Stating purpose

Delimiting scope

Describing procedure

Stating problems

Stating how problems were countered

Stating proposal specifications

Stating actual achievement

Explaining mismatches

Sectioning

Subtitling

Preparing charts, graphs, etc.

Commenting

Concluding

Activity 2

Given below are parts of a draft project report that are not in the right order. Arrange them coherently. State the function that each part performs. Notice the tense forms and explain why that tense form is appropriate. Add more details and improve on the report to make it more complete. Write the transmittal letter. The beginning of the transmittal letter is given:

I am enclosing a report on the completion of the road extension project on the S.P Road stretch.

The project was undertaken by Stresscrete Consultants for the Municipal Corporation of Nikhilabad

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.....

Report on the road extension project undertaken on S.P Road Nikhilabad.

The six kilometre stretch on S.P. Road between Greenlands and S.Q. Chowk was to be extended. The project was assigned to Stresscrete Consultants to be completed within a period of six months beginning November 2...

Cost of demolition escalated the project expenditure. Leasing of cranes became problematic because of heightened construction work in the city. This also increased the costs. Labour problems had to be countered. Wages had to be increased by 20% for night labour. The costs overshot the initial budget estimate by 10 lakh.

Legal notices were issued to the owners of properties adjoining the roads seeking cooperation. Adequate compensation @ Rs.1000 per sq. ft. was offered. Negotiation with reluctant owners delayed the land acquisition process by 3 months. Further trouble was encountered by religious groups who staged violent protests against the relocation of wayside shrines. This added to the delay.

A revised expenditure statement is enclosed.

Traffic on S.P Road has increased in the last 5 years because it directly connects the eastern and western parts of the city. This has been compounded by the fact that the number of cars and two wheelers has increased three-fold during this period. There were many bottlenecks caused by uneven array of showrooms interspersed by small wayside shrines and bus-bays encroaching upon the road space. The extension of the roads became imperative to ensure smooth flow of traffic.

The Mayor drove through the stretch and expressed his satisfaction. He has suggested traffic islands at 3 points and pedestrian crossings at 6 points at 1m distances

All the problems were overcome and the acquired stretches have been concrete surfaced and tarred. Traffic on the thoroughfare has eased reducing the movement time across the stretch to 10 minutes. The roads look very neat.

The project was undertaken in a phased manner. In the first phase the extent of the road space required on both sides of the road was measured. Bottlenecks were identified. The buildings that had to be demolished or taken in were identified. Markings were made on the walls indicating the extent of space required.

Activity 3

Reproduced below is part of a report by the Chairperson of an Airline addressed to the guests on board taken from a Travel magazine. Fill in the blanks with suitable verbs.

Dear Guest,

The global economic environment is challenging for all industries including civil aviation. In India, in the past year, the airline industry's situation by an unprecedented escalation in fuel prices and several other factors such as double-digit inflation.

The airline industry to tackle the difficult environment through alliances aimed at enhancing connectivity. In keeping with these international trends we a number of measures to reduce costs even while continuing to strive towards delivering excellence in customer services.

Consequently we into code-share arrangements with several airlines.

3.7 GRAMMAR

In this section we study Reduced Relative Clauses and the Spotting the errors.

A) Reduce Relative Clauses

Adjective clauses can also be **reduced** to **phrases**, which modify the noun, without changing the meaning of the sentence.

Let's look at the rules for reducing adjective clauses used as **subject of the clause**.

- 1) Omit the relative pronouns **who, which, that** and the **be** form of the verb (is, was, were, etc.)

Example:

- a) A report is a formal written document on a particular function or an operation which is carried out at the workplace.
- 2 In adjective clauses that do not contain the verb **be**, it is often possible to drop the relative pronoun, and change the verb to its **-ing** form.

Examples:

- a) IIC members **who have their library tickets** may borrow books.
- b) IIC members **having their library tickets** may borrow books.
- 3) Some adjective clauses can be reduced to **appositive phrases**. An **appositive phrase** is simply **placing one noun or noun phrase next to another, with a comma between them.**

Examples:

- a) Mrs. Gupta, **who is our MD**, is very fond of parties.
- b) Mrs. Gupta, our MD, is very fond of parties.

☞ Check Your Progress 2

- 1) Which of the following phrases can be considered 'reduced' versions of relative clauses?
 - i) The lady in the front row
 - ii) The worker in the street
 - iii) The voice of authority
 - iv) The destruction of the habitat
 - v) The point to consider
 - vi) The proposal discussed during the meeting
- 2) First pick out the adjective clauses. Then change the adjective clauses to adjective phrases or appositive phrases.
 - i) Mr. Anil Kumar is the new Branch Manager who is in-charge of the Delhi Office.
 - ii) The employees who are in Mr. Kanwar's branch are having a great time.
 - iii) Mr. Kanwar has written management books which are used in colleges all over the country.
 - iv) He's just completed a new book which is *Working Can Be Fun*.

- v) Management, which is a difficult subject, is made interesting and entertaining by him.

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A) Spotting the Errors

Activity 4

Let us play a game. These sentences have something wrong with them – spot the errors and correct them. First one has been done for you.

Sl. No.	Incorrect sentence	Correct sentence
1	Neha is happy and neither is Nisha.	Neha isn't happy and neither is Nisha.
2	I met Shobha on Monday in the morning at 6'o clock.	
3	When you will come to my office?	
4	Fauzia wrote the presentation themselves.	
5	Mary is late always.	
6	Since last year I have spoken to Salil hardly.	
7	I asked Mohit where does he work.	
8	We have visited Nainital last summer.	
9	I've left London last year.	
10	Sonu is working at this company for the last seven years.	
11	Don't buy more bread, there are many breads in the breadbox.	
12	Both her sister-in-laws live close by.	
13	I'm in this new town for two months, but I have not making any friends yet.	
14	This is more better then I expected.	
15	The manager who deal with sales is on leave for a month.	
16	Housing is a problem in many large cities. There are a few good apartments available at reasonable prices.	
17	Sunil failed his driving test three times because he doesn't know how to park the car.	
18	My friend just bought a new cell phone.	

19	Does many countries have a pollution problem?	
20	Rajiv will play a badminton match to night. He planned it a week ago.	
21	I have talked to my parents every weak.	
22	I will talk to the boss three days ago.	
23	By this time next month, I am living in Pune.	
24	The phone rang, yet someone knocked on the door.	
25	You must neither tell the truth or be penalized.	
26	We must clean up our rivers and lakes, therefore the fish will die.	
27	Ram Prashad took instructions in English before he went to America.	
28	The accommodation available here are very expensive.	
29	I love at Kolkata.	
30	It is more cooler today isn't it?	

3.8 LET US SUM UP

In this unit we looked at the genre features of reporting. We began with noting down the purposes of reporting and examined general kinds of reports. We then moved on to business reports and studied the language and discourse features of reports written within a company for various purposes. The samples provided will give you support in writing reports on various kinds of activities you undertake in your work situation.

You have worked on two reports in this unit. The first is a report on whether a project can be undertaken or not. The second is on the completion of a project. The writing process and the genre features have been discussed. You have worked on the tasks. This would have given you an understanding of how to write reports in the contexts in which you will work in future. These were samples created for your understanding. Actual workplace reports may require suitable adjustments to this basic framework.

3.9 ANSWERS

Activity 2

- Informing the public
- Reporting Event
- Publicizing research findings

Activity 3

- The features that are common to all the reports are that it provides information about the particular happening and all related details are given.
- The first report is a precise account informing the public of an unfortunate mishap that had occurred in a village giving personal details and the actual location. The second one is a detailed report of an event along with the objectives

and the details of the participants whereas the third one is to publicize the research findings of a scientific study.

Check Your Progress 1

1) 28 February 2...

The Vice-President
Customer Affairs
LOKAIR
Mumbai

Dear Sir,

A detailed inquiry has been made into issues concerning customer discontent and employee behaviour plaguing our company. We are likely to be refused the license for our new routes between Bhubaneswar and Bhopal, Dibrugarh and Hyderabad and Jaipur and Visakhapatnam.

The report is based on the findings related to employee dissatisfaction, customer feedback and interviews with the passengers and travel agents.

The recommendations based on these findings have been given for your consideration. An immediate implementation of the recommendations is needed. These problems could be overcome by the solutions proposed by these findings.

I hope the report would be instrumental in resolving all the drawbacks of our company.

