

STUDY MATERIAL

CSEET

BUSINESS COMMUNICATION

PAPER 1



**THE INSTITUTE OF
Company Secretaries of India**

भारतीय कम्पनी सचिव संस्थान

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CSEET

BUSINESS COMMUNICATION

Effective business communication is critical for a company secretary's duties, which include monitoring compliance, advising the board, and collaborating with numerous stakeholders. A CS must draft agenda, minutes, and reports with clarity and communicate complicated legal requirements in an understandable manner, engage with authorities and shareholders in a professional manner and guarantee that information flows smoothly inside the company. Business communication is a crucial component of the CS profession since it helps the CS uphold transparency, promote good governance, and increase the company's credibility.

The objective of Business Communication in CSEET is:

- To help future Company Secretaries communicate clearly and effectively in a professional environment.
- To make students confident and capable of sharing business information accurately and professionally, which is essential for a successful career as a Company Secretary.
- To teach students how to write letters, emails, notices, reports, and make presentations in a clear and professional way.

The objective of the study material Business Communication is to provide students with the learning material according to the syllabus of the subject of the CSEET. The students are advised to refer to the updations at the Regulator's website and other websites as applicable, Supplement relevant for the subject issued by ICSI and monthly CSEET e-Bulletin. In the event of any doubt, students may write to the Directorate of Academics in the Institute for clarification at academics@icsi.edu.

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CSEET
Paper 1
BUSINESS COMMUNICATION

SYLLABUS

Objective:

- To test the knowledge of the candidates pertaining to essentials of English Grammar and critical aspects of Business Communication.

Level of Knowledge: Basic Knowledge

1. Essentials of Good English: ● English Grammar and its usage-Noun, Pronouns, Verbs, Adjectives, Adverbs, Prepositions, Conjunctions, Interjection, Voice, Articles, Tenses, Prefix, Suffix, Combination words and Punctuations ● Enriching Vocabulary-Choice of words, Synonyms and Antonyms ● Common errors in English ● Words with multiple meaning ● One word substitution ● Words frequently mis-spelt ● Homophones ● Idioms and Phrases ● Proverbs ● Abbreviations ● Para jumbles ● Sentence completion ● Sentence arrangement ● Sentence correction ● Foreign words and phrases commonly used ● Comprehension of Passage and Art of Summarizing.

2. Communication: ● Concept of Communication, Meaning and Significance of Good Communication ● Business Communication - Principles and Process ● Means of Communication - Written, Oral, Visual Audiovisual ● Choice of Modes of Communication ● Communication Networks- vertical, circuit, chain, wheel, star ● Commonly used Mediums of Digital Communication - Email, SMS, Voice mail, Multimedia, Teleconferencing, Mobile Phone Conversation and Video Conferencing ● Listening Skills-Types, Purpose, Steps to Effective Listening, Barriers to Effective Listening and Ways to overcome the Barriers ● Barriers to Effective Communication and Ways to overcome the Barriers ● Etiquettes (Social Etiquettes, Business Meeting Etiquettes, Telephone Etiquettes, Meal Etiquettes, Proper way to make Introductions) ● Public Relations ● Advertisement and Business Communication ● Modalities of Business Communication through Social Media ● Intercultural and International Business Communication ● Legal aspects of Business Communication such as Data Privacy, Disclaimer clause, Defamation etc. ● Usage of High Technology in Business Communication such as Artificial Intelligence, Chatbot, Internet, Blogs, E-mails, Moodle, Social media (Facebook, Instagram, X, & WhatsApp), Advantages and Disadvantages ● Business Attire ● Workplace Hierarchy ● Courtesy at workplace.

3. Business Correspondence: ● Business Letters - its essentials parts, Types and Salutations ● Positive Messages, Negative Messages and Persuasive Messages ● Business Reports, Inter and Intra-departmental Communication - Office Orders, Office Circulars, Memorandum, Office Notes and Management Information System (MIS) ● Concept of Web, Internet and E-correspondence ● Intranet- Benefit and Purpose ● Email - Features, Procedure to Write a Formal Email and Email Etiquettes ● Essential Elements of Email- Subject line, Formal Greeting, Target Audience (Reader), Clarity and Conciseness, Formal Closing, Proof reading and Feedback ● Advantages and Disadvantages of Email ● Concepts pertaining to Preparation of Notice, Notes on Agenda, Minutes, ATR

4. Common Business Terminologies: ● Terms defined under various Laws, Rules and Regulations including Financial and Non-Financial terms and expressions.

ARRANGEMENT OF STUDY LESSONS

BUSINESS COMMUNICATION

PAPER 1

| Sl. No. | Lesson Title |
|---------|--------------|
|---------|--------------|

- | | |
|----|-------------------------------|
| 1. | Essentials of Good English |
| 2. | Communication |
| 3. | Business Correspondence |
| 4. | Common Business Terminologies |

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Essentials of Good English

Lesson 1

KEY CONCEPTS

- English grammar and its usage ■ Parts of speech in English ■ Sentence construction ■ Prefixes and Suffixes
- Combination words -punctuations ■ Possession and other kinds of relationship ■ Syllable, stress and rhythm
- Abbreviations-proverbs - comprehension of passage and art of summarizing

Learning Objectives

To understand:

- Essentials of Good English.
- Covers essential elements such as grammar, vocabulary, sentence structure, punctuation, and spelling
- Sentence Structure & Comprehension
- Fundamental of Communication

Lesson Outline

- English Grammar and its Usage
- Parts of Speech in English
 - Nouns
 - Kinds of Nouns
 - Pronouns
 - Adjectives
 - Verbs
 - Adverbs
 - Preposition
 - Conjunction
 - Interjection
 - Types of Voices
 - Articles
 - Tenses
 - Sentence Construction
 - Prefixes and Suffixes
 - Combination Words
- Punctuations
- Uses of Punctuation Marks
- Omission of Full Stop
- Possession and other kinds of relationship
- Crescent brackets
- Enriching Vocabulary
 - Introduction
 - Choice of Words
 - Synonyms
 - Antonyms
 - Homophone
 - Homonym
 - Single Word for Group of Words – One word substitution
 - Words Frequently Misspelled
 - Syllable, Stress and Rhythm
- Comprehension of Passage and Art of Summarising
 - Introduction

“Grammar is a piano I play by ear. All I know about grammar is its power.” -

Joan Didion

ENGLISH GRAMMAR AND ITS USAGE

English language follows a set of rules like all other languages. Broadly speaking, the part of grammar concerned with changes in the form of words by internal modification or by affixation is known as accidence and the manner in which these words are arranged in the form of a sentence is called syntax. For example, the root word 'contradiction' is a noun. It can be changed into different parts of speech. If you say 'contradict, it becomes a verb and if you say 'contradictory' it becomes an adjective.

Good dictionaries give all the changes that a root word can undergo.

Good to Know!

Some words may be used as different parts of speech without any change in their form.

For example, the word *beat* remains unchanged in the following sentences; though it is a different part of speech in each sentence :

- The angry mob was beating the thief mercilessly. (verb).
- The beat of the drum sent people into frenzy (noun)
- The beat generation (young people with unconventional dress and behaviour as an expression of social philosophy) has its own ethics. (Adjective)

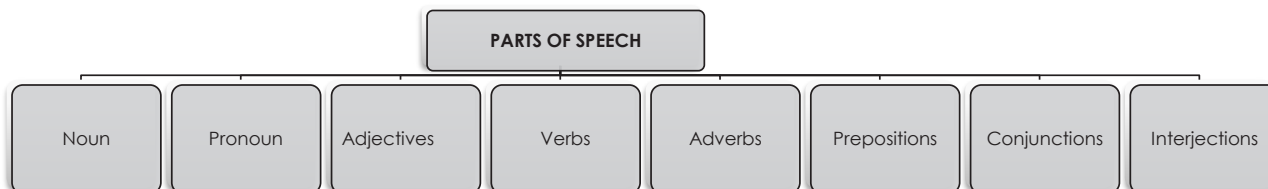
Sometimes it is possible to use the same word, with a slight modification, as a different part of speech:

For example, the root word *confirm* is used here as a noun in the first, as a verb in the second and as an adjective in the third sentence.

- We received confirmation of the order in writing yesterday. (Noun)
- The party confirmed the receipt of the consignment. (Verb)
- He is a confirmed defaulter. (Adjective)

PARTS OF SPEECH IN ENGLISH

Words are divided into eight classes according to the work they do in a sentence. They are as follows:



These word classes are called Parts of Speech. They are explained below:

Nouns

A noun is a "naming word". It names somebody or something. Rahul took the dog to the park.

The car makes a lot of noise.

Look at the example above. A noun is a name of a person (Rahul), animal (dog), place (park), thing (car) or idea (noise).

Kinds of Nouns

Nouns may be divided into (a) common nouns and (b) proper nouns.

Common nouns are the names given in common to all persons, places or things of the same class. For example, bank, shop, market, etc.

Common nouns include another class known as collective nouns. A collective noun names a group of people, animals or things regarded as a whole., e.g., batch, company, university, crowd, flock, etc.

Proper nouns are the names of particular persons, places or things. For example, India, Larsen and Toubro, Delhi, January, etc.

Pronouns

Pronouns are used in place of nouns. Pronouns may be personal and relative.

Personal Pronouns : They represent a person or things., e.g., I, we, you, she, he, it, him, us, them, etc.

Relative Pronouns : The most common relative pronouns are 'who', 'whom', 'which' and 'that'. A relative pronoun acts as a pronoun and as conjunction at the same time.

This is the boy who saved my life.

Possessive Pronouns : They show possession, e.g., mine, ours, yours, their, its and hers.

Adjectives

A word used to describe or point out, a person, animal, place or thing which the noun names, or to tell the number and quantity is called an adjective.

Rani is a clever girl (Girl of what kind?)

He gave me six books (How many books?)

Two or more words can be joined with a hyphen to form a Compound Adjective, e.g., *government- financed project*.

Verbs

A verb is a word that tells or asserts something about a person or thing. Verb comes from Latin 'Verbum', meaning a word. It is so called because it is the most important word or 'nucleus' in the sentence.

A verb may tell us :

1. What a person or thing does; as Rohit *runs*.
The bell *rings*.
2. What is done to a person or thing; as Ram is *beaten*.
The door is *broken*.
3. What a person or thing is, as The boy is *hurt*.
The chair is *broken*
I feel *sad*.

Hence, a verb is a word used to tell or assert something about some person or thing.

Adverbs

While **adjectives qualify** or add to the meaning of nouns, **adverbs modify** the meaning not only of verbs, but also of adjectives, prepositions, conjunctions, etc.

The following sentences illustrate the varied uses of adverbs:

Small investors find it very difficult to invest *wisely*.

(The first adverb '*very*' modifies the adjective '*difficult*', and the second adverb '*wisely*' modifies the verb '*invest*').

The CEO is an *exceptionally* sharp manager.

(The adverb '*exceptionally*' modifies the adjective '*sharp*'). The cash counter is *right* behind you.

(The adverb '*right*' modifies the prepositions '*behind*').

We have given this book to you only because you are a good reviewer. (The adverb only modifies the conjunction *because*).

Preposition

A **Preposition**, by definition, is placed before a noun or its equivalent in order to show its relationship in terms of time, place, etc.:

The space *above* the room houses the conference facility.

(The preposition '*above*' explains the relationship between 'the room' and the conference facility).

There are hardly any rules governing the use of prepositions, some people feel that it is inelegant to put them at the end of a sentence since they are basically used as link-words. However, as Fowler points out, "Almost all our great writers have allowed themselves to end a sentence or a clause with a preposition." *The thumb-rule is that the sentence should read well.*

It is largely the usage that determines the choice of a preposition. Americans tend to drop them but it is largely colloquial. A wrong preposition certainly changes the intended meaning. Therefore, we have to learn the use of prepositions carefully. All standard dictionaries list the root word along with different prepositions or adverbial phrases and also show the difference in meaning.

For example:

The root 'word' get conveys italicised meanings when used with:

...**about**, *move or spread*

...**across**, *be understood*

...**ahead**, *make progress*

...**along**, *manage*

...**at**, *gain access to*

...**away**, *escape*

...**over**, *forget*

...**round**, *persuade*

Conjunction

Conjunctions join words or even sentences conveying related ideas. Two commonly used conjunctions are:

- *and*
- *but.*

We received your letter and telegram *but* regret our inability to attend the meeting.

Conjunctions may also be used in pairs, e.g. *neither-nor*, *either-or*, *not only-but also*, *both-and*, *whether-or* etc.

Such conjunctions are known as **Correlative Conjunctions**.

Interjection

Interjections are words which are used in a sentence to express strong emotion or feeling. They may not form a part of its grammatical structure. Some of the common interjections are: *Hi !*, *Alas !*, *Oh!*, etc.

Types of Voices

As a general rule, we should use **Active Voice** in our sentences. Such sentences are shorter, direct and emphatic.

For example:

Please place the order within sixty days of the receipt of the quotation.

An exception is, however, made when sending out negative messages or fixing responsibility. For example, out of the two responses given below, the latter is likely to be received better:

You have failed to place the order in time. Unfortunately the order has been delayed.

Passive Voice is also found more suitable while drafting legal formulations as no identifiable subject can be mentioned.

For example:

Follow the traffic rules, while driving. (Active Voice)

The traffic rules should be followed while driving or let the traffic rules be followed while driving. (Passive Voice)

Articles

The words 'a' or 'an' and 'the' are called articles. They come before nouns. A or an is called the Indefinite article, because it usually leaves indefinite the person or thing spoken of; as,

A doctor; that is, any doctor.

The is called the definite article because it normally points out some particular person or thing; as, He saw the doctor; meaning some particular doctor.

The indefinite article is used before singular countable nouns, e.g., A car, an apple, a table.