Yours truly,
Beni Yanthan
Manager, HRD

- 2) Investigating the reasons for the problems and suggesting solutions
- 3) **Letter of Transmittal:** Letter to the person who appointed the committee, stating that the report is enclosed.

Title Page: Clear indication of the subject matter of the report, who it is addressed to and who is submitting it. Date must be mentioned.

Table of Contents: Indication of the sections with page nos. for easy reference.

Executive Summary: Gives the main points of the report.

Terms of Reference: Defines the scope of the study and the members involved.

Background: Describes the situation why the investigation became necessary.

Planning: Describes the steps taken in planning the study.

Procedure: Describes the steps in the conduct of the study.

Findings: Three sets of findings according to the different groups interviewed.

Recommendations: suggestions given based on the study.

Conclusion: Summing up the entire report for consolidation.

Activity 5

Feasibility Report

Report on the feasibility of introducing auto rickshaws in the Municipal Town of Manigunj

Executive Summary:

AZN Group is a private Transport company running tempos and vans for local conveyance of goods as well as passengers for travel to short distances within a radius of 25 km of Manigunj. The company was assigned the task of assessing the feasibility of introducing auto rickshaws within the town. It was found that in view of the expanding industrial, economic and educational growth of the town, local transport at affordable fares needs to be augmented. The local bus service does not reach all the corners of the town and is not adequate to meet the commuter demands. Introduction of auto rickshaws will solve the transport problems of the local population both within the city and the outskirts where a number of institutions are coming up.

Terms of reference:

A committee of 5 senior officials was appointed by the AZN group to study the feasibility of introducing auto rickshaws in the town of Manigunj. The committee was asked to submit the report by 5 September 2... .

Background:

Until recently, Manigunj was a small sleepy town. In the last five years there has been an increase in the town's activities due to new industries being set up. The local population has almost doubled in the last two years. Schools and colleges have come up in response to local demands. The town is expanding and its limits are extending to a number of villages up to a radius of 20 km of the town.

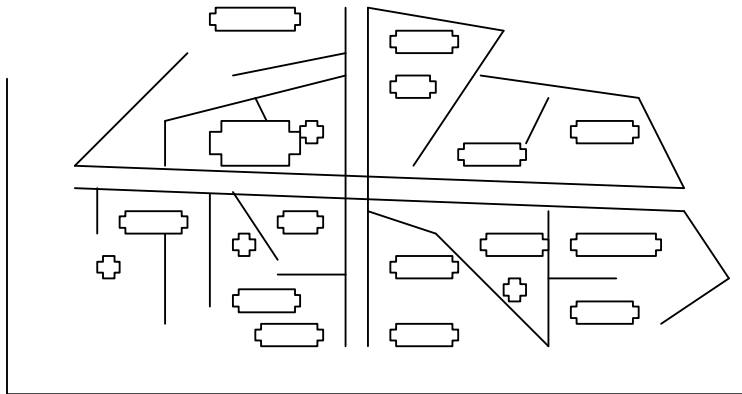
Local conveyance is by horse-driven jatkas and cycle-rickshaws. There is a local bus service which covers the two main roads crisscrossing the city. People have to walk long distances from the bus-stop to their residences in the interior. The younger generation has begun to invest in two-wheelers but a large segment of the population still does not own vehicles. Tempos and vans meet the needs of transport of goods and group conveyance for outings outside the town. Public transport facilities are not adequate.

Procedure of the Study:

The committee met twice before the launch of the study to discuss the *modus operandi*. It was decided to divide the responsibilities among the team members.

It was decided that:

- a. Ms. Oza and Mr. Pundalik would study the road layout of the town.
- b. Mr. Vasan and Ms. Pestonji would study the existing transport system and the local mobility needs.
- c. Ms. Vasudha will study public opinion and responses.

a. Road Layout of Manigunj*Map of Manigunj*

As can be seen from the map two main roads criss-cross through the town North-South and East-West. These are the two roads that connect to other neighbouring towns. The length of the N-S Road within the town limits is about 15 km. The length of the E-W Road is 20 km. We can see that these are the only two main thoroughfares through which buses can pass.

Residential areas with independent single-storeyed and double-storeyed houses lie in a haphazard, unplanned manner. Throwing open the side roads for bus transport is not feasible.

The residential areas spill into the outskirts of the town limits. Outer ring-roads may be laid encircling the entire area. Within the town limits, however there is very little maneuverability.

The inner roads branching off irregularly from the two main roads are less than 15 feet wide in most places.

Emmar factory is right at the center of the city. The other 10 factories are pushed more to the outer limits of the town on all sides.

2 old schools and 1 college are within the town limits. The others are spread on the outskirts. The Government Hospital is in the south-central part of the town and occupies about 300 sq. feet space. 2 more hospitals are located in the North-east and South-east regions.

One or two large maidans are unoccupied and may be considered for road-laying, although this would involve compensating for demolitions of market space.

Small canals cut across the town at various points. Small ponds are also seen as a perennial feature at 3 locations. These will have to be negotiated by building small culverts across them.

b. Existing transport system and local mobility needs

Buses ply across the two main roads of the city. For small distances and the interior streets, people depend upon horse-driven jatkas and cycle-rickshaws. These are not convenient when people have to travel more than five kilometers.

There is a fleet of four public transport buses and these connect the areas across the two main roads at half-hour intervals. The running time of each bus is 35-40 minutes.

The services begin at 7am and stop at 9pm.

People now need to travel more than 10 km to reach newly setup hospitals and educational institutions. People arriving at the railway station also find it difficult to reach the destinations.

c. Public Opinion

A survey was conducted and interviews were held with 1500 respondents. Survey questionnaires were distributed among employees working in institutions and business establishments.

Citizens waiting at bus-stops were interviewed over a four-week period. The data-collector also traveled by the local transport vehicles to gain first-hand experience of the problems faced by the commuters.

Interviews were held with the municipal transport authorities.

Opinion was also gathered from cycle-rickshaw and jatka drivers.

Findings

It was found that:

- a) The present transport services are not adequate to meet the needs of the local population.
- b) Extensive road laying and extensions of existing roads needs to be undertaken.
- c) Auto rickshaws will prove to be a boon to the citizens.
- d) 70% of the cycle-rickshaw and jatka pullers were positive to the introduction of auto rickshaws provided they were given concessions in hiring the new vehicles and were given free driving lessons.
- e) Many citizens who were concerned about the increase in pollution of auto rickshaws were brought in and suggested that at the introduction stage itself, measures should be taken to make the fuel pollution-free.

Recommendations

20 auto rickshaws may be introduced initially to assess public response. Depending on the response, the number may be gradually increased in subsequent months.

Cycle-rickshaws may be allowed to continue along with auto-rickshaws. Jatkas may be withdrawn after two months so that they do not interfere with the three-wheeler traffic. The time is just right for the introduction of auto-rickshaws.

An evaluation of the performance will be undertaken after two months and a report submitted to the authorities

Activity 2

Title: Verbless sentence

Report on the road extension project undertaken on S.P Road, Nikhilabad.

Task assigned.
Purpose.
Past passive
with infinitive

The six kilometre stretch on S.P. Road between Greenlands and S.Q. Chowk **was to be** extended. The project **was assigned** to Stresscrete Consultants **to be completed** within a period of six months beginning November 2... .

Traffic on S.P Road *has increased* in the last 5 years because it directly connects the eastern and western parts of the city. This *has been compounded* by the fact that the number of cars and two-wheelers *has increased* three-fold during this period. There were many bottlenecks caused by uneven array of showrooms interspersed by small wayside shrines and bus-bays encroaching upon the road space. The extension of the roads became imperative to ensure smooth flow of traffic.

Background
Present perfect
and past

The project **was undertaken** in a phased manner. In the first phase, the extent of the road space required on both sides of the road was measured. Bottlenecks **were identified**.

The buildings that **had to be demolished** or taken in were identified. Markings **were made** on the walls indicating the extent of space required.

Procedure
Steps
Adopted

Legal notices **were issued** to the owners of properties adjoining the roads seeking cooperation.

Adequate compensation @ Rs. 1000 per sq. ft. **was offered**.

Negotiation with reluctant owners delayed the land acquisition process by 3 months.

Problems

Further trouble **was encountered** by religious groups who staged violent protests against the relocation of wayside shrines. This added to the delay.

Cost of demolition escalated the project expenditure. Leasing of cranes became problematic because of heightened construction work in the city. This also increased the costs. Labour problems **had to be countered**. Wages **had to be increased** by 20% for night labour. The costs overshot the initial budget estimate by 10 lakh.

A revised expenditure statement **is enclosed**.

All the problems were overcome and the acquired stretches **have been concrete surfaced** and tarred. Traffic on the thoroughfare *has eased* reducing the movement time across the stretch to 10 minutes. The roads look very neat and easily navigable.

Effects

The Mayor drove through the stretch and expressed his satisfaction. He *has suggested* traffic islands at 3 points and pedestrian crossings at 6 points at 1km distances. Work on this is scheduled to begin next week.

Conclusion

Note on language points:

The report for the most part is in the past tense except towards the end. "A revised expenditure statement is enclosed" and the last sentence which is indicative of the future are in the present tense form.

The passive voice is used quite frequently. This places the focus on the action rather than on the people doing the action. Public works are generally reported in the passive voice.

Note on the moves:

- 1 Title
- 2 Terms of reference
- 3 Background
- 4 Procedure
- 5 Problems
- 6 Effects
- 7 Conclusion

Transmittal Letter**Sub: Completion of the Road Extension Project on the S. P. Road**

Dear Sir,

I am enclosing a report on the completion of the road project on the S. P. Road stretch. The project was undertaken by Stresscrete Consultants for the Municipal Corporation of Nikhilabad.

An assessment was made to check the need for the extension of the road. After a feasibility report justified that such an extension was necessary, the project was undertaken in a phased manner. Details of these are given in the report. The report also lists the reasons for the delay in the completion of the project. A revised expenditure statement is also enclosed.

Thank you

Abhilash Mehta
DTS Builders Ltd.

Activity 3

has been further impacted (affected)
has tried
have taken
have entered

Activity 4

Sl.	Correct sentences
1	Neha isn't happy and neither is Nisha.
2	I met Shobha at 6 in the morning on Monday.
3	When will you come to my office?
4	Fauzia wrote the presentation herself.
5	Mary is always late.
6	Since last year I have hardly spoken to Salil.
7	I asked Mohit where he works.
8	We visited Nainital last summer.
9	I left London last year.
10	Sonu is working in this company for the last seven years.
11	Don't buy more bread, there is a lot of bread in the breadbox.

12	Both her sisters-in-law live close by.
13	I have been in this new town for two months, but I've not made any friends.
14	This is better than I expected.
15	The manager who deals with sales is on leave for a month.
16	Housing is a problem in many large cities. There are few good apartments available at reasonable prices.
17	Sunil failed his driving test three times because he didn't know how to park the car.
18	My friend has just bought a new cell phone.
19	Do many countries have a pollution problem?
20	Rajiv will play a badminton match to night. He had planned it a week ago.
21	I talk to my parents every week.
22	I talked to the boss three days ago.
23	By this time next month, I will be living in Pune.
24	The phone rang, as someone knocked on the door.
25	You must tell the truth or you will be penalized.
26	We must clean up our rivers and lakes, otherwise the fish will die.
27	Ram Prashad attended classes in English before going to America.
28	The accommodation available here is very expensive.
29	I live in Kolkata.
30	It is cooler today, isn't it?

Check Your Progress 2

- 1) i) The lady in the front row 'reduced'
- v) The point to consider 'reduced'
- vi) The proposal discussed during the meeting 'reduced'

2) Adjective clauses:

- i) who is in-charge of the Delhi Office.
- ii) who are in Mr. Kanwar's branch
- iii) which are used in colleges
- vi) which is *Working Can Be Fun*.
- vii) which is a difficult subject,

Adjective phrases or appositive phrases.

- i) Mr. Anil Kumar is the new Branch Manager in-charge of the Delhi Office.
- ii) The employees in Mr. Kanwar's branch are having a good time.
- iii) Mr. Kanwar has written management books used in colleges all over the country.
- iv) He's just completed a new book *Working Can Be Fun*.
- v) Management, a difficult subject, is made interesting and entertaining by him.

UNIT 4 WRITING PROPOSALS

Structure

- 4.0 Objectives
- 4.1 Introduction
- 4.2 A Proposal
- 4.3 Need for Proposals
- 4.4 Features of a Proposal
- 4.5 Framework for Proposals
- 4.6 Grammar: The Passive Form (Revision)
- 4.7 Basic Components of Business Proposals
- 4.8 Business Proposal Letter
- 4.9 Proposal Document
- 4.10 Let Us Sum Up
- 4.11 Answers

4.0 OBJECTIVES

After going through the unit, you should be able to

- understand why proposals are written;
- identify the features of a proposal;
- identify the parts of common kinds of proposals;
- understand the importance of project proposals;
- identify the purposes for the different components of proposals; and
- write sample business project proposals.

4.1 INTRODUCTION

You have studied various forms of business correspondence. In this unit you will be exposed to the processes involved in writing proposals and reports.

Any activity or project undertaken in business organization needs to be formalized and documented. Before launching a project, all aspects involved in it will have to be visualized in order to arrive at the benefits that will accrue from it. This is documented in a proposal. If the proposal is viable, the project is undertaken. After the completion of the project, a report is submitted. The report will indicate the success of the project and whether the objectives stated in the proposal have been achieved or not. Reports become the basis for future proposals. Proposals and reports are thus integral to the functioning of any organization.

We will also examine the importance of business project proposals sent outside the organization and the process of writing them.

Business implies the buying and selling of a product or a service for profit. This involves a series of transactions with agencies outside the organization. It may also involve extended communication with Government bodies.

Communication is generally executed through letters. These could be for enquiry and sales, placing orders and executing them, dealing with complaints and negotiating.

Another important format of business communication when a business organization undertakes to offer a service or deliver a product to a client is the **technical proposal**.

Technical proposals have a definite format. Formats help in giving all the requisite information and help the reader to look for specific items of information. In order to win business, proposals must be drafted with care and attention.

4.2 A PROPOSAL

A proposal indicates the direction of a future action. Any action begins with an idea. The idea develops into a plan of action. The plan needs to be elaborated upon. The prospects and consequences of the plan need to be visualized. If the plan shows promise of being executed, then it needs to be written down with the costs worked out. This document is called a **proposal**. The proposal is scrutinized by colleagues, superiors or authorities within an organization or by clients outside and approved or rejected based on its viability and financial implications.

Written proposals form the basis for projects undertaken by an institution, organization, or a business firm. They serve as blueprints for projects and sources of reference during and after the execution of projects.

Oral presentations of proposals are also made before a select audience, especially if the project is undertaken for an outside client.

A proposal can be in the form of a short letter or a long document with supporting graphics and visuals.

As proposals are projections into the future, ‘modal verbs’, that is, “will”, “shall”, “may”, “can” are generally used along with the main verbs.

4.3 NEED FOR PROPOSALS

Let us begin with a short mental activity.

Activity 1

Imagine that you have a certain amount of money and you plan to buy a house. List the steps in planning that you would take:

.....

.....

.....

.....

.....

Discussion

I have put down the following points. Match them with yours.

1) Why do I want to buy a house?

[Being a tenant is troublesome. Rents are high. etc]

[It is a good investment. I can let it out on rent]

[I want to design the place I live in]

- 2) What kind of a house do I want? (apartment/ independent house)
[Why do I choose to buy an apartment and not a house or
Why do I choose to buy a house and not an apartment?]
- 3) Which locality do I want to buy the house in?
[Why have I chosen that particular locality? Reasons]
- 4) How will I look for good places?
[Look at advertisements? Advertise what I am looking for? Ask for advice]
- 5) What is my budget?
[How much money do I have in hand? How much money can I get as loan from
other sources?]

This is a mental blueprint. This will give you a direction in identifying the kind of house you wish to buy.

Let us extend this to various activities and projects that have to be undertaken by large institutions and firms. All the things that you do mentally for your personal purchase will have to be formally stated and documented. Your purchase is a private decision.

You might consult family and friends. An official proposal will have to be examined and approved by the executive authorities in the organization.

If certain problems are encountered in the proposal stage, ways to overcome them may be considered, or the proposal may be dropped because it is not viable.

This is why proposals are written down.

If a project is undertaken without a well-thought out proposal, it may get stuck mid-way and might entail loss of money.

Proposals, therefore, are the basis of undertakings.