The definite article is used before singular countable nouns, plural countable nouns and uncountable nouns, e.g., The pen, the milk, the idea.

The article 'an' is used when the noun to which it is attached begins with a vowel sound (a, e, i, o and u). It is the vowel sound and not the vowels that determines the use of 'a' or 'an'. Vowels with consonant sound take 'a' and not 'an'. For example,

Bring me an apple.

He walks like an Egyptian.

She has planted a eucalyptus tree. He is an honest man.

He has joined a union.

I have lost a one-rupee note.

Usage

Usage implies the manner in which the native speakers of a language use it. The “body of conventions governing the use of a language especially those aspects not governed by grammatical rules”, “habitual or customary use” often lays down new standards of acceptance.

For example, ‘It is me’ is generally accepted on grounds of usage even though ‘It is I’ is considered grammatically correct.

Usage may be learnt by reading standard texts and listening to educated speakers of a language.

Tenses

“In Grammar – a set of forms taken by a verb to indicate the time (and sometimes the continuance or completeness) of the action in relation to the time of the utterance”; is the meaning that the Concise Oxford Dictionary assigns to the word ‘Tense’. The word tense comes from Latin word ‘tempus’, meaning time.

Read the following sentences.

1. I write this letter to my mother
2. I wrote the letter yesterday.
3. I shall write another letter tomorrow.

In sentence 1, the verb ‘write’ refers to the present time. Hence a verb that refers to the present time is said to be in the Present Tense.

In sentence 2, the verb wrote refers to the past time. Hence it is said to be in Past Tense.

In sentence 3, helping the verb ‘shall’ write refers to a future time. Therefore, it is said to be in the Future Tense. Read these sentences :

1. I read a book. (Simple present)
2. I am reading a book. (Present continuous)
3. I have read a book. (Present Perfect)
4. I have been reading a book. (Present Perfect Continuous)

The verbs in all of these sentences refer to the present time, and are therefore said to be in the present tense.

In sentence 1, however, the verb shows that the action is mentioned simply, without anything being said about the completeness or incompleteness of the action.

In sentence 2, the verb shows that the action is mentioned as incomplete or continuous, that is, as still going on.

In sentence 3, the verb shows that the action is mentioned as finished, complete or perfect, at the time of speaking.

The tense of the verb in sentence 4 is said to be Present Perfect Continuous, because the verb shows that the action is going on continuously, and not completed at this present moment.

Thus, we see that the tense of a verb shows not only the time of an action or event, but also the state of an action referred to .

Just as Present Tense has four forms, the Past Tense also has the following four forms :

1. I jumped from the window. (Simple Past)

2. I was jumping from the window. (Past Continuous)
3. I had jumped from the window. (Past Perfect)
4. I had been jumping from the window. (Past Perfect continuous) Similarly, the Future Tense has the following four forms :
 - i. I shall/will jump (Simple Future)
 - ii. I shall/will be jumping. (Future Continuous)
 - iii. I shall/will have jumped. (Future Perfect)
 - iv. I shall/will have been jumping. (Future Perfect Continuous)

Hence, we may define 'Tense' as that form of a verb which shows the time and the state of an action or event.

Sentence Construction

Various Purposes of a Sentence

A group of words, which makes complete sense, is called a sentence.

Grammar also lays down rules for arranging words in a certain order to form meaningful sentences. Sentences may be formed to:

- *Make a statement* : The government has decided to disinvest its stake in Air-India.
- *Pose a question* : Would this step enable them to turn this PSU around?
- *Give a command* : Bring about a change of ownership.
- *Make an exclamation* : What a way to bridge the fiscal deficit! A sentence consists of two parts:

Subject : The part which names the person or thing we are speaking about is called the subject of the sentence.

Predicate : The part which tells something about the subject is called predicate.

A **Phrase** is a group of words, which neither has a finite verb nor makes any sense by itself. Depending on its place in the sentence, it may be a:

- Noun
- Adjectival or
- Adverbial Phrase.

Examine the following pair of sentences.

- (i) Raj is a wealthy man.
- (ii) Raj is a man *of great wealth*.

In the first sentence, the word *wealthy* described the noun *Raj*.

In the second sentence of *great wealth* also tells us what sort of man *Raj* is. It qualifies the noun just as an Adjective does. Hence, it is called an *Adjective Phrase*.

Adverb Phrases

Just as the work of an Adjective is often done by a group of words called an Adjective Phrase, so the work of an Adverb is often done by a group of words. Examine the following pair of sentences.

- (i) He answered rudely. (How?)

- (ii) He answered in a very rude manner. (How?)

Since the phrase very rude manner does the work of an Adverb, it is called an *Adverb Trial Phrase*.

Noun Phrase

A Noun Phrase is a group of words that does the work of a Noun. For example,

- (i) *My demat account* has been closed.
 (ii) *To win a prize* is my ambition.

In the above sentences, italicized phrases are noun phrases because they are doing the work of a noun.

Types of Sentences

The basic knowledge of grammar helps us understand different sentence structures or patterns so that we can communicate in a clear, concise and correct manner.

A group of words that form a part of a sentence, and has a subject and a predicate of its own, is called a *clause*.

The clause that makes good sense by itself, and hence could stand by itself, as a separate sentence is called a *Principal or Main Clause*.

A clause which cannot stand by itself and makes good sense but not complete sense is called a *Dependent or Subordinate Clause*.

A sentence which has only one finite verb and one independent clause is called *Simple sentence*. *For example*,
 This courage won him honour.

A *compound sentence* is made up of two or more independent clauses. *For example*, Night come on and rain fell heavily and we all got very wet.

A complex sentence has an independent clause and atleast one dependent clause.

For example,

The human brain never stops working until you stand up to speak in public.

Sentences can be constructed using different structures or patterns. The simplest sentence may have:

- a noun or a pronoun in the beginning,
- a verb in the middle,
- another noun or its equivalent in the end.

For example

The budget affects the stock market.

This sentence structure may also be shown as:

Subject + verb + object

The structure of an imperative sentence is different. Here the subject is understood.

For example,

Mail this letter, is the shorter form of (You) mail this letter.

It is important to use varying sentences structures in your writing so that the interest of the reader is not lost.

Sentence Construction is based on the kind of writing in question.

Sentences are also constructed on the basis of complexity of writing.

Loose sentences are suited to simple style of letter writing and are closer to the spoken form. They begin with the main statement and develop it to its logical conclusion.

For example

The Reserve Bank of India intervened in the forex market as there were strong rumours about an intense speculative activity caused by the spurt in imports.

Periodic Sentences are decorous and emphatic but more difficult to write. The order is reversed and the main statement is made at the end.

For example

As there were strong rumours about an intense speculative activity caused by the spurt in imports, the Reserve Bank of India intervened in the forex market.

Sentence Construction on the basis of Length

The length of a sentence is also an important factor in sentence construction.

Shorter Sentences are easier to write as well as understand. But a long sequence of short sentences may not make very pleasant reading:

Thank you for the order. The goods will be sent soon. The duplicate copy of the bill is enclosed. The payment must be made early.

Longer Sentences are prone to grammatical errors and need careful thought and planning. Such efforts at constructing marathon sentences should be avoided.

It may be a good idea to mix the shorter and longer sentences to sustain the interest of the reader.

For example

The conference opens on the tenth of June in Simla. More than two hundred company secretaries will take part. The purpose is to deliberate on the merits of the new Companies Act, 2013 and propose amendments. The discussions are likely to go on for three days.

Paragraph Construction

The construction of a paragraph is equally important. If a good sentence should focus on a single thought, a good paragraph should restrict itself to a single topic or idea. The topic sentence of a paragraph sums up its central idea and develops it further. It is usually at the beginning or the end of the sentence; though, in some cases, it can be written somewhere in the middle too. Shorter paragraphs should be preferred because they enable the reader to follow the writer's plan.

Prefixes and Suffixes

An affix 'is an addition to the base form or stem of a word in order to modify its meaning or create a new word'. (The Concise Oxford Dictionary, Tenth Edition).

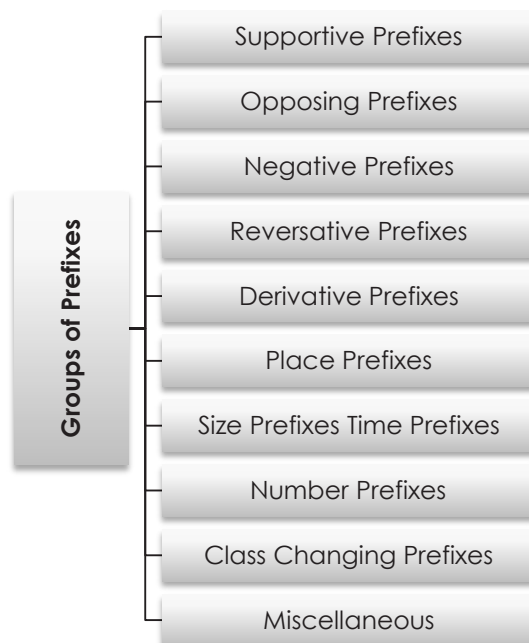
Prefix

If the affix or addition to the root word comes at the beginning, it is called a prefix.

The word 'prefix' in itself is an apt example of a prefix as it is made up of the root word 'fix'-'to join or fix', with the affix 'pre'- meaning 'before', added to it.

Groups of Prefixes

Prefixes fall into a number of distinct groups such as:



Supportive Prefixes are prefixes that support or are for the root word.

*Pro is used with the meaning favouring/supporting as the prefix. Pro, as a prefix has other meanings too, such as 'in substitute of' or 'before in time, pace or order'.

Examples of Pro as a supportive prefix are Pro-choice, Pro-market, Pro-life.

Opposing Prefixes are prefixes that are opposed to the action denoted by the root word.

Anti (against) - antibody, antibacterial, antibiotic, anticlockwise, antidote, anti-inflammatory, antioxidant, etc.

(Spurious) - antihero, antiChrist, antiself (affected person)

Contra (against) - contraception, contraindicate, contravene, contramundum (Contrasting) - contraflow, contra-active, contradict, contradistinction

Counter (opposition/retaliation) - counteract, counter-example, counter- attack, counterblast,

counterbalance, counterclaim, counterculture, counter-in-surgency, countermeasure, counterproductive, etc.

Negative Prefixes are prefixes that denote the absence of distinguishing features of the root word. (The prefixes marked with * can convey different meaning besides those specified herein.)

*a (not, without) - amoral, ahistorical, atheist, asymmetric

*an (not, lacking) - anaesthetic, anaemic, anaerobic

*dis (not) - disloyal, disable, disarm, dishonest, distrust, disadvantage

*in (not) - injustice, inactive, inconsiderate, inconsonant, incomprehensible, incomplete, incompetent, inconsecutive

*il (this is another variation of the prefix 'in' and is used before a word beginning with 'l') - illegal, illiterate, illegible, illegitimate

*im (this is a variation of the prefix 'in' which is used before a word beginning with 'b', 'm' or 'p'.) - imbalance, immaterial, immeasurable, immobile, immovable, impassable, impatient, impossible, imperfect

*ir (this too is a variation of the prefix 'in' which is used before a word beginning with 'r') - irreplaceable, irregular, irresistible, irrational, irrecoverable, irreconcilable, irredeemable, irreducible

non (not) - non-aggressive, non-interference, nonconformist, nonentity, nonsense, nontoxic, non- stop (not-regarded as) - non-person, non-event

* These prefixes also have other meanings in which they can be used in, besides those specified herein un (not) - unproductive, unacademic, unselfish, unavoidable, unaware, unbearable, unbroken, unburnt

Reversative Prefixes are prefixes that denote the act of undoing the previous act that the root word denotes as being done.

de* (reverses the meaning) - decriminalise, dehumidify, deselect, decontaminate dis* (reverses the meaning) - disqualify, dishonest, disinvite

un* (reverses the meaning) - untie, unscramble, unlock

Derivative Prefixes are those that denote the meaning of removing something or depriving something or someone.

de (remove something)-debug, defrost

de (depart from) - deplane, detrain, decamp

dis (remove something) - disarm, disillusion, disambiguate

un (remove something) - unleaded, unmark, unhouse, uncap, uncover

Pejorative Prefixes are those that express contempt, disapproval, bad or wrong.

mis (badly/wrongly) - miscalculate, misgovern, misspell, mismanage, misalign, misapply, misbelief

Place Prefixes are prefixes that indicate a place or placing of things, situation, etc. ante (before) - antecedent, antechamber, anteroom

circum (around) - circumvent, circumnavigate, circumlocution, circumbulate, circumlunar cis (on this side) - cisalpine, cisatlantice, cislunar

extra (outside/beyond) - extracurricular, extrasensory, extraordinary, extraterrestrial

fore (front/before) - forefinger, forecourt, forearm, forebear, forebrain, forecheck, forefront, foregather

in, il, im, ir (in) - indoors, in-patient, inside, indebt

inter (between) - interbreed, interfere, interject, interracial, international, interdisciplinary, internet intra (inside/within) - intravenous, intramural, intranet

intro (inwards) - introvert, introspect

post (after/behind) - post meridiem (P.M.) postpone, postgraduate, posthoc, postscript pre (before)-prearrange, preface, precaution, prefabrication, preamble

out (outside)-outdoor, out-patient, outhouse (surpass)-outrun, outdistance, outbid, outnumber over (outer/above)-overthrow, overshadow, overcoat

retro (backwards)-retrograde, retrospection, retrospect sub (below)-subway, subsoil, subconscious, submerge (secondary)-sub-inspector, sub-editor, sub-committee, subtitle, sublet (below the norm)-substandard, subhuman

super (above)-superstructure, superimpose

(beyond the norm)-superhuman, superstar, superpower (excessive)-superconfident, supersensitive, supernatural
supra (above)- suprasegmental, supranational

sur (above)-surcharge, surtitle, surtax

trans (across)-transatlantic, transnational, transcontinental

ultra (beyond/extreme)-ultraviolet, ultra-thin, ultra-modern, ultramarine, ultramicroscopic, ultrasonic, ultra vires

under (below/too little/subordinate)-underground, undercharge, underpay, undercook, undersecretary

underclass, underrepresent, undersell, undersigned

Size Prefixes denote size. They are -

mega (very large)-megaphone, megastar, megalith, megawatt midi (medium)-midi-computer, midibus

mini (small)-minibus, miniseries, minicab, minimarket

Time Prefixes denote time. They are - ante (before)-antenatal, antedate

ex (former)-ex-wife, ex-president, ex-student fore (before)-forenoon, foresee, foretell, forecast

neo (new, recent)-neo-conservative, neoplasia, neophyte post (after)-post-war, post-modernism, postdate

pre (before)-prepay, pre-existing, predate, preschool re (again)-reprint, reapply, replay, renew