Activity 2

List five activities for which proposals will be needed in any organization of your choice. (You can choose a school, a bank, a retail outlet, a sports club etc.)

.....

.....

.....

.....

.....

4.4 FEATURES OF A PROPOSAL

A proposal is made for something that does not exist or to add on to something that already exists. Creating, acquiring, or presenting something new, involves investment of effort and money. This investment has to be justified.

A proposal usually begins with a description of what exists. It then moves on to what is required. This has to be supported with reasons for investing. The benefit or profit of the venture is then stated with a view to obtaining approval of the proposal.

The functions that are in play in writing a proposal thus are:

Describing

Stating problem

Proposing solution

Providing reasons or justifying

Highlighting benefits

Persuading or urging action

Here is a short one-paragraph draft proposal for a public facility:

The traffic on the M.G. Road is very heavy from 7am to 10pm. Two schools and three colleges line the 5 km stretch of the road from Police quarters to the General Street Metro station. There is no pedestrian crossing anywhere in between. It is impossible to cross the road during the daytime. School children and college-goers are forced to go by vehicles or public transport even if the distance is within 1 km. Three foot-over bridges at 1.5 km distance from each other **should be built** to ease the problems faced by pedestrians.

☛ Check Your Progress 1

- 1) What is the function performed in sentences 1- 3?

.....

.....

.....

- 2) What do sentences 4 and 5 convey?

.....

.....

.....

- 3) What is the solution proposed in sentence 6?

.....

.....

.....

- 4) Notice the verb forms in sentences 1-5

.....

.....

.....

.....

- 5) Underline the verb phrase in sentence 6.

.....

- 6) What is the notion indicated by the modal verb “should”?

.....

- 7) Why has the passive voice been used in sentence 6?

.....

The answers to these questions will give you an idea of how a proposal is presented. Refer back to the functions performed through proposals mentioned earlier in this section and match your answers with them.

Activity 3

You are the sports secretary of your institution or organization. Make notes for the proposal to be prepared for the provision of a table-tennis room on the premises.

.....

Discussion

Did you include the following?

Background: Description of the organization and the nature of work done

Rationale: Recreational facilities required for better work performance

Representation in tournaments adds to image of the organization

Proposal: Identification of space on premises

Number of tables required

Specification of recreation timings

Costs:

Justification: Desire of staff

Other organizations have the facility

Need to encourage sports

Request for Action: Provision of a table-tennis room as soon as possible

Proposals are put up for various kinds of purposes: for starting institutions, building bridges, buying furniture, machinery etc.

To start a film club in a university, interested students may approach teachers or the Vice Chancellor and express their wish. A teacher may be asked to help the students in framing a proposal. The proposal is drafted.

- It states the objective.
- It talks of the number of students who are interested.

- It lists the activities that the club will perform.
- It states the requirements for setting up the club. It projects the funds that will be required.
- It urges action.

On a larger scale, proposals are submitted for the Five-year plans of the Government. The budget allocations are made on the basis of the proposals. They are called Plan Proposals

Language focus

Notice the contexts in which the word ‘proposal’ is used. You will then have an idea of what a proposal involves, in what contexts proposals are generally written and the kind of importance they have.

The proposal must be approved by the Commerce Department.

The Board approved a management proposal *to increase* the number of authorized dealers.

The proposal to rebuild the Bund came in the year 1998.

Under the proposal, the Company’s shareholders would receive 10% dividend

The company had access to inside information when it made its proposal to the Railway Board.

The company rejected the proposal and recalled its agent

He was asked to outline his proposal at the earliest possible time.

The Committee voted for Council’s proposal *to finance* the long-awaited trade pact with the Government.

Notice the phrase ‘proposal to ...’. *to + verb* is used to show intention or purpose. A proposal expresses an intention or purpose or plan.

A proposal is ‘**presented**’ or ‘**put up**’ for approval. A proposal can be ‘**outlined**’. A proposal is ‘**approved**’ or ‘**rejected**’.

4.5 FRAMEWORK FOR PROPOSALS

In the previous sections we looked at the basic features of proposals. In this section, we will examine certain common kinds of proposals for facilities within an organization/institution.

A proposal has a framework which can be expanded. It may run into several pages. If it is a detailed proposal, it begins with an executive summary. This summary must be carefully written in order to impress the reader at the first instance. The executive summary condenses the content of the proposal and states the objective clearly.

In the following section, each part of a proposal will be examined. The questions that follow each proposal are learning questions that will enable you to understand the process of writing proposals better.

Sample Executive Summary:

This proposal is submitted for the setting up of a digital language laboratory for the English Department of the O.N. L.V. University. Most undergraduate students are in need of acquiring proper pronunciation and have expressed a desire for focused training in pronunciation as they have had their schooling through non-English medium. Digital laboratories are used for many science courses but now all students

are quite adept at using computers. Hence helping them improve their English pronunciation through the technology medium with which they are already comfortable will be a welcome step. Several software packages are readily available and could be installed to make learning possible through Self-Access.

Check Your Progress 2

- 1) What is stated in the first sentence?

.....

.....

.....

.....

.....

- 2) What does the second sentence convey?

.....

.....

.....

.....

.....

- 3) What function do the last three sentences perform?

.....

.....

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.....

Let us look at a sample proposal presented within an organization:

Proposal for Acquiring Additional Floor Space for KIDS' WORLD, Vishakhapatnam Branch

Submitted to the General Manager

KIDS' WORLD

*By the Regional Manager, Visakhapatnam
12 September*

TITLE PAGE

Check Your Progress 3

- 1) What information does this page give you?

.....

.....

.....

2) What is being proposed?

.....

.....

.....

.....

3) To whom is it addressed?

.....

.....

.....

.....

4) By whom is it proposed?

.....

.....

.....

.....

EXECUTIVE SUMMARY

It is proposed that the floor space of KIDS' WORLD, Vishakhapatnam be increased in view of the tremendous increase in the volume of sales over the past three years. The first floor of the present premises has been identified as suitable for the purpose. The cost of investment for the lease can easily be compensated for by the returns on it by way of increased sales.

☛ Check Your Progress 4

1) What does the summary indicate?

.....

.....

.....

.....

2) What are the essential points it highlights?

.....

.....

.....

.....

- 3) Will the reader view the proposal favourably on reading the summary?

.....

.....

.....

.....

BACKGROUND

Kids' World, Vishakhapatnam has been doing brisk business since its inception in the year 2005. It is located in the main shopping area of the city. Its central location has been a reason for the growing business. The concept of a retail outlet exclusively for children is fairly new to this city and there are very few shops here that offer such a wide range of toys including educational CDs, DVDs and storybooks. The shop also stocks all ancillary items for school-going children, including stationery, shoes, gift items etc. The demand from the clientele for a variety of other items is so great that the present floor space of 2000 sq. feet is just about adequate for stocking and display.

☞ Check Your Progress 5

- 1) What does this section tell you?

.....

.....

.....

.....

- 2) What do the first four sentences do?

.....

.....

.....

.....

- 3) What does the last sentence imply?

.....

.....

.....

.....

- 4) Is there a shift in the function?

.....

.....

.....

.....

☛ Check Your Progress 6

- 1) What is the purpose of this section?

.....

.....

.....

.....

.....

- 2) What are the conditions described?

.....

.....

.....

.....

.....

- 3) What will the writer ask for next?

.....

.....

.....

.....

.....

PROPOSAL

In view of the above-mentioned factors, more floor space is required for the retail outlet here. Since the location has been very favourable for sales growth, it is advisable to retain the present premises and add on to it.

The 2000 sq. ft space on the first floor of the premises will be ideal for the expansion. This space has been recently vacated and advertised for letting out on lease. This arrangement will help us display our goods more attractively and also stock more quantities. Children will also have more moving space and can spend more time in the showroom.

A staircase needs to be built from within our shop at the front end so that the entrance will be the same for both the floors. Special permission from the owner has to be sought for this.

The Hyderabad unit had made a similar arrangement and it has proved to be very successful.

☛ Check Your Progress 7

- 1) What is the connecting link between the rationale section and the proposal section?

.....

.....

.....

.....

2) Is the link needed? Why?

.....

.....

.....

.....

3) What new information is presented in the Proposal section?

.....

.....

.....

.....

4) What supporting statement is added to press the proposal

.....

.....

.....

ESTIMATED BUDGET

Lease amount for a two-year period:	Rs. 30,00000
Cost of renovation and setting up display shelves, boards:	Rs. 1,00000
Capital investment in items for sale:	Rs. 10,00000
Salaries for 5 sales staff:	Rs. 5,00000
Salaries for 2 cleaning staff:	Rs. 1,00000
Maintenance costs:	Rs. 1,00000
Transport:	Rs. 1,00000
Miscellaneous:	Rs. 1,00000
Total	Rs. 50,00000
Estimated Returns on Sales	Rs. 1,000000

☛ Check Your Progress 8

1) Why is this section needed?

.....

.....

.....

.....

2) What does it tell you at a glance?

.....

.....

.....

.....

.....

BENEFITS

- ❖ Increased visibility
- ❖ Increased volume growth in sales
- ❖ Customer needs fulfillment
- ❖ Increased popularity among children
- ❖ Brand Image enhancement
- ❖ Increased profit margin

☛ Check Your Progress 9

1) What does this section highlight?

.....

.....

.....

.....

.....

2) Is the proposal convincing?

.....

.....

.....

.....

.....

.....

CONCLUSION

It may be seen from the facts and figures presented above that this is a viable proposal that will yield good returns. There are many competitors bidding for this space. An early decision on this proposal will prove worthwhile.

The proposal is submitted for approval.

Signed
Regional Manager

☛ Check Your Progress 10

- 1) What is the function of the above section?

.....

.....

.....

.....

- 2) Why is it needed?

.....

.....

.....

.....

☛ Check Your Progress 11

Reproduced below is a proposal presented as one chunk. Section it and write suitable headings for each section using the table of contents given below.

Proposal for setting up a 24 x 7 café on the campus submitted to the Vice Chancellor, XYZ University, by Pankaj Mongia, President XYZ Participants' Association

Table of Contents**Executive Summary****Statement of Problem****Objectives****Plan Proposal****Work Plan****Total Budget Estimates****Conclusion**

Economic, technological, informational, demographic and political forces have changed the way people live and work. These changes and the rate of change will continue to accelerate. Educational institutions like businesses, communities and families, must adapt to changing conditions to thrive. These institutions are struggling hard to keep pace with the astonishing rate of change in students' lives outside these institutions. Students will spend their adult lives in a multitasking, multifaceted, technology driven, diverse, vibrant world and they must come equipped to do so.

[1]

Our institute strives to provide every student a rich experience as far as academics is concerned. Entertainment and recreation of the students, however, have not been duly taken care of. There is a need to provide the students with a truly global experience so that they don't become misfits but work for its betterment and development. The proposal for a **24 x 7 café** is an endeavor of XYZ Participant Association to bridge the gap between academics and entertainment.

[2]

XYZ attracts students from all over the country and across the globe. Some of these students come from metros while others are from small towns. They have different backgrounds and different identities. However they never get to meet each other, know each other better, and share ideas, thoughts and opinions simply because there is no place where they can meet and interact. The students make small groups and spend most of their time in these groups without bothering to introduce themselves to the members of the other groups. They go out, eat out and enjoy only in their own groups. Recently some students had a bitter experience when they had to go out at night in search of food at an unearthly hour.

[3]

Following are the objectives of this proposal:

- To ensure that the students get a global experience on the campus round the clock
- To provide the students with a place where they can refresh themselves for the next day's work
- To provide round the clock facilities to the students
- To blend academics with entertainment [4]

The 21st century student is not bound by the limits of time. He/she is a 24 x 7 student. The XYZ Participants' Association has come up with the proposal to set up a 24 x 7 café which takes care of all the needs of the 21st century students and provides them with a truly global experience on the campus round the clock. [5]

The 24 × 7 café will have:

- a **cyber café** with at least 30 computers with internet access to provide the students with high speed internet access to explore the world wide web.
- a **cafeteria** which will provide the students with fresh snacks, mini-meals, fresh fruit juices, etc.
- a **small library** where the students can access books, newspapers and journals.
- a **reading room** which will allow the students to sit and read books.
- a **tête-à-tête hall** where the students can sit and discuss the issues that concern them.
- a **TV room** where the students can watch TV
- a **music room** with headphones and juke box where the students can listen to music.
- a **sports corner** where the students can play games like carom, table tennis, badminton etc and work out in the gym. [6]

The entire plan will be carried out by two sub-committees- one responsible for procuring equipment for the café and appointing personnel; and the other one responsible for selecting the site for construction, inviting tenders and supervising the construction of the café. [7]

The plan will be carried out in two phases: In the first phase, three best sites for the construction of the site will be selected, the feasibility report will be prepared and tenders will be invited. [8]

In the second phase, when the construction would have begun, the equipment will be procured for the café and personnel will be appointed. [9]

1) Budget for Salaries/Wages**Personnel required**

Place	Manager/Instructor	Attendant
Cyber Café	1	1
Cafeteria	1	2
Gym	1	-
Library	1	1
General	-	2

Monthly Emoluments (per person-per month in Rs.)

Place	Manager/Instructor	Attendant
Cyber Café	5000	2500
Cafeteria	4500	2500
Gym	5500	-
Library	5000	2000
General	-	2000

Budget for Equipment (in Rs.)

Air Condi- tioners	Furniture (for reading room, discussion hall, TV and Music room)	Equipment for Gym	Sports Accessories (for Health Club)	Electronic Equipment (for TV & Music Room)	Cafeteria (kitchen appliances including automatic soft drink vending machines)	Cyber Café
20,000	30,000	15,000	10,000	25,000	20,000	100000

2) Budget for Construction Related Expenditure (in Rs.)

Soft Material including electronic equipment etc.	10,00,00
Hard Material including cement, bricks etc	70,00,00

[10]

The aim of education in the modern world is not just limited to academics but going beyond it. It aims at overall personality development of the students. The educational institutions should provide the students with every possible opportunity to grow as a professional as well as a person. The 24 x 7 café is essentially global in nature and strives at the fusion of academics and entertainment. It also aims at providing the students a truly rich and global experience. There is a great need to have such multi-utility cafes on the campus to ensure that the students have all the facilities within easy reach and get them round the clock.

[11]

That was a proposal written by a student representative of an educational institution. It gives you an idea of what elements need to be included in a proposal and an overall structure of a proposal that is sent to authorities within an organization.

4.6 GRAMMAR: THE PASSIVE FORM (REVISION)

Read the following sentences from the reading passage:

- 1) The proposal **is scrutinized** by authorities within the organization.
- 2) Oral presentations of proposals **are** also **made** before a select audience.

The underlined sentences are in the passive voice.

The passive voice is formed by using the verb **be** and the past participle. (e.g. bought, used, etc.) Examples:

Advanced degrees (Ph.D.) **are listed** on business cards...

Status **is determined** by age, university degrees and profession.

We use the passive in the following situations:

- We often use the passive to focus on something that happens to someone, when we do not want to focus on the person who does the action.

Example: Over 30% of Indians **are employed** in the agricultural sector.

- The passive is often used to talk about systems and processes. Example:

The US **is characterized** by a 'scientific' approach to business. Every aspect of commercial life **is studied** and **analyzed**.

- The passive is often used in business correspondence because it is less personal than the active voice. Example:

Thank you for your letter which **was received** at this branch today.

- The present perfect passive is often used when we are describing changes that have taken place. Example:

Globalization **has brought** the world closer together and helped to reduce cultural diversity.

- To downplay the action or when you don't want to fix blame when something goes wrong. Example:

The sales targets **were** not **met**.

How to form the passive with other tenses:

- **Present Continuous Passive**

Example: I **am being asked** to work every weekend.

- **Past Continuous Passive**

Example: We only noticed the mistakes when the book **was being published**.

- **Present Perfect Passive**

Example: Various models **have been used** to explain this concept.

- **Past Perfect Passive:**

Example: They emailed us to say that the shipment **had been delayed**.

The passive forms of the verb in different tenses would look as follows:

Tense	Simple	Continuous	Perfect
Present	Is / am / are + past participle	Is / am / are + being+past participle	Has/have+ been +part participle
Past	Was / were + past participle	Was/were + being + past participle	Had + been + past participle
Future	Will/ shall + be + past participle	-	-

Activity 4

1) Change the following sentences into the passive voice. Omit the doer where it is necessary.

i) China produces these types of telephones

.....

ii) We make water from a mixture of hydrogen and oxygen.

.....

iii) Someone hit my car from the back.

.....

iv) Employers pay many manual workers weekly.