Number Prefixes are those that denote number. They are - mono (one/single)-monorail, monochrome, monopoly
uni (one)-unidirectional, unilateral, unicycle, unity

bi (twice/double)-bicycle, bilateral, bilingual di (two, twice)-dioxide, dichromatic duo/du (two)-duologue, duplex

tri (three)-triangle, triplicate, tripartite quadri/quadr (four)-quadrilateral, quadrangle tetra/tera (four)-tetrachloride, terameter penta/pent (five)-pentagon, pentacle

sex (six)-sextant, sextile, sextuple hexa/hex (six)-hexapod, hexagram

hepta/hept (seven) heptagon, heptameter octo/oct (eight)-octopus, octuple deca/dec (ten)-decade, decalogue, decinialdeci (a tenth)-decibel, decimal demi (a half)-demigod, demitasse

hemi (half)-hemisphere, hemistock

semi (half)-semiconductor, semidetached

hecto/hect (hundred)-hectogram, hectare kilo (thousand)-kilogram

milli (thousand)-millisecond, millipede

mega (a thousand)-megahertz, megabuck, megabit poly (many)-polytechnic, polygon

Status prefixes are those that denote a status. co (joint)-copartner, coauthor, cofounder pro (deputy)-proconsul, pro-vice chancellor

vice (deputy)-vice president, vice admiral, vice chancellor

Class Changing Prefixes have the effect of changing the word class, like making transitive verbs from nouns, adjectives, an intensifying force of the verbs used, etc.

be-besiege, bewitch, besmear, bewail, belittle, befoul, beribboned

en/em-encode, endanger, ensure, enlist, enroll, embark, embitter, enrich

Miscellaneous : Some of the common prefixes that do not fall into the above categories are :

eco (abbreviation of ecology)- eco-friendly, ecosystem

Euro (abbreviation of European)- Eurorail, Eurocurrencies

para (ancillary)- paramilitary, paralegal, paramedic

para (beyond)- paranormal

quasi (like)- quasi-intellectual, quasi-judicial self- self-motivating, self-denial, self-satisfaction.

Suffix

It is a morpheme (minimal meaningful language unit) added at the end of a word to form a derivative. In other words, an addition to the end of a word to form a derivative of the root word is a suffix.

Groups of Suffix : Suffixes fall into the following categories:

- Noun Suffixes – Adjective Suffixes
- Verb Suffixes – Adverb Suffixes

Noun Suffixes are as follows:

acity (indicates a quality and state of being)-audacity, capacity

ant (denoting attribution of an action or state)-appellant, informant, arrogant, (denoting an agent)- deodorant, oxidant

al (verbal action)-betrayal, dismissal, deferral

age (denoting an action or its result/function/state or condition/set of place or abode/aggregate number of) leverage, spillage, homage, bondage, baggage, postage, vicarage, mileage

ation/ion (denoting an action or its result)-collaboration, exploration, evolution, exaltation, inhalation, communion, oblivion, objection

cle, cule, ule (indicates small size)-miniscule, particle, molecule, capsuleic-lyric, mechanic

ist (denotes a member of a profession, who uses something, etc.)-dentist, flautist, novelist, atheist ity (quality/condition/degree of)-responsibility, technicality, publicity, humility

ling (smallness or lesser stature)-duckling, seeding, hiring

ment (means or result of an action)-arrangement, embarrassment, curtailment, bewilderment ness (a state or condition)-usefulness, carelessness, willingness, kindness, wilderness

ship (quality or condition, status, tenure, skill, etc.)-scholarship, companionship, citizenship, workmanship, membership

tude (indicates condition or state of being)-exactitude, longitude.

Verb Suffixes are as follows:

fy/ify (indicates or becoming)-beautify, purify, gratify, electrify, pacify, personify

ise, ize (quality, state or function)-capitalize, modernise, popularise, terrorise, expertise

Adjective Suffixes - Some of them are as follows:

able/ible (inclined to, capable of, causing)-audible, uncountable, readable, reliable, terrible, peaceable, profitable

al/ial (kind of)-tidal, accidental managerial, musical

ed (having, affected by)-cultured, heavy-handed, talented

ful (having the qualities of)-sorrowful, powerful, careful, resentful, fretful, forgetful ic-Arabic, aristocratic, dramatic

less (free from, without)-careless, harmless, restless, flavourless

oid (resemblance)-ovoid, humanoid

some (a tendency)-meddlesome, awesome

y (having quality of/inclined to)-messy, funny, sleepy, choosy

Adverb Suffixes : Some of them are as follows:

ly (forms adverbs from adjectives)-amiably, candidly, surprisingly, greatly

wise (of manner or respect or direction)-clockwise, notewise, taxwise, anticlockwise.

Combination Words

These are word elements or combining forms that can be combined with other words that already exist to form new words. These combining forms have a singular form and a clear and consistent meaning, which is probably because they are of fairly recent origin. Many of them are also technical and therefore their meanings are less susceptible to change. Most combining forms are of Greek or Latin origin. Some of them are:

arch (chief)-archbishop, arch-rival

auto (self)-autograph, autopilot

bio (life)-bio-diversity, biology, biography

crypto (concealed)-crypto-fareast, cryptogram, cryptocrystalline, cryptonym, cryptocurrency

mal (improper/inadequate/faulty)-malpractice, malnutrition, malpractice, maladminister, maladjusted, maladaptive, malfunction, maltreat

macro (large)-macro-organism, macroeconomics

micro (small/minute)-micro-organism, micro-computer, microsurgery, microgram, microscope mid (middle)-midfield, midair, midway, midsection, mid-afternoon, midwinter, midnight

tele (at a distance)-telescope, television, telephone, telephoto, telecommunications.

Punctuations

The marks, such as full stop, comma, inverted commas, hyphen and brackets are used in writing to separate sentences and their elements and to clarify meaning, are called punctuation marks.

The importance of punctuation in writing can be compared to the importance of pause, intonation and emphasis used in the spoken word.

Therefore, one can state that the chief purpose of using punctuation is to make the meaning of a written passage clear. The punctuation marks remove ambiguities, if any.

Punctuation can also serve other purposes such as:

- introducing delicate effects in style.
- altering the flow of a sentence.
- highlighting certain words.
- bringing about modulations in sentence.

Some aspects of punctuations are rule-governed, i.e., those that you have to follow, but usage of some becomes a matter of choice and judgment.

The various punctuations used in the English language are:

- | | | | |
|-------------------|--------------------|-------------------|--------------|
| – capital letters | – colon | – underline | – space |
| – full stop | – dash | – quotation marks | – italics |
| – hyphens | – stroke | – bold emphasis | – apostrophe |
| – asterisk | – ellipsis | – question mark | – semicolon |
| – paragraph | – comma | – abbreviations | – numbers |
| – brackets | – exclamation mark | | |

Uses of Punctuation Marks

Let us see how some of these punctuation marks are used.

Space is the most basic form of punctuation which separates words, sentences, paragraphs and chapters.

Usually one alphabet space is used between words and punctuation, and also after sentences, unless it is the last sentence of a paragraph, when the rest of the space on that line is left blank.

Space of one line or more is left between paragraphs to distinguish them and at times a slight indention is also used on the first line to distinguish the beginning of a new paragraph.

The amount of spacing used would depend on individual style and taste or a pattern followed in an organisation or the type of writing, e.g., a letter, a presentation, a book, etc.

The Full Stop (.) also known as a stop, point or period (in American English) is used to end a declarative sentence, a sentence which is not a question or an exclamation.

Full stops are also used to end a request politely framed as a question such as: Would you kindly fix an appointment with Mr. Sharma.

A full stop may also be used after initials or after a shortened form of a word to indicate an abbreviation.

For example

| | | |
|------|--------------------|------|
| Mr. | Prof. | Etc. |
| B.A. | Fig. | |
| a.m. | A.P.J. Abdul Kalam | |

However, increasingly the full stop after initials of names is being done away with, though both usages are correct.

A full stop is also used at times to denote abbreviated numerals, such as a date or a number, though at times full stop, slash or hyphen is also used to denote date, such as:

10.11.19, 10-11-19, 10/11/19

However this can be interpreted in two ways as 10th November 2025 by the Britishers and 11th October 2025 by the Americans. Therefore, it is advisable to always write the month and the date in words, e.g. 10th November 2019 or 10 November 2019.

Full stop is also used before decimal and between units of money:

10.50 per cent; Rs. 33.50

Omission of Full Stop

In the following cases the full stop is omitted:

- after addresses that head letters and on the envelopes
- after dates
- after name that ends letters
- after title of books, newspaper headlines, chapter headings, sub-headings, page numbers
- after acronyms which are pronounced as one word. For example: AIDS (Acquired Immune Deficiency Syndrome) GST (Goods and Services Tax)
- in between alphabets of the abbreviations that are a series of letters. For example: WTO (World Trade Organisation) GMT (Greenwich Mean Time) BBC (British Broadcasting Corporation)
- in shortening of words where the first and last alphabets of the word are present.

Mr., Mrs., Dr., Rd., Ltd.

though it is correct to use a period after these words, the general practice today is to omit the full stop.

- space is used for the initials of personal names instead of a full stop.

A K Singh, D S Rajan

- abbreviations for measures, chemicals elements, etc. are used without a full stop.

Kg (Kilogram), S (Second), Hz (Hertz) Sq (Square), Km (Kilometer), M (Minute)

Amp (Ampere), O (Oxygen), H (Hydrogen)

- If a sentence ends with an exclamation mark, question mark, or an abbreviation that is followed by a period for the abbreviation the full stop is not used.

Comma (,) is easily the most important punctuation mark within a sentence. Commas separate or enclose subordinate clauses and phrases in sentences. Its most typical use is to separate two main clauses that are linked by a conjunction. Here the comma mark appears just before the conjunction.

The house was almost in ruins, but the tree-studded avenue was lovely. He is not rich yet he is very generous.

Uses of Comma

Some other uses of comma are as follows:

- To separate main clauses even when they are not linked by a conjunction: The higher the price, the better the quality of goods.
- Before tags/questions and comments:

You were late for the meeting, weren't you? (tag) I was just joking, you see. (comment)

- To denote words left out:

Romeo loved Juliet; Majnu, Laila. (Here the comma denotes the word loved.)

- Enclose additional thoughts, qualification or information. Here the commas are used in pairs and they separate parenthetical elements in a sentence.

My son, Ajith, is the head boy of the school.

The movie was, I believe, well picturised.

- To set off direct speech:

To quote Confucius, “He who learns but does not think, is lost. He who thinks but does not learn is in great danger”.

- “I’m tired”, he replied, “However, I will complete the work before leaving”.
- To set off comparative or contrasting statements.

The more he kept repeating that he did not steal the chain, the less the police believed him.

- To separate adjectives, numbers into units, names, and title or honour, or degree, day, month and year in a date, etc:
 - He is a smart, reliable, sincere and hard-working student.
 - 1,25,000.
 - Angelina Thomas, B.A., M.A., Ph.D.

Hyphen (-) is used between words to clarify meaning. It also links words to form a compound word.

The use of hyphen varies in different places; therefore there are no complete set of rules that can be applied to the use of hyphen.

Therefore, only some general guidance on the use of hyphens is given here. It is advisable to consult a good dictionary when one is in doubt to find out whether the word to be used should be hyphenated or not. A hyphen is usually used in these cases:

- After a few prefixes or other word elements. For example ex-partner, half-truth, quasi-judicial, semi-government, self-appointed. (We have already read about prefixes).
- Before a few suffixes where the last alphabet of the first word and the first alphabet of the second word are the same, in order to avoid an unattractive sequence.
Bull-like, get-together, profit-taking, self-financing, water-resistant.
- When the main part of a word begins with a capital letter. For example un-American, neo-Darwinism, neo-Nazism, anti-Indian.
- When the prefix is repeated. For example Sub-subcommittee.
- When a noun and a verb are combined to form a word. For example hand-operated, hand-pick, hand-held.
- When an adjective and a noun are combined to form a word. For example blue-pencil, loose-leaf, long-grained open-air, simple-minded, middle-aged, community-oriented, high-fibre.
- When two adjectives are combined to form a word. For example old-fashioned, short-sighted, red-blooded.
- When compound words express an ‘and’ relation. For example bitter-sweet, deaf-mute, socio-economic, secretary-treasurer.

- When compound numbers between 21-99 are spelt out. This practice is gradually fading. For example fifty-five(55), six hundred and thirty-one(631).
- It is also used to link the starting and ending point of a series. For example the Delhi-Jaipur Highway.
- When a word has to be broken at the end of a line of print or writing.
- To avoid confusion or ambiguity. For example an Indian-history teacher/an Indian history-teacher.
- To prevent confusion between a new formation and a conventional word with the same prefix. For example re-creation (recreation), re-formed (reformed).