.....

v) Madam Curie discovered Radium.

.....

vi) They announced the winners of the Nobel Prizes in Physics and Chemistry yesterday.

.....

vii) Countries store most nuclear waste underground.

.....

viii) If there is a vacancy, we first ask suitable in-house candidates to apply.

.....

ix) They have cleared all the roads in this area due to VIP movement.

.....

x) They elected a new mayor yesterday.

2) Rampur as a small city has changed a lot in the last 10 years. Rewrite the sentences below about Rampur using the passive form. The first one is done for you.

i) They built a new stadium.

A new stadium was built.

ii) They are building a new hospital.

.....

iii) They will finish it by next December.

.....

- vi) They are constructing a new multiplex movie hall.

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- In such cases, bids are invited from business firms. These are called solicited proposals. Each business firm sends in a proposal to undertake the project. The proposal which is the most economical and the most beneficial is accepted. Winning the project among a number of competitors will depend not only on the financial potential of the organization but also how well the firm has projected the work plan and the costs of construction. Proposals can also be submitted voluntarily after ascertaining customer needs.

An institution is setting up a digital laboratory for its students. It asks for proposals from digital companies. You are working in the company and are asked to prepare a proposal. Put down the points you will include in the proposal.

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Discussion

Have you included the following points?

- 1) **Introduction:** Background of your company and the extent of experience that it has in undertaking such projects. (Instilling trust and confidence)
- 2) Reasons for taking up the project: Sharing of know-how; Benefits of service to the educational sector; Growth and expansion. (Stating objectives clearly)
- 3) Hardware requirements
- 4) Software requirements
- 5) Electrical equipment
- 6) Installation procedures
- 7) Demonstration and Training on use of Equipment
- 8) Operational Maintenance
- 9) After-Sales Service
- 10) Budget Estimate: Costs of items 3-9
- 11) Time schedule for project (Presenting facts and figures)
- 12) Conclusion: Summing up of benefits to client; highlighting unique selling points (USPs)
- 13) Offering addresses of previous clients for verification of quality standards of product and service.

Summary Format

- ☐ Executive Summary
- ☐ Background
- ☐ Technical Description
- ☐ Overview
- ☐ Hardware Details
- ☐ Technical Requirements
- ☐ Business Issues
- ☐ Total Cost Matrix

Proposals from a number of business players in the field are compared by the client. Hence a great deal of research and analysis is essential before framing the proposal.

The manner of presentation and the use of language are equally important. The proposal needs to be complete in all respects. The proposal, as already mentioned, is the blueprint for the formal contract to be signed by the supplier and the buyer.

4.8 BUSINESS PROPOSAL LETTER

In its basic form a proposal may be written as a letter in response to an enquiry.

How would you begin writing a proposal? Do this simple activity.

Activity 2

Imagine you are a bookseller and a library in a residential colony has approached you to supply books. What are the first questions that would arise in your mind? Put them down.

.....

Discussion:

You will begin to think about:

- the kind of residents and their interests
- your own previous experience supplying books to such libraries
- catalogues
- collections in other libraries
- your benefits in dealing with this kind of business
- the kinds of discounts you can offer

In other words, we begin by **collecting information**.

You can now begin to write a letter of proposal in reply to the letter soliciting a proposal from you. This is the letter you receive from the library:

FRIENDS' HOME LIBRARY
MASROC, Vanagaon, Pin: 408675

13 Jan 2...

Mr. Santosh Yadav
Manager
Popular Booksellers
MG Road
Nashik

Dear Mr. Yadav,

1 →

We wish to stock our library with various kinds of general, fiction and technical books for the residential colony library of the industrial township of MASROC located 100 km from Nashik.

2 →

We understand that you are one of the leading book suppliers in this region. Please send us a proposal for the kinds of books you will be able to supply us, the discounts you can offer and the modes of payment along with catalogues.

3 ↓

We would like you to submit your proposal as early as possible. 4 →

Thank you

Regards,
Meenakshi Patil
Librarian

Let us examine the stages in the letter:

- Move 1: States the customer's requirement
- Move 2: States reason for approaching the supplier
- Move 3: Asks for proposal with details
- Move 4: Urges quick action

Your response will include:

- Move 1: Thanks, acknowledgement of request.
- Move 2: Introduction of your firm
- Move 3: Description of business dealings
- Move 4: Emphasize experience in such business

- Move 5: Willingness to supply
Move 6: Offer of maximum discount
Move 7: Enclosure of catalogues
Move 8: Urging order

The Proposal letter can now be drafted along these lines.

Thanks, acknowledgement of request

Thank you for approaching us with the request to supply books to your residential library. We are happy to know that you wish to order bulk stocks. [1]

Introduction of firm, Description of business dealings, Emphasis on experience in such business

We have, indeed, been in this business for almost a decade now and have established ourselves as leaders in this region. We supply books to more than 50 educational institutions in the Nashik region. We also are suppliers for factory and office libraries in and around Nashik. In fact, we have been a steady supplier to three other residential colony libraries in the townships of Mure and Kopegaon. We supply both technical and academic books in English as well as fiction, poetry, religious literature and general informational books in English, Marathi and Hindi. We have had an excellent relationship with our customers because of the professionalism in delivering stocks and replenishing them when required. [2]

Willingness to supply, Offer of maximum discount

We would be very happy to honour your requests. As a first time offer, we will be able to offer you 30% discount on academic and technical books and 25% discount on fiction, drama, poetry and general books. We also allow for retaining of books for approval for a period of 15 days and 90 days' credit from the date of delivery. [3]

Enclosure of catalogues

We are enclosing our catalogue. Please select the titles that you would like to order. We will deliver whatever is in stock immediately and will arrange for delivery of books not in stock at our warehouse here, within 10 days' of the receipt of the order. [4]

Urging order

We look forward to an early order from you.

Language focus:

Notice the use of present perfect form of the verbs, 'have been', 'have established', in paragraph 2 to describe past and present status. The present perfect is used for actions which happen in the past and continue in the present or have an impact on or relevance to the present.

The forms 'will be, would be' are used (in paragraphs 3 and 4) to indicate the future along with the notion of willingness.

4.9 PROPOSAL DOCUMENT

In the previous section we looked at a letter proposal. Now let us examine a detailed proposal document in response to a letter of solicitation.

Activity 3

After every section of the document, there are questions given which you need to answer. These answers will help you in understanding the process of writing proposals better.

Project Description: Renovation of a Heritage Well in PNR college campus

A proposal is accompanied by a Letter of Transmittal or in other words a "Cover Letter" which introduces the proposal.

I) LETTER OF TRANSMITTAL

21 Jan 2....

The Principal
PNR College
Erode

Dear Madam,

Sub: Renovation and Landscaping of the Heritage Well site

We are submitting our proposal expressing our intent to undertake the project of renovating and landscaping the Heritage Well located on your premises.

→ Stating
objective

As a first step our engineers have assessed its feasibility and submitted a report. Based on this, the undertaking would involve repair of the structural damages, reinforcement of existing structures, laying new water conduits for the tank and beautification. The landscaping would be designed by our landscape architect and can be maintained by your gardeners thereafter.

→ Brief
Description

We expect the project to be completed within four and half months in time for the Golden Jubilee Celebrations next year. The expected expenditure for the initial phase of the project will be Rs. 5 lakhs. The maintenance will require Rs. 50,000 annually for cleaning and painting and other basic repairs.

→ Time
Cost
Projec-
tions

A detailed document is enclosed.

Thank you

Atia Mathai-Luke and Dipannita Chakraborty
For Veekay Consultants

1) What is the purpose of this letter?

.....
.....

II) TITLE PAGE

PROJECT PROPOSAL for RENOVATION AND LANDSCAPING OF THE HERITAGE-WELL SITE <i>Submitted to</i> The Principal P.N.R. College of Science Erode <i>By</i> Veekay Consultants 16, Tarun Towers M.G. Road, Coimbatore	→ Comprehensive title → Addressee → Name and Address of Proposer
---	---

- 2) What is the purpose of the title page? Is it necessary? (Why/Why not?)
-

III) TABLE OF CONTENTS

Page nos.

1) Project Chart	Preliminary information	...
2) Executive Summary	at a glance	...
3) Background	Qualification	...
4) Project Plan	Visualizing	...
5) Proposed Procedure		...
6) Project Schedule	Planning	...
7) Budget		...
8) Conclusion		...

Now answer the following questions:

- 3) What does the Table of Contents indicate?
-
-

- 4) Why do we need this table?
-
-

- 5) Will the items be the same for all kinds of proposals?
-
-

- 6) Which items will be found in all proposals?
-
-

IV) PROJECT CHART

Project Title	RENOVATION AND LANDSCAPING OF HERITAGE WELL-SITE
Name and Address of Proposer	Veekay Consultants 16, Tarun Towers M.G. Road, Coimbatore
Project Location	PNR College, Erode
Time required for the commencement of the project after receipt of approval	1.5 Months
Duration of the Project	3 Months
Estimated Budget	Project cost: Rs. 5 Lakh Recurring expenses: Rs. 50000 p.a.

Answer the following questions:

7) What is the function performed by this chart?

.....

.....

8) Why is a table format used?

.....

.....

9) Why is the matter in the left hand column highlighted?

.....

.....

V) EXECUTIVE SUMMARY

This proposal is submitted for the renovation of the Heritage Well at PNR College, Erode.

The feasibility of renovating the old well in the PNR College premises has been studied. The well, identified by the Archeology Department of the Government as a heritage site in the precincts of the college built in the 1826, is currently in a state of severe disrepair and the structure needs extensive renovation measures and landscaping. It can be transformed into an ideal site for open-air concerts, literary evenings, dramatic presentations and pop music concerts. Drainage and water connections will need to be replaced.

The work will be entrusted to a civil engineer, assisted by two junior engineers and a landscape architect after the primary phase of structural repairs are completed.

The project will commence 45 days after approval and will take about 90 days to be completed from the date of commencement of work. The cost has been estimated at about Rs. 500000 for the renovation of the site and landscaping of the surroundings at present and a further Rs. 50000 yearly for maintenance of the structure.

Prefatory
statement

Problem

Solution

Procedure

Time

Cost

10) Why is the summary placed before the actual proposal?

.....

.....

11) What are the main items mentioned?

.....

.....

12) Is the summary concise, clear and complete?

.....

.....

13) Does it create interest in the reader?

.....

.....

Language Focus

Notice the underlined verb forms: is submitted, will be entrusted etc.

You can recognize them as passive forms. The passive voice is used to convey the formal, impersonal tone. It also indicates that the work done is more important than the agents of action.

Notice that the passive can be applied to all tense forms:

is submitted, has been studied, will be completed

PROPOSAL

VI) BACKGROUND

Establishing
credentials

Veekay Consultants are one of the leading pioneers in the field of architecture and landscaping. We have had experience in restoring several old monuments to shape, in and around Coimbatore, Salem and Erode districts of Tamil Nadu. We have units in almost every state in the country doing similar work.

Substantia-
ting claims

Recent undertakings include the renovation of the Shiva temple in Kuttipalayam, the museum building at Umapur and the Maharaja's Palace at Peliyur. Public commendation of the work is our credential. Our technical team has an academic interest in the projects we undertake, most of which are in the field of restoration of historical heritage.

Procedures

We are very excited about the discovery of this ancient well in the PNR college premises and would like the structure to retain its historical significance while it offers an attractive venue for cultural events. Our research team will be on the job of unearthing descriptions of the heritage site in books of history and the personal autobiographies, letters and personal notes written by the people who lived in the heyday of this particular royal family with the support of its living descendants.

14) Why is it necessary to present the background?

.....

.....

.....

.....

15) Why do we need three paragraphs here?

.....

.....

.....

.....

16) What details does this section give which may not find a place in the proposal proper?

.....

.....

.....

VII) PROJECT PLAN

Our proposed project plan visualizes the present dilapidated structure to be made attractive so as to serve as a meeting-place for cultural events and concerts.

Defining
objective



As it is



As proposed

A blueprint of the layout is being submitted.

The heritage well needs to undergo a thorough cleansing by professionals since the well needs to be dredged to clear it of sediments. The water pipes and the drainage system need to be replaced. This has to be followed up with regular maintenance measures.

Require-
ments

Phase wise Procedure

Phase I

- Assessment of the structural damage to the heritage well and the extent of renovation required

Phase II

- Leveling of dilapidated portions and erection of support structures to hold the superstructure without changing the original contours
- Reconstruction of façade
- Removal of the old drainage system and replacement with modern conduits
- Drilling to augment water source
- Construction of Auditorium: Step-gallery and central arena, stage and dais

Phase III

- Electrification
- Landscaping of the area surrounding the heritage well up to a radius of 100ft
- Beautification of open-air auditorium
- Weatherproof painting
- Follow-up maintenance

17) What is the format of this section?

.....

18) What is the sequence of the items?

.....

19) What is the pattern of the sentences?

.....

20) Why are there no full stops at the end of each item?

.....

VIII) PROJECT SCHEDULE

PHASE I: 10 days

PHASE II: 50 days

PHASE III: 30 days

TOTAL: 90 days

BUDGET ESTIMATE

Given below is an estimate of costs likely to be incurred in the renovation and landscaping of the Heritage Well site. The recurring costs shall be additional to the initial estimate and have been worked out in Table 2.

Table 1: Capital costs

Sl. No.	Category of Expenditure	Cost in Rs. *
1	Civil construction	000000
2	Plumbing and drainage	000000
3	Equipment	000000
4	Project office maintenance	000000
5	Technical staff payment	000000
6	Landscaping artist and employee payment	000000
7	Contingencies	000000
8	Miscellaneous	000000
	Total	000000

Table 2: Recurring expenses per year

Sl. No.	Category of Expenditure	Cost in Rs.*
1	Salaries and wages	00 000
2	Maintenance	00 000
3	Contingencies	00 000

*(Figures have not been given.)

CONCLUSION

The cost of renovation quoted is a very modest estimate as our primary objective is more academic than financial. Any modifications in our blueprint required will be considered. An early approval will be appreciated.

Urging
Action

☞ Check Your Progress 12

Draw a chart describing the sequence of the parts of a proposal.

.....

.....

.....

.....

.....

.....

.....

.....

☞ Check Your Progress 13

Draw up a proposal for a package tour of all the important tourist destinations in your state in response to enquiries by an educational institution with an international student population. They will need you to organize this tour on a regular basis three times a year.

Preparation:

Collect information about students: nationality, age group, attitudes

Collect information about suitable tourist destinations

Collect information about travel and accommodation tariffs

Calculate number of days required for a comprehensive tour

Calculate staff costs

Calculate profit margin

.....

.....

4.10 LET US SUM UP

In this unit we have examined the need for writing a proposal, the features of proposals and the framework of proposals. The language functions used are: describing, justifying and persuading. In the grammar section, we concentrated on the passive form.

Proposals can be solicited or unsolicited. You learnt about the basic components of a business proposal. Proposals can be in a letter format for small projects and document format for big projects. Proposals are written after a great deal of preparation. Collection of information about various aspects is the essential first step.

Proposals should anticipate all questions that may be raised by the client. They should factor in competitors' potential and build in a cutting edge element.

4.11 ANSWERS

Activity 2

We have given some sample proposals. You could have your own list.

- i) Providing computer labs with internet facilities.
- ii) Starting clubs.
- iii) Starting new courses.
- iv) Opening a new branch of a bank.
- v) Providing crèches for children of employees.

Check Your Progress 1

- 1) Sentences 1-3 perform the function of describing the situation on M.G. Road.
- 2) Sentences 4 and 5 state the problem. Traffic on M.G. Road makes it impossible to cross the road during the day time and school children and college-goers are forced to make use of transportation even for a short distance.
- 3) The solution proposed is that of building three foot-over bridges at 1.5 km distance from each other.
- 4) The verb forms in sentences from 1-5 are stative verbs.
- 5) To ease
- 6) The modal verb 'should' is indicative of obligation.
- 7) The passive voice used in the sentence to put the onus on the authorities concerned.

Check Your Progress 2

- 1) The first sentence states the proposal for setting up of a digital language laboratory for the English Department of O.N.L.V. University.
- 2) The second sentence states the need and desire of the students in acquiring proper pronunciation in English.
- 3) The last three sentences provide the reasons for having a language laboratory and highlight the benefits the students would accrue if they have access to such a language laboratory. There is persuasion for the proposal to be implemented.