Semi colon (;) is used to separate two or more independent clauses that are placed together and which are of equal importance in the sentence. The use of semicolon emphasises or adds weight to the second clause. For example To err is human; to forgive divine.

Semi colons are also used to:

- join words, group of words, sentences.
- separate word groups that already contain commas:

Those present at the function included Mr. and Mrs. Jain, their children Usha, Amit and Raghu; Paul and Joe Thomas; Raj and Ravi Malhotra; Colonel and Mrs. James, and their children Jyotsna, Julie and James Junior; etc.

- To provide pauses before certain adverbs such as none the less, however, etc.
He worked very hard;, however, he did not succeed in his endeavour.
- To emphasise contrasts:
It is a superb car;, however, it is very expensive to maintain.

Colon (:) is a punctuation mark that has three major functions:

- To introduce some kind of explanation. They did not sleep last night: they must be tired.
- To introduce examples.

Today they face another threat to their survival: starvation.

- To introduce quotations or direct speech.

Functions of Colon

Some of the other functions of the colon are:

- To point the reader's attention forward.
This function can be best explained through the words of the grammarian, Henry Fowler. He says that the function of a colon is "that of delivering the goods that have been invoiced in the preceding words". What he meant by goods here might be a conclusion, summary, a list or a contracting statement.
- To introduce a number of items listed separately.
The conference hall facility has everything: furniture, mikes, amplifier, projector, screen, generator backup, catering, dining hall and even a huge parking lot.
- To present a conclusion.
After sixty years in the business, Mr. Rajan realised that there was only one certainty in life: the inevitability of change.

- To introduce a question.

They all agreed that the essential issue was simply this: Will making an investment in Sweatland Limited be a mistake or not?

- To link contrasting statements. Man proposes: God disposes.
- To substitute a conjunction.

Another Monday morning: and it is pouring.

- After headings in correspondence.

Subject:

Reference:

- To introduce subtitles.

Credit cards: Power of Plastic; Past Promises: Failure to deliver.

- In bibliographical references, colon can be used after the place of publication. (Delhi: 2010).

An Apostrophe (') is used

- to denote possession and other kinds of relationship. For example This is Walter's book.
- contractions of words.

Examples :

- It was the court's order.
- Isn't (is not) it a great day?
- Can't (cannot) you come today?
- O'er (over) the hills.

Possession and other kinds of relationship

When apostrophe is used to denote possession and other relationships, the basic rules to remember are:

- The apostrophe comes before the 's' if the noun is singular.

The girl's dresses (dresses belonging to one girl).

- The apostrophe comes after the 's' if the noun is plural.

Girls' dresses (dresses belonging to many girls).

However, possessive personal pronouns ending in 's', e.g. its, ones, theirs, etc. do not take on an apostrophe.

- Indefinite pronouns, except for 'each' take on an apostrophe, for example anyone's, either's, one's, someone's nobody's, etc., when denoting possession or some relationship.
- In contractions of words, the use of an apostrophe is required. Though words are generally contracted in informal writing and speech, it should be avoided in formal writing.
- The apostrophe takes the place of the missing letter or letters. For example is not-isn't (o is the missing letter)

The apostrophe is also found in the contraction of some single words.

- ‘of’ is sometimes contracted especially in certain phrases: will-o’-the-wisp, seven o’clock
- certain words that are in common use: ma’am (madam)
- The apostrophe is at times used to denote the omission of part of some number: the swinging ‘60s (1960s).

Generally, the use of an apostrophe in these cases is omitted nowadays.

- To denote certain names especially of Celtic origin:

O’ Connor, O’ Sullivan. It comes from the Irish O’- which means a grandson or descendant.

Mc’ Donald - Here again, Mc is the contraction of Mac which means ‘son of.’

- It is important to remember that ‘its’ and ‘it’s’ are differently used.

‘Its’ is a personal pronoun and does not need an apostrophe. Whereas ‘it’s’ is a contraction of either ‘it is’ or ‘it has’ and therefore it takes an apostrophe.

The child wants its (personal pronouns) toy. It’s (it has) been a wonderful day.

Quotation Marks (“ ”/ ’ ’) also known as quotes or inverted commas are used to enclose material that is introduced into a text from outside it, such as quotations or words used by other people.

For example

The motto of the market was “Let the buyer beware”; now it is “Customer is king.” There are two types of quotation marks single and double.

One can use either single or double quotation marks in enclosing introduced material. However, if you begin the quotation using double quotation marks, you have to close it also with the same and vice versa.

Both quotation marks are used in a single sentence when another quotation is inserted in the main quotation.

For example

She asked, “Did he say ‘diseased’ or ‘deceased’?” Some of the other functions of quotation marks are:

- to enclose cited words or expressions:

What is the difference between an “order” and a “decree”?

- to enclose expressions that the author does not take responsibility for:

In ‘good old days’ the women in this village walked several kilometers to fetch drinking water. Brackets also known as parentheses are of two kinds:-

- Crescent shaped ()
- Square shaped [].

Brackets are used to enclose certain contents, which the writer sets out apart so that the flow of the sentence is not interrupted.

The contents set apart may be in the form of added information, like an explanation, an after thought, a clarification, a comment, an illustration, or an expression of doubt, etc. For all these only round or crescent shaped brackets are used.

A number of (unsuitable) candidates had sent in their applications.

On the basis of their usage, brackets have been divided into three types. They are:

Crescent brackets

Crescent brackets are used in the following:

- to enclose an abbreviation that is subsequently used in the text, e.g. The Department of Company Affairs (DCA) issued a circular on the matter.
- to enclose a translation or equivalent expression, e.g. The agreement was void ab initio (from the beginning).
- to enclose references from other topics in a text, e.g.

For example

As depicted in (Fig. 1.1) it is obvious that the process of communication is quite complex.

- To enclose bibliographical references (square brackets can also be sometimes used in such cases).

Square Brackets are used to enclose words that are not usually intended to be the part of a sentence, but only as an editorial or authorial interjection. They are also used at times to enclose parentheses within another parentheses.

For example

I appreciate it [the honour], but I must refuse.

We have not received [Sic] your letter (editorial interjection).

Sarah and Tanisha [Sarah's sister (as mentioned earlier)], went for a movie.

Other Brackets : The other types of brackets are:

**Brace brackets* { } Example: Select your animal {goat, sheep, cow, horse} and come to the market.

**Angle brackets* <> Example: I found it on Games.com <[http://www.games.com./](http://www.games.com/)>. These brackets are used only in specialised texts, mathematics and technical works.

| Summary of Punctuations | |
|-------------------------|-------------|
| Full Stop | (.) |
| Comma | (,) |
| Hyphen | (-) |
| Semi colon | (;) |
| Colon | (:) |
| Apostrophe | (') |
| Quotation Marks | (" " / ' ') |
| Crescent brackets | () |
| Square Brackets | [] |
| Brace brackets | { } |
| Angle brackets | < > |

ENRICHING VOCABULARY

Introduction

Vocabulary is a person's own knowledge of words. It may be anyone, not necessary to be a just language user and it is really very useful to have a good vocabulary because today we can't keep up without any good treasury of words in our minds.

There are really many benefits that an enriched animating vocabulary can give to someone. The biggest benefit is the impact on others. When you use a language with good words, it makes a positive impact on others. There are many reasons why it is important to enrich your list of vocabulary words. Some of them are as follows:

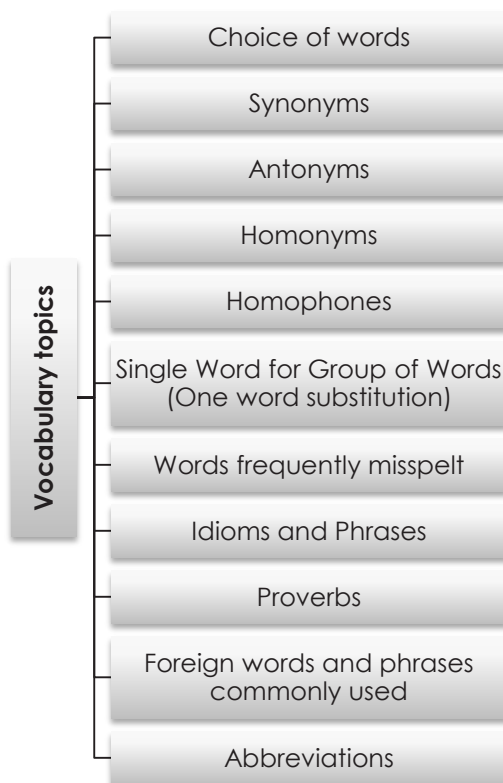
- Building your vocabulary is important in reading comprehension.
- Building your vocabulary will improve your communication skills- with verbal and written communication skills, you may be able to better understand another individual.
- Building your vocabulary may help improve your personal life, social life and professional life.

Good to know!

We should know the exact meaning of the words we propose to use. Many words, which are listed as synonyms or words with the same meaning have subtle differences. Consulting a good dictionary the Oxford Advanced Learner's Dictionary by A.S. Hornby regularly helps in building a good repertoire of vocabulary. It is equally important to learn in what context a particular word can be used and what is its exact meaning, e.g., "erudite" means "having or showing knowledge or learning".

You can say Mr. X was an erudite speaker, but you cannot say that Mr. X's speeches were erudite.

To enrich one's vocabulary following topics are discussed in details below:



1. Choice of Words

The words you would choose to communicate with someone depend on the following factors:

- The range or repertoire of your vocabulary - Unless you know a word, you would not be able to use it.
- Your audience or person you are communicating with - Firstly, you must assess the literacy level of the audience or person. Then try to find out what kind of situation you are in – whether the audience or person is senior or junior to you; whether you are formal or informal with them, etc., these considerations will help you greatly in the choice of words.

You could hardly use slang or a code word in describing a colleague in an official memo, Can you?

- Type of communication - Whether it is formal or informal, oral or written, these factors will also influence your choice of words.
- The message you intend to convey - The urgency, disappointment, the level of accuracy required, etc. can also be conveyed through the apt words. Therefore, these too will influence your choice of words.
- Context and usage - Certain words can only be used in a particular context, and if they are used otherwise, they would convey the wrong sense; hence influencing the choice of words.
- Regional or national differences in language or connotation also influence your choice of words - 'Liberal' in Britain has a positive meaning. It means generous and open minded, whereas in America it is used as a term of political abuse.
- Improving Vocabulary – Try and understand the root/etymology of the words. Good dictionaries give all the changes that a root word can undergo.

To choose words that communicate clearly and with the appropriate tone, you should learn everything possible about those with whom you wish to communicate and take into account any prior correspondence with them. Then you should word your message so that it is easy for them to understand it and respond favorably. Tailoring your message to your readers is not only strategically necessary, it is also a sign of consideration for their time and energy. Everyone benefits when the message is clear and appropriate to the correspondent's situation.

Adaptation - The Best Strategy for Effective Wording

As with every other element of your messages, your choice of words needs to be guided by the audience and its purpose. For example, knowing that your writing should be "clear and concise" is not enough; What this means will depend a great deal on the situation. As we have suggested above, what is clear for one person may not be clear for at all for another. People occupy different language domains, and anything outside their domains will not be clear unless it is explained in their language. As for conciseness, you must be careful not to sacrifice effectiveness for brevity. if you cut your communications too short for your readers- for example, by omitting important details in a persuasive message or critical information in a report- you have written an incomplete, not a concise message.

Tips for choosing the right words

However, some general points to remember in communication are:

- **Simplicity** : Simple language produces the best and the quickest response from everyone. But one must try not to sacrifice precision or dignity. However, there are occasions when easy comprehension must take a back seat. At times, long and unusual words have to be used because they are more precise. For example, legal language is far from simple. Hence the legal draftsman has to keep the complexity of the situation in mind. He may end up using complex language.

- **Use familiar words** : Use familiar words i.e., the words with sharp and clear meanings in the mind. As words which are familiar to some people may be unfamiliar to others, so you will need to select familiar words with care.

Specifically, using familiar words means using the language that is used by most of us in everyday conversation. We should avoid stiff, more difficult words that do not communicate so precisely or quickly. For example, instead of using the more unfamiliar word endeavor, use try. Instead of using terminate use end.

The suggestion to use familiar words does not rule out the use of some more difficult words. You should use them whenever their meanings fit your purpose best and your readers understand them clearly. The mistake that many of us make is to overwork the more difficult words. We use them so much that they interfere with our communication. A good suggestion is to use the simplest words that carry the meaning without offending the readers' intelligence.

Using familiar words does not mean using colloquial English. Colloquial English is perfectly polite and acceptable in informal conversation, but is avoided in formal writing. For example, haven't, won't and can't have no place in prose, unless you have reproduced the text of a conversation.

Apart from colloquialism, there is no set rule for using familiar words. The important thing is to avoid a show of pedantry (an ostentatious and inappropriate display of learning) and undesirable complexity.

- **Jargon** : Jargon is a language that is unique to a particular field of knowledge, e.g., science, technology, art, trade or a profession. There is for instance legal jargon, military jargon, and political jargon. For e.g. the word 'operation' takes on different meanings depending on the context in which it is used.

Should we avoid all jargon in our writing? The question is not easy to answer. Jargon has two parts: One is the private language that only the persons in that particular field can understand. The other is wider acceptance of certain words and phrases in the general language used by the public. There cannot be any objection if this kind of jargon is used in writing.

- **Avoid using superfluous words/Verbosity** : Verbosity (an expressive style that uses excessive or superfluous words) or using more words than necessary is a common weakness. The speaker/ writer uses more words than needed in the hope of diverting/retaining audiences. This tendency is seen in writing too. It has been well defined as an extension of Parkinson's Law-words increase in number to fill the quantity of paper available. More words do not necessarily lead to greater clarity. Nor do difficult and high sounding words lend weight to the argument. They obscure meaning and tire the reader out.
- **Choose short words** : According to studies of readability, short words generally communicate better than long words. Of course, part of the explanation is that short words tend to be familiar words. But there is another explanation i.e. heavy use of long words, even long words that are understood, leaves an impression of difficulty and hinders communication.

The suggestion that short words be chosen does not mean that all short words are easy and all long words are hard. Many exceptions exist. Thus, you should concentrate on short words and use long words with caution. Use long words only when you think your readers know it.

- **Select words for precise meaning** : Writing requires considerable knowledge of the language being used. But beyond basic familiarity with vocabulary, good writers possess a sensitivity to words' shades of meaning.

Knowledge of language enables you to use words that carry the meaning you want to communicate. For example, fewer and less means the same to some people. But careful users select fewer to mean "smaller

numbers of items” and less to mean “reduced value, degree or quantity”. Similarly, careful writers use continual to mean “repeated but broken succession” and continuous to mean “unbroken succession”.

- **Use Gender-neutral words** : All too prevalent in today’s business communication are words that discriminate by gender. Although this form of discrimination can be directed against men, most instances involve discrimination against women because many of our words suggest male superiority. This problem has evolved because our language developed in a society in which it was customary for women to work in the home and for men to be breadwinners and decision makers. As a result, our language displays this male dominance. For the reason of fair play and to be in step with today’s society in which gender equality is the goal, you would do well to use gender-neutral words.

2. Synonyms

Synonyms are words that have very nearly the same meaning, for example:

- (i) easy, simple, light, effortless, facile, smooth.
- (ii) effort, exertion, pains, trouble,
- (iii) elastic, flexible, supple, springy, resilient.

It is extremely difficult, if not impossible, to find two words in English which have exactly the same meaning and usage. Words that seem to be identical on a closer examination can be distinguished by some shade of meaning or some manner of usage. Therefore, most of the time they cannot be interchanged. Finding and knowing synonyms is helpful in the sense that it enhances your vocabulary by increasing your stock of words. Moreover, it helps you to pick and choose the appropriate word which alone can convey the proper meaning.

Begin, commence, start and initiate, are all synonyms which mean ‘to set something going or in progress’. *Begin* is the most common word, *commence* is used on formal occasions, for court proceedings, religious and other ceremonies and military operations; *start* suggests a setting out from a particular point on a journey, course, etc., often but not necessarily after an action or waiting; *initiate* implies taking of the first step or steps as in a process.

You can say:

They started from their home. The ship has set out on its voyage.

If you use any other synonym in the place of ‘set out’ it would take on a different meaning. Two words may look alike and yet there may be a slight shade of difference in their meaning.

Some examples –

| Word | Synonym | Word | Synonym |
|-----------|-----------------------|------------|---------------------------|
| Adept | proficient, skilled | Abstain | refrain, withhold |
| Abridge | shorten, curtail | Abundant | plentiful, ample, copious |
| Accessory | additional, auxiliary | Achieve | accomplish, execute, gain |
| Adept | proficient, skilled | Adequate | sufficient, satisfactory |
| Adherent | follower, disciple | Admiration | praise, approbation |

| | | | |
|-------------|-------------------------|-------------|------------------------------------|
| Brisk | lively, agile | Callous | hard, unsympathetic |
| Cordial | gracious, congenial | Captious | censorious, hypercritical |
| Cogent | valid, convincing | Deteriorate | degenerate, decline |
| Dexterity | skill, deftness | Didactic | moralising, preach |
| Effete | exhausted, worn-out | Ephemeral | transient, short-lived |
| Extravagant | excessive, wasteful | Fabricate | concoct, contrive |
| Fatal | deadly, disastrous | Fastidious | messy, fussy |
| Gaiety | festivity, merriment | Gigantic | colossal, huge |
| Hazardous | dangerous, risky | Inadvertent | careless, unplanned, unintentional |
| Insidious | astute, cunning | Judicious | sensible, prudent, wise |
| Malice | ill will, spite | Morbid | morose, sickly |
| Negligent | careless, lax | Obtuse | dull, stupid, blunt |
| Onerous | burdensome, oppressive | Panegyric | eulogy, encomium |
| Penury | want, poverty | Reticent | silent, reserved |
| Ruinous | destructive, wreckful | Sterile | barren, infertile |
| Thrive | prosper, flourish | Urbane | cosmopolitan, suave, cultured |
| Wholesome | healthy, sound, healing | Yearn | crave, pine |
| Zenith | summit, culmination | | |

3. Antonyms

Antonym is a word opposite or contrary in meaning to another word.

As has already been noted that there are no true synonyms, that is, no two words mean exactly the same thing. There is often some shade of difference in the meaning. In most cases exact meaning or appropriateness of a word depends upon the context in which it is used. It being so, a word may have more than one antonym.

Example : The antonym of soft that comes at once to mind is hard. But there are many other possibilities.

Soft drinks against *hot* drinks *Soft* colour against *bright* colour *Soft* tones against *weird* tones

Soft texture against *rough* texture *Soft* light against *glaring* lights Similarly the opposite of

A slender cane would be a *thick* cane,

A slender man would be a *fat* man,

A slender chance would be a *bright* chance. Some examples of Antonyms:

| Word | Antonym | Word | Antonym |
|-------------|--------------------|-------------|--------------------|
| Ability | Inability | Able | Unable |
| Abnormal | Normal | Accurate | Inaccurate |
| Bankrupt | Solvent | Economical | Extravagant |
| Diligent | Dilatory/lazy | Economical | Extravagant |
| Emigrant | Immigrant | Explicit | Implicit |
| Exit | Entrance/Enter | Fact | Fiction |
| Flattery | Criticism | Flexible | Rigid |
| Fresh | Stale | Genuine | Spurious |
| Growth | Decline/Stagnation | Haste | Slowness |
| Hope | Despair | Humble | Proud |
| Idle | Busy | Import | Export |
| Inferior | Superior | Loud | Quiet/Soft |
| Meager | Plentiful | Narrow | Broad |
| Native | Foreign | Omission | Addition/Inclusion |
| Oral | Written | Original | Duplicate |
| Outward | Inward | Peace | War |
| Quick | Slow | | |

4. Homophone

The word, homo, means “same,” and phone means “sound.” Homophones are two words that sound the same, but have different meanings. For example, the words two – too, ate – eight, there-their, in- inn, ring-wring or more difficult, like principal-principle, stationary stationery, except-accept. These are called homonyms. These words have to be cautiously used while writing.

Some more examples:

(1) Access, Excess

Access : The workers could access the manager freely. (approach)

Excess : The production is far in excess to the target. (more than)

(2) Advice, Advise

Advice is a noun the end-sound is-s. Anyone can offer *advice*.

Advise is a verb and the end sound is-z. My father *advised* me to work hard.

(3) Ate, Eight

Ate is the simple past tense of the verb “to eat.”

I ate an entire pizza and now I'm really full and tired. **Eight** is noun, the number after seven and before nine. Charles will wake up at *eight* o'clock tomorrow morning.

(4) Bare, Bear

Bare (adjective): If something is bare, it means that it's not covered or not decorated.

Tom likes to walk around his house in bare feet. He says it's more comfortable than wearing shoes.

Bear (noun): A large mammal.

When you go camping, you should be careful to not leave any food or anything with a scent in your tent because they can attract *bears*.

(5) Cell, sell

Cell (noun): A cell is a small area or room, usually in a prison. A cell can also be one of the smallest divisions of a living organism.

The prisoner spent 10 years in his *cell*.

To sell (verb): To exchange a product or service for money. Like "buy," it was probably one of the first verbs you learned.

We would like to *sell* our car, but we don't think we'd get very much money for it.

5. Homonym

There's another word that begins with homo-, which speakers often confuse with homophone is known as homonym. Again, the word homo- means "same," but -nym means "name." A homonym is a single word (with one spelling) that has more than one meaning.

An example of a homonym is the word "bear." You probably know about the animal called a "bear," but the word "bear" can also be a verb that means to tolerate. For example, "I'm so nervous about watching this game, I can't bear to watch the last minute!"

Some more examples:

Address – Address

I can give you the address of a good attorney. That letter was addressed to me.

Band – Band

The band was playing old Beatles songs. She always ties her hair back in a band.

Bat – Bat

I am afraid of bats.

It's his first time at bat in the major leagues.

Match – Match

If you suspect a gas leak do not strike a match or use electricity. Her fingerprints match those found at the scene of the crime.

Mean – Mean

What does this sentence mean?

He needed to find a meaning between frankness and rudeness.

Right – Right

I'm sure I'm right.

Take a right turn at the intersection.

6. Single Word for Group of Words – One word substitution

The skill to substitute a single word for many helps the speaker/writer express himself/ herself better. Some examples are:

| | |
|--|--------------------|
| Greed - Inordinate desire to gain and hoard wealth | <i>Avarice</i> |
| That which cannot be taken by force | <i>Impregnable</i> |
| One who learns a subject as a hobby | <i>Amateur</i> |
| That which can be easily broken. | <i>Fragile</i> |
| To show indecision/to sway to and fro in a decision | <i>Vacillate</i> |
| Pleasant sound | <i>Euphony</i> |
| Deliberate killing of whole community or race | <i>Genocide</i> |
| The place where an aeroplane is housed | <i>Hangar</i> |
| A person who is dissatisfied and is inclined to rebel | <i>Malcontent</i> |
| To pretend to be sick in order to avoid work | <i>Malingering</i> |
| One of a race or tribe who has no fixed location and wanders from place to place | <i>Nomad</i> |
| The study or collection of coins, bank notes and medals | <i>Numismatics</i> |
| A blood feud started by murder-seeking vengeance | <i>Vendetta</i> |
| A person who deliberately damages private or public property | <i>Vandal</i> |

7. Words Frequently Misspelled

According to the Oxford Dictionary, spelling is hard and misspellings are not only common, but also awkward in professional contexts.

When you receive an email or document with spelling errors, it is difficult to trust the person sending it. Correct spelling used in written communication shows the attention as well as level of education of the person sending it.

There are a lot of tricky spelling rules in the English language. Following is a list of some of the most commonly misspelled words.

Some examples:

| <i>Correct word</i> | <i>Commonly misspelt as</i> |
|---------------------|-----------------------------|
| absence | abcense, absance |
| accommodate | accomodate |
| achieve | acheive |
| calendar | calender |
| liaison | liason |

receipt

reciept

tomorrow

tomorrow, tomorow

Spellings and Pronunciation

English is an infamously difficult language to spell and pronounce. Students are often bewildered by the seemingly anarchic sound/spelling system of English. There often seem to be more exceptions than the rules, and the mastery of accurate spelling and pronunciation appears a daunting and demotivating task.

Though there is a relationship between a sound and the way it is expressed in writing, the same sound is often conveyed through different spellings.

For example

The sound in the middle of words 'steep' and 'breach' is the same and phonetically shown as [i] in the dictionary.

The letter 'a' may be pronounced in several different ways. In words like brag, flap, grab, have, etc, the sound is phonetically shown as [æ], in barge, false, half, ask, etc. as [ɑ:], in words may, tray, stay, way, etc. as [ei], and in call, flaw, raw, talk, etc. as [o:].

Good dictionaries also have a phonetic chart, which helps to learn the correct pronunciation of different words.

Specialized dictionaries of pronunciation are also available for consultation.

Spelling Errors

Adequate care should be taken to spell words correctly in all communications so that you are able to communicate effectively and impressively.

Spelling errors are common when :

- (i) certain alphabets/letters are repeated in a word. For example, tomorrow, occasion, beginning, profession, etc.
- (ii) one has to sometimes choose between 'ei' and 'ie'. For example, receive and believe. It is interesting to note that we always use 'ei' after 'c' (conceive, deceive, perceive, etc.) and 'ie' in the rest (achieve, chief, convenience, etc.)
- (iii) 'e' can be either dropped or retained when changing the root word. For example, true changes into truly but sincere changes into sincerely.
- (iv) an extra letter at times alters the meaning of the word. For example, lose and loose.
- (v) when noun and verb forms of the same word have different spellings. For example, advice/advise or practice/practise.
- (vi) words have the same pronunciation but different spellings. For example, whether/weather, brake/break, there/their.
- (vii) when a choice has to be made between ise(merchandise, enterprise, franchise, etc.) and 'ize' (size, prize, etc.). Some words are spelt differently by the Britishers and Americans, the latter prefer 'z' over 's', e.g. criticise/criticize, realise/realize, recognise/recognize, etc. Though both the spellings are acceptable, one should stick to either 's' or 'z' for the sake of consistency.

- (viii) when a word similarly spelt has two variants with different meanings in past and past participle forms.
For example:

Lie-lied-lied Lie-lay-laid.

Syllable, Stress and Rhythm

A syllable is the minimum rhythmic sound of a spoken language. A word may have one or more syllables. For example, there is only one syllable in fame, name, claim, train, etc., two in address, confess, redress, transgress, and three in credentials, sacrifice, tarpaulin, etc., four in retribution, satisfaction, transatlantic and even five in words like conglomeration.

Good to know!

Dictionaries generally show the main stress marks by putting the symbol /' above and before the stressed syllable e.g. re'port. It is also important to know that the same word when used as a noun, is stressed differently e.g. 're port. Only one syllable in a word carries the main stress; other syllables are unstressed.

In order to achieve good and clear speech, we must learn to recognize the stressed syllable in a word.

Abbreviations

Abbreviations are the shortened form of a word, phrase or text.

Usually one uses abbreviations of words or names in private letters, while taking notes in between lectures or noting down some important points, thoughts, etc., as a means of saving time and also to be able to understand text at a later time.

However, in formal writing it is best to use only well-known abbreviations that are understood by all and are infrequent practice.

For example:

Etc. is the widely used abbreviation for 'etcetera', whereas someone may be in the habit of using 'eta' as an abbreviation for the same word, which only that person would understand to mean 'etcetera'. Hence, such practice in formal writing should be avoided.