Check Your Progress 3

- 1) The information conveyed here consists of- the proposal made, to whom it is addressed and by whom the proposal is made.
- 2) The proposal is for acquiring additional floor space for KID'S WORLD, Vishakhapatnam.
- 3) The proposal is addressed to the general Manager of KID'S WORLD.
- 4) It is proposed by the Regional Manager, Vishakhapatnam.

Check Your Progress 4

- 1) The section states the proposal for increasing the floor space of KID'S WORLD. The solution to the problem has also been identified along with the economical feasibility of the proposal.
- 2) It highlights the benefits of already having identified suitable space for the expansion and the economical sense behind the proposal.
- 3) The reader by all means would view the proposal in a favourable light.

Check Your Progress 5

- 1) This section acquaints the reader with the present situation at KID'S WORLD.
- 2) The first four sentences impress upon the reader the success of KID'S WORLD. The shop is located strategically and has done well with the novel concept of exclusive children's retail outlet.
- 3) The floor space of 2000 sq. feet gets used up for stocking and display of items leaving the shop with no extra room.
- 4) With the last line there is a shift from description to the statement of the problem, that of lack of space.

Check Your Progress 6

- 1) The purpose of this section is to state the problem of scarcity of space in the outlet.
- 2) Due to the shortage of space in the outlet, they are forced to stock reserve stocks in a warehouse which is 20 km away from the city. As the average sales per day is very high, the stock gets used up fast leading to a short supply of items in demand. This forces them to make their customers wait for a day or two until the stocks are replenished. Customers would prefer to shop at one place so there is a need to expand the range of products in order to cater to all the needs associated with children.
- 3) Next the writer would ask for more floor area to overcome all the shortcomings mentioned in the previous lines.

Check Your Progress 7

- 1) The connecting link between the rationale section and the proposal section is the need for increasing the floor area.
- 2) The link is needed because it gives a logical flow and cohesion to the proposal.
- 3) The proposal also mentions the need for a staircase to be built from within the shop at the front end so that the entrance will be the same for both the floors.
- 4) The proposal is supported by stating how a similar arrangement had been successfully made by the Hyderabad unit.

Check Your Progress 8

- 1) This section gives the reader an idea of the expenditure to be incurred.
- 2) This section is a concrete way of looking at the estimated budget involved in implementing the proposal. It shows the proposal to be economically viable.

Check Your Progress 9

- 1) This section highlights the benefits of the proposal.
- 2) The proposal is convincing as it deals in detail all the pros and cons involved in implementing the proposal.

Check Your Progress 10

- 1) The section concludes the proposal in a logical and convincing manner.
- 2) The section is needed because it persuades the reader to make a favourable decision at the earliest.

Check Your Progress 11

Executive Summary:	paras 1, 2
Statement of Problem:	para 3
Objectives:	5,6
Plan Proposal:	7
Work Plan:	8,9,10
Total Budget Estimates:	11
Conclusion:	12

Activity 4

- 1)
 - i) These types of telephones are produced by China.
 - ii) Water is made from a mixture of hydrogen and oxygen.
 - iii) My car was hit from the back.
 - iv) Many manual workers are paid weekly by employers.
 - v) Radium was discovered by Madam Curie.
 - vi) The winner of the Nobel Prize in Physics and Chemistry were announced yesterday.
 - vii) Most nuclear waste is stored underground.
 - viii) If there is a vacancy, suitable in-house candidates are asked first to apply.
 - ix) All the roads in the area have been cleared due to the movement of VIP.
 - x) A new mayor was elected yesterday.
- 2)
 - i) A new hospital is being built.
 - ii) It will be finished by next December.
 - iii) The old shopping complex has been knocked down.
 - iv) A new modern one is going to be built soon.
 - v) A new multiplex movie hall is being constructed.

Activity 7

Writing Proposals

- 1) The purpose of the cover letter is to introduce the document. It is a personal communication appealing to the client directly and indicates what the proposal contains.
- 2) The title page is necessary. A long project proposal is submitted as a booklet, usually in a spiral-bound form. The title page highlights the topic and states the name of the proposer and the addressee.
- 3) The Table of Contents indicates the major heads under which the proposal is organized with the page numbers much like a published book. As stated above, the proposal document is a booklet and follows most of the conventions of a published book.
- 4) The table of contents helps in quickly understanding what the proposal contains and helps in going to specific pages according to what one is looking for. For the writer it is an organizing support. This, in fact could be the preliminary outline that a writer makes before preparing the proposal
- 5) Not necessarily.
- 6) The essential elements are: Executive summary, Background, Budget Estimate, Conclusion. The other elements will depend upon the nature of each individual proposal.
- 7) The chart presents at a glance what the proposal aims at.
- 8) The tabular format helps in quickly identifying essential information.
- 9) The highlighting of the elements in the left column emphasizes the heads under which information is presented. These are the basic questions that the client would be interested in before reading the proposal in detail. It also helps in preparing the client for what is being presented later. It acts as checklist for the writer to see if all the possible questions have been answered.
- 10) The summary is placed before the actual proposal as it helps the reader understand the major implications of the proposal. The title page, the table of contents, the project chart and the executive summary all help in building up a picture of the detailed proposal in increasing degrees of detail.
- 11) The main items mentioned are the introductory statement, the problem, the solution, the procedure, the time and the cost?
- 12) It is.
- 13) It does, because it is brief, gives the essential points, is direct and does not repeat anything. It is to the point and matter of fact.
- 14) It is necessary to present the background of the proposing company in order to inform the client about the company's business standing and instill confidence in the client that the project can be entrusted to it.
- 15) The first paragraph informs the client about the company's business standing. The second paragraph gives instances of similar projects undertaken to substantiate the claims made earlier and helps the client to verify the claims made. The third paragraph informs about the company's professional way of working

- 16) It gives information about the company's standing, earlier projects undertaken and the kind of academic attitude it has adopted in relation to such projects and the background research it undertakes. All this cannot find a place in the proposal proper.
- 17) The format of this section is a list of actions
- 18) The sequence of the items is: Preparatory work, Actual structural work in step-wise stages, Basics to accessories, and External appearance.
- 19) Verbless sentences. Nominal phrases. Uniform pattern. Helps in packing maximum information with minimum words.

They are not full sentences.

Check Your Progress 13

This is not a complete proposal. You need to fill in rest of the details.

Title Page:

A Proposal for a Package Tour of All the Important Tourist Destinations in Gujarat

Submitted to the Principal of Lady Sophie College by Global Tourister

Table of Contents:

- 1) Project Chart
- 2) Executive Summary
- 3) Background
- 4) Project Plan.....etc.

Project Chart:

Name and Address of Proposer:	Global Tourister 22/B Vardhman Towers Limda Chowk, Rajkot
-------------------------------	---

Time required for the commencement
of the project after receipt of approval: 30 days

Locations selected:	Gandhinagar, Veraval-Somnath, Dwarka, Palitana, Daman and Diu, Porbandar and Kutchch-Bhuj.
---------------------	--

Executive Summary:

This proposal is submitted for the implementation of the proposed tour programmes for the students of Lady Sophie College, Rajkot on a regular basis three times a year.

Information about suitable tourist destinations across Gujarat has been collected. We have short listed some of the most popular tourist destinations across the state which are easily accessible. Some of the destinations we propose are - Gandhinagar, Veraval-Somnath, Dwarka, Palitana, Daman and Diu, Porbandar and Kutchch-Bhuj. However, you are free to add more to the list. We will be getting the governmental clearance wherever required.

Background:

Global Tourister is one of the leading tour operators in Gujarat. We have been conducting tours and sightseeing for the past ten years. As our name suggests, we also have a national and global presence.

Recently we were given the project by Ambe Group of Educational Institutions of Baroda to organize tours on regular basis for their students from the primary section to post graduation classes.

Project Plan:

Our proposed project plan is a visualization of the tour packages we would be offering Lady Sophie College on a regular basis three times a year.

We propose to organize the tours during the months of February, June and October. Each tour package shall consist of ten days.

Project Schedule:

Time required for implementation – 30 days

First phase of the tour – February 10-20, 2....

Budget Estimate:

Given below is an estimate of expenditure likely to be incurred for a single tour package. We have included travel and accommodation tariffs, boarding and other related expenses. The recurring costs shall be additional to the initial estimate and the break-up is given in the table:

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

Conclusion:

The terms and conditions worked out are viable economically and will be to the satisfaction of both the College management and the students. We are open to discussion and further clarification.

We would appreciate an early response so as to accommodate further changes.