Types of Abbreviation

- the first letters of two/three words or names are used to form an abbreviation. For example:

M.A. (Master of Arts)

P.M. (Post Meridiem)

BBC (British Broadcasting Corporation)

In the examples given above abbreviations can be used without the full stop also, according to the emerging trend.

Ms (Manuscript)

However, a shortening of a word can be used with a full stop at the end Prof., Capt., Maj., Gen.

- Acronyms are words formed from the initial letters of other words. UNICEF (United Nations International Children Emergency Fund)

FICCI (Federation of Indian Chambers of Commerce and Industry)

Note that these acronyms do not take on full stops in between and are frequently pronounced as a word.

Some abbreviations can be used with or without a full stop at the end, e.g.

- the first and last letters of a single word.

Mr./Mr (Mister) Dr./Dr (Doctor)

- Scientific terms

Weights and measures are used both in full form as well as in abbreviated form. Kg, lb, m, amp, ft, yd, mph.

- Chemical symbols

Abbreviated words are also used as chemical symbols, such as:

Ca (Calcium), H (Hydrogen), NaCl (Sodium Chloride), H₂O (Water).

Plural in Abbreviations

- The general rule to make an abbreviation plural is to repeat the same alphabet, such as: P-page, pp-pages
- It can be made plural by adding an 's' if the abbreviation is of more than one alphabet, such as: MAs, MPs, Capts

However, there are some exceptions to these rules, e.g.:

- 'Mr.' which is 'Messrs' in plural and cannot obviously become Mrs.
- Abbreviations of scientific terms denote both singular and plural in the same form, for example: 1Kg. 4Kg., etc.
- To introduce a possessive relationship in an abbreviation apostrophe 's' is added to the abbreviation.

For example:

M.P.'s or MP's - These should not be mistaken as the plural of MP.

Idioms and Phrases

A simple word like go is a part of a child's vocabulary, so much so that the primitive bushman had an equivalent for it in his language. But look at the following sentences:

- (i) Ever got a Mumbai number at first go?
- (ii) He is always on the go.

'Go' is no longer a simple word from a child's vocabulary.

Take 'fall'-the sparrow's fall, and the Roman Empire's fall, and so on. Now combine 'go' with another simple word 'down'. Look at 'the boxer going down on the first count. In the company of 'down', 'go' has changed beyond recognition. There is more to it. Think of Churchill who would go down in history as the man who saved England from total collapse. This time the meaning has changed without 'go' forming a new alliance.

A literal translation of this two-word combination 'go down' will not help. And this happens very often with many words in English. 'Go down' has to be understood in its own right and in its particular context. This is an 'idiom' which the dictionary defines 'as the form of expression peculiar to a language.'

As such idioms are not peculiar to English language alone, they are found in other languages as well. But, as already said, they cannot be transliterated [to change (letter, words, etc.)] into corresponding characters of another alphabet or language] from one language to another. All such combinations of words used in a peculiar fashion are called idiomatic expressions.

A **Phrase** is a group of words, a part of the sentence which does not make a complete sentence, but has an independent meaning and makes some sense: *on the hill, about town, under the tree*, etc.

A phrase is quite often equivalent to an adjective, adverb or noun. We would here, however, confine ourselves to phrases which are used *idiomatically*.

In the language itself, therefore, idioms are the source of sparkle and polish. Very often an idiomatic expression has no exact equivalent in the language itself. Take for example, 'bring up'. We know by long usage what it means. And yet the dictionary meaning 'rear' is at best a poor substitute for it.

The list below is by no means exhaustive. Even so it is fairly long. A glance at them will brush up your memory. You would come across these expressions, and need them yourself, quite often in your career. Use of idiomatic expressions in writing enriches your language.

Some Verbal Idioms

We shall begin with idioms, each consisting of a verb and a preposition. A single verb can give us a number of idiomatic expressions by attaching different prepositions to itself. For example, turn out (to expel), turn up (to appear at some place), turn down (to reject some request or appeal), etc. You may have become familiar with the usage of most of the verbal idioms. To refresh your memory here are just a few:

1. Beat back (compelled to retreat) The firemen were beaten back by the flames and the building was reduced to ashes.
2. Boil down to (to amount to) His entire argument boiled down to the fact that he would not join the movement unless he saw some monetary gain in it.
3. Cast aside (to reject, to throw aside) People normally cast aside truth and honesty for immediate gains.
4. Cut off with a shilling (to give someone a mere trifle in the will) The father was so angry with the son over his marriage that he cut him off with a shilling.
5. Gloss over (to ignore) Even if you are an important person your faults cannot be glossed over.
6. Labour under (to suffer from some disadvantage or distress) Let us not labour under the delusion that our friends will come to our aid in times of difficulty.
7. Play off against (to set one party against another for one's own advantage). It best serves the interests of the super powers to play off one poor nation against another.
8. Pull one through (to recover, to help one recover) Armed with the latest medicines, the doctor will pull him through.

Idiomatic expressions in which the principal word is the verb

1. **Cast a slur upon** (by word or act cast a slight reproach on someone) Many a men cast a slur on their own good name by some mean act.
2. **To catch a Tartar** (to encounter a strong adversary) When Hitler marched on to Russia he hardly knew that he would catch a Tartar in the tough people of that country.
3. **To cut the Gordian knot** (to remove a difficulty by bold or unusual measures) The Indian Parliament threw out the Bill for Abolition of Privy Purses. The Government cut the Gordian knot by abolishing the purses through a Presidential Ordinance.
4. **To fall to someone's lot** (to become someone's responsibility) It has fallen to the lot of the eldest brother to pay off the debts of the father.

5. **To get the upper hand or to get the better of** (to prevail over) Hari got the better of Suresh in the Degree Examination.
6. **To give someone the slip** (to dodge someone who is looking for you) The police had nearly arrested the dacoits when the latter gave them the slip and hid himself in the Chambal ravines.
7. **A give and take policy** (a policy of mutual concessions) A give and take policy alone can restore peace between India and Pakistan.
8. **To go to rack and ruin** (reach a state of despair through neglect) If a big war comes, our economy will go to rack and ruin.
9. **To have a bone to pick with** (to have a difference with a person that has not yet been fully expressed) The extreme leftists have a bone to pick with the police and if ever they come to power.
10. **To have the whip hand** (to have a position of power or control) Even after the split in the party he has the whip hand in the party.
11. **To have too many irons in the fire** (to have so much work in hand that some part of it is either left undone or done very badly) His performance is poor because he has too many irons in the fire.
12. **To have the right ring** (to be genuine) The Americans' pronouncements of world peace do not usually have the right ring.
13. **To have an axe to grind** (have personal interests to serve) Bigger nations supply arms to the smaller ones primarily because the former has their own axe to grind.
14. **To keep a thing to oneself, to keep one's own counsel** (to be silent about one's intentions) A great leader must ultimately keep his own counsel.
15. **To keep the wolf from the door** (to keep away extreme poverty and hunger) Lakhs of people in India still have to fight daily to keep the wolf from the door.
16. **To make short work of** (to bring to a sudden end) The locusts made short work of the standing ripe corn.
17. **To make amends** (to compensate or make up for a wrong doing) By being polite today, he has made amends for his past insolence.
18. **To make common cause** (to unite in order to achieve a shared aim) During the elections the princes made a common cause with the rightist parties. Both went down.
19. **To make a virtue of necessity** (Pretend or believe that something which one is obliged to do or accept is good for one's character, moral development, etc.) When a Minister knows that he is going to be booted out of the cabinet he makes a virtue of necessity and resigns 'on health grounds'.
20. **To make much ado about nothing** (to make a great fuss about a trifle) Crying over the loss of ten rupees is really making much ado about nothing.
21. **To make a cat's paw or a tool of someone** (to use someone as a means of achieving one's goal) The super powers have made a cat's paw of the smaller nations of Asia in their game of power politics.
22. **To put the cart before the horse** (reverse the proper order or procedure) Preparing the blue print of a project without analysing market potential is like putting the cart before the horse.
23. **To rise to the occasion** (show the daring, imagination etc., which fits a particular occasion) A flood threatened to burst the reservoir but the villagers rose to the occasion and did not relax till they had made all secure.
24. **To set store on** (to consider to be of a particular degree of importance) India did set much store on the Indo Soviet Treaty of friendship.

25. **To set one's own house in order** (to arrange one's affairs harmoniously) Let Pakistan set his own house in order before talking about the welfare of the Kashmiris.
26. **To take the bull by the horns** (deal decisively with a difficult or unpleasant situation) The doctor had to take the bull by the horns by deciding to amputate the patient's leg in order to save his life.
27. **To take a leap in the dark** (take a risky action/step in the hope that it is right) You took a leap in the dark in going into partnership with that man.
28. **To throw cold water upon** (to discourage someone from doing something) The doctor threw cold water upon my plans for a world tour by declaring that I would not be able to stand the strain of it.
29. **To throw in the sponge/towel** (to give up a contest/acknowledge defeat) Faced with stiff competition from big companies, many small companies throw in the sponge.
30. **To turn the tables** (gain an advantage after having been at a disadvantage) Pakistan started with a blitzkrieg but the superior tactics of our armed forces soon turned the tables on them.

Miscellaneous Idiomatic expressions formed with the help of verbs

1. To cook or doctor an account/a book (to tamper with or falsify the facts of figures/ accounts) From the balance sheet presented to the shareholders, the company seemed to be flourishing, but later on it turned out that the management had cooked the accounts.
2. To bear the brunt of (to bear the main force or shock of) The infantry forces have to bear the brunt of a battle.
3. To beard the lion in his den (to oppose or challenge someone in his stronghold place) The Indian Army broke through strong Pakistan fortifications, and in the Shakargarh area bearded the lion in his own den.
4. To blunt the edge of (to make something less effective) Time blunts the edge of grief.
5. To burn the candle at both ends (to make too great a demand on one's physical or mental resources by overwork or overindulgence in some activity) In any kind of job, especially academic, you cannot afford to burn the candle at both ends, if you want to be productive every day.
6. To cross the Rubicon (to take an important action or step that cannot be reversed) The Government will have to think of many things before nationalising the textile industry for once they cross the Rubicon there will be no going back.
7. To curry favour (to win favour by gifts or flattery/try to flatter) He was trying to curry favour with the boss by offering him an expensive gift.
8. To flog a dead horse (waste one's energies on a lost cause) We will be flogging a dead horse if we try to make Sanskrit the national language of India.
9. To feather one's nest (to provide for oneself through dishonest means) Many bureaucrats feather their own nest while they have the opportunity.
10. To eat humble pie (to have to humiliate oneself) Since no one came to his support he had to eat humble pie and give in to their demands.
11. To eat one's words (to retract one's assertions under compulsion) It is hard for a haughty man to have to eat his words.
12. To throw down the gauntlet, to take up the gauntlet (to issue a challenge, to accept a challenge). In order to defend his title the young Brazilian wrestler threw down the gauntlet.

13. To run the gauntlet (to undergo severe criticism or ill treatment) Most books have to run the gauntlet of the literary critics.
14. To burn one's fingers (to get oneself into trouble through miscalculation/ foolishness) If you've never played the stock market in the past this is not the time to start, as you are likely to burn your fingers.
15. To force one's hand (to compel one to do something unwillingly or earlier than when one wished to do it) The Government wanted to do all that it could to meet the workers' demands. But the violence by the strikers forced their hands to declare a lockout.
16. To haul over the coals (reproach/reprimand someone severely) If your bad habits become known, you will get hauled over the coals and you richly deserve it too.
17. To let the grass grow under your feet (to unnecessarily cause a delay in taking action) The authorities should listen to students' grievances. If they let the grass grow under their feet the situation would turn from bad to worse.
18. To lord it over someone (to behave in a superior or domineering manner with someone) The intoxication of power is so strong that when a man gains it he begins to lord it over his fellows.
19. To mind one's P's and Q's (to be punctiliously careful about one's speech or behaviour) The manager suspects his chief clerk of dishonesty, and if the clerk does not mind his P's and Q's, he will soon find himself out of job.
20. To pass muster (to be accepted as satisfactory) Though my work in college was not as good as it could have been, it passed muster and I got good results.
21. To pay one back in one's own coin (to give tit for tat; to retaliate) Howsoever revengeful you may be, unless you are strong enough you cannot pay him back in his own coin.
22. To plough a lonely furrow (to work without help or support) In the organised society of today no individual or nation can plough a lonely furrow.
23. To rest on one's laurels (to rest satisfied with one's achievement and make no further efforts) Even if he wins the biggest award, a film star will never rest on his laurels. He will try to reach greater heights of stardom.
24. To harp on the same string (to keep repeating the same things over and over again) This gentleman keeps harping on the same string that he is from Oxford and deserves the best.
25. To rise like a phoenix from its ashes (the phoenix is a mythical Arabian bird. It had no mate but when it was about to die, it made a funeral pile of wood and aromatic gums and burned itself to ashes on it. From the ashes a young phoenix is believed to have risen; to rise up to former glory after being totally destroyed) Germany was completely decimated in the Second World War. But it has risen like a phoenix from its ashes.
26. To rule the roost (be the one who directs others in a business, community, household, etc.) In rural areas, it is normally the Sarpanch who rules the roost.
27. To scatter to the winds (to waste (i) to scatter) Whatever we had gained by independence we scattered to the wind.
28. To see which way the wind blows (to observe what influence, whether it is favourable or adverse, is likely to affect the existing state of things) In party-politics people sitting on the fence keep on watching which way the wind is blowing before deciding whom to support.
29. To see a thing through coloured spectacles (to regard something unfavourably because of one's prejudices)

30. Pakistan has for long looked at India through coloured spectacles and never trusted even the most genuine of her peace moves.
31. To see through something (to understand the true nature of something beneath deceptive appearances) They saw through the game of the enemy.
32. To speak volumes about (to have abundant evidence about something) The success of democracy in India speaks volumes about the maturity of her people.
33. To split hair (quibble or argue on minor points) As the drought played havoc in Bihar, the authorities were busy splitting hair trying to decide whether there was 'scarcity conditions' or 'famine'.
34. To steal a march on (to do something so as to gain an advantage over another) While we were still debating the desirability of joint ventures with foreign concerns, Singapore and Malaysia stole a march over us and opened their gates to foreign investment in a big way.
35. To stick at nothing (behave in an unscrupulous way to get what one wants) An ambitious politician will stick at nothing if that serves high ends.
36. To strain every nerve (to use one's utmost efforts) We have to strain every nerve to get over the poverty line.
37. To stretch a point (to extend a regulation/definition to cover something not included in it) Targetting small bakeries as part of the drive to move polluting industries from residential areas to industrial ones is stretching the point a little too far.
38. To strike while the iron is hot (to take immediate advantage of an opportunity) By going in for general elections immediately after the war, the Congress struck while the iron was hot.
39. To talk shop (to discuss matters connected with one's trade or profession) During tea breaks at any seminar you will always find the participants talking shop.
40. To tie somebody's hands (to restrict somebody's activities) Although the management was aware about the severe financial crisis one of their employees was going through, it could not pass the loan for its hands were tied by the Company's policy.
41. To throw mud at (to talk ill of) Some people specialise in throwing mud at others.

Idiomatic phrases formed by the combination of a noun and an adjective each, noun phrases and adverbial phrases

1. Bad blood (ill will towards each other, enmity) There has been bad blood between India and Pakistan since 1947.
2. A bone of contention (subject of dispute) Kashmir continues to be a bone of contention between India and Pakistan.
3. A bosom friend/pal (A very intimate and trusted friend) Bosom friends never betray one another.
4. Like a bull in a China shop (someone who is too clumsy, rough, coarse, etc. to suit his/her surroundings and company or to handle a delicate situation) Don't let him handle the labour problem, with his short tempered nature he will only be like a bull in a China shop and worsen the situation.
5. A cold comfort (inadequate consolation) The mere promise of a better future is only cold comfort to the frustrated youth of today.
6. Creature comforts (material comforts that contribute to physical ease and well-being) A poor labourer is more concerned about creature comforts than spiritual development.

7. A dog in the manger (a person who prevents others from having things that he does not need himself)) The affluent nations follow a dog in the manger policy. They would rather destroy what they can't use themselves than give it to the poor nations of Asia and Africa.
8. Elbow room (adequate space to move or work in) Too many rules and red-tapism hardly gives one elbow room to try out new methods that might prove more profitable for an organisation.
9. A fair-weather friend (a friend who deserts you in difficulties) A fair-weather friend disappears the moment your money disappears.
10. French leave (absence from work or duty without permission) Don't take too many French leaves now, it will mar your chances for a promotion.
11. Good offices (influence) One can get a good job only through the good offices of someone in power.
12. A herculean task (a job requiring greater effort) Eradication of poverty is a herculean task requiring the collective efforts of the entire country.
13. Lynch law (Mob law, law administered by private individuals and followed by summary execution) In African countries they often resort to lynch law to punish criminals.
14. A maiden speech (the first speech of a new member in a public body as in Town Hall or in Parliament) Every MP looks forward to his maiden speech because it is an opportunity for him to make a good impression.
15. A nine-day wonder (a person or event that attracts a lot of notice for a short time but is soon forgotten) The controversy of the match-fixing charges in the cricket match was but a nine-day wonder.
16. The rising generation (the young people). The rising generation is quite techno-savvy.
17. Scot free (without suffering any punishment or injury) Because he had influential connections, the culprit went scot free.
18. A sheet anchor (a dependable person, or thing relied upon in the last resort) In times of immense strain and problems, one's family and friends are one's sheet anchor who keeps one from giving in.
19. Tall talk (boastful language) If we have no real accomplishments, we indulge in tall talk to delude ourselves and others too.
20. A white elephant (something expensive to maintain) I had to dispose off the car as it turned out to be a white elephant.
21. A white lie (a harmless lie told to avoid hurting someone's feelings) His white lie that everything was alright with him, helped soothe his agitated mother, who had heard that he had met with an accident.
22. A wild-goose chase (a useless search, investigation or enterprise) The hoaxer had sent the police on a wild-goose chase.
23. An apple of discord (a subject of dispute/rivalry) Kashmir continues to be the apple of discord between India and Pakistan.
24. The gift of the gab (eloquence, fluency in speech) The gift of the gab invariably makes for a successful politician.
25. The ins and outs (the full details, intricacies, complications of a thing) We are yet to learn the ins and outs of the Mao-Nixon agreement.
26. The lion's share (an unfairly large share) The big nations continue to have the lion's share of world trade.

27. The three R's (mastery in reading, writing and arithmetic) The three R's have been the main focus of primary education for many decades now.
28. Penelope's web (a work which seems to be going on and yet never comes to an end) A housewife's chores are a Penelope's web.
29. The powers that be (any governmental, legislative, managerial body) Unless you agitate against powers that be, they will never do anything for your welfare.
30. The pros and cons (various points or arguments for and against someone or something) Before taking a major decision it is always best to weigh its pros and cons.
31. By the skin of one's teeth (narrowly escape or avoid by a small margin) The storm broke up the ship but the sailors escaped by the skin of their teeth.
32. A storm in a tea cup (a great fuss over a trifle) The commotion over the bomb explosion turned out to be a storm in a tea cup; it was a Diwali cracker burst by an urchin.
33. Null and void (invalid, valueless, no longer in force) The court declared the appointment of the managing director by 'X' limited null and void.

Prepositional and other Phrases in English used with the verb "to be"

1. To be worth its weight in gold (extremely valuable) In the desert a bottle of water is often worth its weight in gold.
2. To be Greek or double Dutch to one (unintelligible, incomprehensible language) He spoke so fast that all he said was double Dutch to the audience.
3. To be at sea (confused, uncertain) I am quite at sea as for as economics is concerned.
4. To be at sixes and sevens (in a state of confusion or disarray) I haven't had time to arrange everything, so I'm all at sixes and sevens.
5. To be at one's wits end (be completely at a loss as to what to do) With the master shouting from the bathroom and the mistress from the kitchen the servant was at his wits end as to who to attend first.
6. To be in the doldrums (feeling depressed; in low spirits or depression) He has been in the doldrums ever since his wife left him.
7. To be on the wane (becoming weaker or less vigorous) After the Second World War, the British rule was on the wane.
8. To be on the carpet (being severely reprimanded by someone in authority) The unpunctual clerk was repeatedly on the carpet.
9. To be on one's last leg (near the end of life, usefulness or existence) With the increasing use of computers in offices, it seems the typewriter is at its last leg.

Idiomatic expression belonging to particular subject

(i) Money, debt, business, etc.

1. Ready money or cash (money immediately available for use) Earlier it was time consuming to withdraw cash. Today ATMs provide ready money in no time.
2. Bad debts (debts regarded as irrecoverable) Every year the company compiles a list of bad debts and writes them off.
3. In short supply (not easily available) Sugar is in short supply because of the strike in sugar mills.

4. To bring a thing under the hammer (to sell something by auction) If a person goes insolvent, his creditors bring everything that he owns under the hammer to recover their money.
5. To drive a hard bargain (insist on the best possible price when negotiating with somebody) The Sheikh drove a hard bargain while selling oil to western countries.
6. To pay one's way (earn enough to cover one's expenses) While at college, he paid his way by working as a newspaper vendor.

(ii) Warfare

7. To take something by storm (to capture a place by sudden and violent attack) The men mounted an all out attack from air and land and soon took the enemy country by storm.
8. To strike one's flag or colours or to show the white (to surrender) After the army surrounded their hiding place, the terrorists showed the white and were thereafter captured.

(iii) Sea and ships

Many of the expressions belonging to this group are used metaphorically, i.e., in areas other than that to which they belong.

9. To weather the storm (to come out of a crisis successfully) In a crisis it is unity which helps a nation to weather the storm.
10. To sail before the wind (sail in the direction in which the wind is blowing or act in a safe way) An opportunist is one who sails before the wind (Its opposite is to sail close to the wind, i.e., behave or operate in a risky way).
11. To cast anchor (to settle in a place for the time being) After travelling around the world, he finally cast anchor in Paris because he liked the city.
12. To give a broadside (a naval phrase meaning to charge at once at an enemy by arranging all the guns along one side of a ship. Metaphorically it means to make a vigorous attack upon an opponent) The Prime Minister bore all criticism with patience and then gave a broadside that silenced all criticism.
13. To be in the same boat (be in the same difficult circumstances as others) In a nuclear war, the rich and the poor nations will be in the same boat. None will be able to protect itself.
14. To take the wind out of one's sails (upset or disturb an overconfident or pompous person) Before he goes any further, confronts him with the evidence of his wrongdoings and take the wind out of his sails.

(iv) Fire, light, candles

15. The game is not worth the candle (the advantage or enjoyment to be gained is not worth the time spent in gaining it) Journey to the moon is an elaborate and costly affair and some people with a pragmatic approach feel the game is not worth the candle.
16. Not hold a candle to something or someone (be inferior to someone) She writes quite amusing stories but she can't hold a candle to the more serious novelists.

(v) Death

All the phrases given below mean, 'to dies a natural death' as opposed to a violent or sudden death (from murder, in accident or in battle-field, etc.). These phrases also apply to death after a long illness.

To pass away, to go the way of all flesh, to breathe one's last, to be gathered to one's fathers, to join the great majority, to kick the bucket.

Proverbs

Proverbs contain home truths as well as universal truths. Naturally, therefore, they are translatable-so far as their meaning goes from one developed language to another. Their appeal is direct. Many of them had their origin in folk literature; hence they are simple and unadorned. They point out the incongruities (inappropriateness) of situations in life, throw light on the diversity in human life and character, and contain a grain of advice to the wayward, the forlorn and the common folk. They are everyman's philosophy. Some of them are gems from the works of great masters, like Shakespeare, Dryden and Aesop, the Greek fable writer. Others go back to antiquity. Many of them come out of the Bible. Their meaning, often enough, is quite clear. Here are some proverbs with their meanings:

1. Hope springs eternal in the human breast (one never loses hope).
2. Better late than never.
3. Fools rush in where angels fear to tread. (Said of reckless persons).
4. There is no fool like an old fool. (An aged lover).
5. A fool and his money are soon parted.
6. Example is better than precept. (Precept means moral instruction).
7. He who pays the piper calls the tune. (One has to act according to the wishes of one's master).
8. You cannot make a silk purse out of a sow's ear. (Said of something impossible).
9. A bird in hand is worth two in the bush.
10. Birds of a feather flock together. (People of like character come together).
11. A little knowledge is a dangerous thing.
12. One man's meat is another man's poison. (What is good for one may be harmful for another person).
13. Out of the frying pan into the fire. (From one trouble to another bigger trouble).
14. It never rains but pours.
15. The last straw breaks the camel's back. (The smallest addition to an already heavy task or burden makes it intolerable).
16. Fore-warned is fore-armed. (A prior warning should prepare one for the contingency).
17. To err is human; to forgive, divine.
18. Out of sight, out of mind. (Once you lose sight of a thing, you forget it altogether).
19. Distance lends enchantment to the view. (Things look nice and beautiful when they are not within reach).
20. Render unto Caesar what is Caesar's (Give to each person what rightfully belongs to them).
21. Haste makes waste.
22. Look before you leap. (Do not be reckless and impulsive).

23. Make hay while the sun shines. (To make full use of the given opportunity).
24. Never look a gift horse in the mouth. (There can be no choice about things given in charity or gift).
25. Beggars can't be choosers.
26. Nearer the Church, the farther from God. (The more opportunities you have the less you benefit from them).
27. Two heads are better than one.
28. None but the brave deserve the fair.
29. All is well that ends well.
30. To rob Peter to pay Paul. (To harm one person [or side] in order to benefit the other).
31. Rome was not built in a day. (Things take time to complete and to mature).
32. One swallow does not make a summer.
33. You can't have the cake and eat it too.
34. Every man for himself and God for us all.
35. To hit the nail on the head.

Foreign Words and Phrases

English has borrowed generously from other languages, more so from Latin, Greek, French and German. Many of the borrowed words have been anglicised and today are an integral part of English vocabulary in their original or modified form, e.g., restaurant, rapport, viva voce. There are many other expressions which are liberally used in English and yet continue to retain their foreign flavour. They are still outsiders and, in print, are italicised.

Some examples given below are of a technical nature pertaining to law, philosophy, politics and 'officialdom'. The language of origin is indicated after the word or phrase within brackets. Here 'L' stands for 'Latin'; 'F' for 'French' and 'G' for 'Greek'.

ab initio (L) : from the beginning

ab origin (L) : from the origin

addenda(L) : list of additions (addenda to a book)

ad libitum (L) : speak or perform in public without advance preparation. (Extempore)

ad valorem (L) : according to value

ad hoc (L) : a body elected or appointed for a particular work (ad hoc committee)

ad infinitum (L) : to infinity, endlessly, forever

alma mater (L) : a school or a college which one has attended

à la carte (F) : according to the card/list (A la carte dishes are available here)

à la mode (F) : according to the fashion

alter ego (L) : the other self; alternative personality; intimate friend (He is my alter ego - we go everywhere together)

amende honorable (F) : a public or open apology, reparation

amour propre (F) : self-love; self-esteem

ancient regime (F) : the former order of things, a political or social system that has been displaced by a more modern one.

a posteriori (L) : empirical, from effect to cause

a priori (L) : from cause to effect (presumptive) Every science cannot be taught a priori.

apropos (L) : with reference to (apropos our talk)

au courant (L) : fully acquainted with matters, well-informed, up-to- date

au fait (F) : expert, having detailed knowledge

au revoir (F) : until we meet again (to say au revoir at parting)

avant-propos (F) : preliminary matter, preface *avant-garde (F)* : new, unusual or experimental *beau ideal (F)* : the ideal of perfection

beau monde (F) : the world of fashion

beaux esprits (F) : men of wit

bete noire (F) : a special aversion (India has always been bete noire for Pakistan)

bona fide (L) : genuine sincere (He is a bona fide citizen of India).

bizarre (F) : strange, unknown

bon voyage (F) : have a good journey

casus belli (L) : that which causes or justifies war

causecelebre (F) : a famous case in law, controversial well-publicised issue

charged'affaires (F) : a deputy to the Ambassador/a diplomatic representative to a minor country

chef d' oeuvre (F) : masterpiece (Mona Lisa is Vinci's chef d' oeuvre.)

circa (L) : approximately ('circa 1930')

confere (F) : colleague

contretemps (F) : a minor dispute or disagreement

corrigenda (L) : a thing to be corrected (in a book)

coup d'etat (F) : violent change in government (there was a coup d'etatin Cambodia and the King was overthrown.)

coup de grace (F) : a finishing stroke (The coup de grace of the Russian Revolution brought about the total annihilation of the Czar family.)

cul-de-sac(F) : a blind alley (The failure of the policy of non- alignment in 1962 saw our foreign policy reach a cul- de-sac.)

debacle (F) : an utter failure or disaster (debacle of opposition in the election)

de facto (L) : actual or in fact (de facto recognition to a state)

de jure (L) : from the law, by right

de novo (L) : anew, again (trial of a case)

de' nouement (L) : the end of a plot or narrative (in a play) *deprofundis (L)* : a heartfelt appeal or feeling
dernierressort (F) : last resort

détente (F) : easing of strained relations especially between countries

dramatis personae (L) : characters of a novel, play or narrative

elite (L) : select group or class (The elite of town)

enfant terrible (F) : child who asks awkward questions; person or thing causing embarrassment by unruliness

entrepreneur (F) : a person who sets up business taking greater financial risk

en masse (F) : all together (They took leave en masse.)

en rapport (F) : in harmony

entourage (F) : group of people accompanying a dignitary (P.M.'s entourage)

errata (L) : list of errors

esprit de corps (F) : the animating spirit of a particular group like a regiment

et cetera (L) : and the rest

eureka (G) : I (have) found it !

ex-officio (L) : by virtue of his office/status/position

expose (F) : a report in the media that reveals something discreditable

ex post facto (L) : with retrospective action or force

fait accompli (F) : a thing already done/accomplished fact

faux pas (F) : a social blunder

gauche (F) : unsophisticated/socially awkward

hoi polloi (G) : the common people

impasse (F) : a deadlock (Talks reached an impasse.)

in extenso (L) : in full

in memoriam (L) : in memory of

in toto (L) : entirely/as a whole (The Committee's recommendations were accepted in toto.)

ipso facto (L) : by that very fact or act

laissez-faire (F) : a policy of non-interference *mala fide (L)* : in bad faith (opposite of bona fide) *malapropos (F)* : ill-timed/inappropriately

modus operandi (L) : a way of doing something (of a gang, group, etc.)

mutatis mutandis (L) : with the necessary changes (Rules will come into force mutatis mutandis.)

noblesse oblige (F) : privilege entails responsibility

nota bene (L) : note well (Abbreviation-N.B.)

par excellence (F) : better than the others of the same kind

paripassu (L) : side by side, equally or equivalently *per se (L)* : by itself

piece de resistance (F) : the important feature of a creative work or meal, etc.

poste restante (F) : a department in the post office that keeps letters for a period till called for

post mortem (L) : examination/analysis made after death/or an event has occurred *prima facie (L)* : at first view of consideration (It is prima facie a good case.) *pro bono publico (L)* : for the good of the public

pro forma (L) : denoting a standard document or form

pro rata (L) : according to rate or proportion

protégé (F) : one under the protection/guidance of another older or experienced person (South Vietnam was U.S.'s protégé.)

quid pro quo (L) : a favour or advantage given in return for something *raison d'être (F)* : the most important reason for a thing's existence *resume (F)* : a summary or curriculum vitae

sanctum sanctorum (L) : holy of holies (temple, church, etc.)

seriatim (L) : point by point

sine die (L) : without a day being appointed (The meeting was adjourned sine die.)

status quo (L) : the existing condition (status quo on the border should be maintained)

stet (L) : let it stand, do not deter

sub judice (L) : under judicial consideration and therefore prohibited from public discussion (The case is sub judice.)

subrosa (L) : confidentially/done in secret *sui generis (L)* : in a class by itself *summum bonum (L)* : the chief good

terra incognita (L) : an unknown territory

tour de force (F) : a notable feat of strength or skill

ultra vires (L) : beyond one's authority

verbatim (L) : word for word

vice versa (L) : conversely

videlicet (L) : namely, more formal term for viz.

vis-à-vis (F) : in relation to, as compared with, in a position facing one another

viva voce (L) : an oral examination

vox populi, vox Dei (L) : the voice of the people is the voice of God

Zeigeist (G) : the defining spirit of a particular period or age.

Abbreviated Form of Words

An abbreviation is a short way of writing a word or a phrase that could also be written out in full. The word “abbreviation” comes from the Latin word abbreviate (to shorten) which is related to brevi (short). While some people disagree, all methods of shortening words or phrases are subsets of abbreviation. Abbreviations when used properly can enhance communication because they act as ‘short-hand’ and therefore increase the efficiency of communication. In other words, more meaning is conveyed in less time and fewer words.

Abbreviation is defined as:

A shortened form of a word or phrase used for brevity in its place consisting of the first letter, or the first few letters of the word, followed by a period (full stop).

Abbreviations are very rarely used in formal writing. Frequent use of unnecessary abbreviations makes the text irritating and complex to read. It is far more important to make the writing easy to read than to save a few seconds in writing out the complete word or phrase.

The rule about using these abbreviations is very simple: don’t use them. Their use is only appropriate in special circumstances in which brevity is at a premium, such as in footnotes. It is a very poor style to spatter your pages with abbreviations. Moreover, it could be disastrous to use them without being quite sure of what they mean. If you do use one, make sure you punctuate it correctly. Here is an example.

The recommended form is this:

Several British universities were founded in the Victorian era; for example, the University of Manchester was established in 1851.

The following version is not wrong, but it is a bad style:

Several British universities were founded in the Victorian era; e.g., the University of Manchester was established in 1851.

But this next version is disastrously wrong, because the punctuation has been omitted:

Several British universities were founded in the Victorian era e.g. the University of Manchester was established in 1851.

Using an abbreviation does not relieve one of the obligations of punctuating the sentence. Again, if one avoids abbreviations, one will not get into this sort of trouble.

Observe it is usual to write abbreviations in italics, but this is not strictly essential, and generally people don’t do that.

Things to remember while using abbreviations:

Do not use an abbreviation if it can easily be avoided.

In an abbreviation, use full stops and capital letters in the conventional way.

| Things to remember while using abbreviations.... | | |
|---|---|---|
| Do not use an abbreviation if it can easily be avoided. | In an abbreviation, use full stops and capital letters in the conventional way. | Do not forget to punctuate the rest of the sentence normally. |

Latin Abbreviations

A.D. Anno Domini : Used to date years by reckoning the date of Christ’s birth, as opposed to B.C., the years

“Before Christ.” Anno Domini means “In the year of the Lord.”

c. circa.: Used by historians to show that a date is approximate. The word means “around,” and it is sometimes abbreviated as “ca.”

etc. et cetera.: “And so on.” This is one abbreviation most students already know, and the one they tend to overuse. Note that, since *etc.* already means and, it is redundant to write, “and etc.”

Eg : e.g. exempli gratia.: “For example.” Literally, “free as an example.”

Eg: “We have numerous problems to deal with before implementing welfare policies, e.g., the trade deficit, medicare, and social security.”

i.e. id est.: “That is more precisely.” It is commonly used to refine a general statement or provide additional information.

Eg: “Karan’s wife always managed to turn the conversation toward a job, i.e., the possibility of working after marriage.”

sic: Indicates a misspelling or error in a quoted source, in order to verify to the reader that the researcher did not create a typographical error, but instead exactly reproduces the way the word or statement appeared in the original material.

Eg: There are, according to the writings of seven-year old Mohit, “Manee wayes of riting words” [*sic*].

Ph. D. Philosophiae Doctor.: “Doctor (or Doctorate) of Philosophy.” It can refer to the individual as a title, or to the degree itself. Note that it is redundant to write, “Dr. Aggarwal is a Ph. D.”

Eg: “Vijay Aggarwal earned his Ph. D. in art history.”

vs. versus.: “Turned against.” Often used in abbreviations for legal trials-though “v.” is more common.

Eg: “In the case of *Roe v. Wade*, the Supreme Court eventually decided that abortion was a medical right.”

a.v. ad valorem.: “In proportion to the value of [something else].”, “To the value.”

Eg: “The monetary worth of the rupee is figured a.v. the price of gold.”

i.a. in absentia.: “In absence.”

Eg: “With further evidence i.a., it is impossible to provide a definitive answer.”

MS. manuscriptum.: A document, particularly an ancient or historical manuscript, that was not printed, but rather drawn or written.

P.S. post scriptum. The abbreviation indicates a last-minute addition to a letter or document.

Eg: “That’s all for now. Take care. Love, Tarun. P.S. Don’t forget to write me back!”

Don’t Abbreviate the following :

In formal academic prose, it is undesirable to abbreviate words simply to save space, time, or energy. In the following cases, abbreviations should be avoided:

- Words such as through (thru), night (nite).
- Days of the week or months of the year (in the normal flow of text).
- Words at the beginning of a sentence.
- People’s names, unless those abbreviations have come to be accepted as nicknames for those particular individuals.
- Courses such as eco (for economics) or pol sc (for political science).

Para Jumbles, Sentence Correction, Sentence Arrangement and Sentence Completion

Para Jumbles

Para Jumbles are basically jumbled paragraphs. You are provided with a paragraph but the sentences are not in the right sequence. You have to rearrange the sentences so that they turn out into a meaningful paragraph.

Key skills required

- *Understanding the topic of the paragraph* : You should be able to understand what is being talked about in because it will help in establishing link with other sentences of the paragraph.
- *Understanding the information flow* : The next thing which is very important is the to identify that the information should be in a flow and to understand what exactly the paragraph is trying to convey.

A pre-requisite to both the above skills is to possess the qualities of good reader.

EXAMPLES

Direction (1-5) : The sentences given in each question, when properly sequenced, from labelled with a letter. Choose the most logical order of sentences from among the given choice to construct a coherent paragraph.

- People who start up their own business typically come from two extreme backgrounds : One is the business family background and the other is a steady professional family background.
 - Typically, people from different background face different kinds of basic problems.
 - The people from both the backgrounds find it very difficult to establish and manage an enterprise.
 - Starting up and managing a small business is no joke.
 - (a) d b c a
 - (b) b a c d
 - (c) d a c b**
 - (d) c d a b.
- Venture capital is recommended as the ideal source of financing for a successfully small business.
 - Several companies including start-ups have been funded by dedicated venture funds during this decade.
 - Despite this, an average Indian entrepreneur understands and appreciation of venture capital concept has been woefully inadequate.
 - In the Indian context, though venture capital has been a relatively late entrant, it has already made a reasonable impact.
 - (a) a b c d
 - (b) a d b c**
 - (c) a c b d
 - (d) a d c b
- Progress in diagnosis, in preventive medicine and in treatment, both medicinal and surgical, has been rapid and breath taking.

- b. Much in medicine which is not taken for granted was undreamt of even as recently as 20 years ago.
- c. Presently small pox has been eradicated, poliomyelitis practically banished, tuberculosis has become curable and coronary artery disease surgically relievable.
- d. The dramatic surge in the field of molecular biology and research by immunologists and geneticists has succeeded in controlling parasitic disease like malaria and river blindness that affect millions of people round the world.
- (a) b d c a
- (b) b a c d
- (c) b c a d
- (d) b d a c**
4. a. Instead, many deaths and injuries result from failing objects and the collapse of buildings, bridges and other structures.
- b. Earthquakes almost never kill people directly.
- c. Fire resulting from broken gas or power lines is another major danger during a quake.
- d. Spills hazardous chemicals are also a concern during an earthquake.
- (a) c a b d
- (b) d a c b
- (c) d c a b
- (d) b a c d**
5. a. The Winchester or hard disk drives can store much more data than what can be stored on a floppy diskette.
- b. Hard disks come sealed and they cannot be removed or changed likes floppy diskettes.
- c. Often floppy disk system is used in conjunction with the Winchester disk system.
- d. This makes for an ideal system for secondary storage.
- (a) c a b d
- (b) c b d a
- (c) b a c d
- (d) a b e d**

Sentence Correction

Sentence Correction or Error Spotting is the one of the most scoring area of verbal section. A sentence is the basic unit of language. A sentence is a group of words that have a syntax and convey a certain meaning. A complete knowledge of a sentence and its structure is necessary to spot any error in the sentence and vice versa. In this exercise, one or more sentences are given. You are required to check if there is any error in the sentence or in the marked parts of it. Accordingly, you will choose the option, which is grammatically correct or incorrect.

6. Arrange the following sentences in the correct order.

- a. Till date it has no cure.
- b. Ebola outbreak is the most deadly virus in human history.
- c. Research is still at large to find the cure.
- d. It has taken numerous lives in Africa.**

What is the correct order of the sentences?

- (a) b d e d
- (b) a b c d
- (c) a c b d
- (d) b d c a

7. Arrange the following sentences in the correct order.

- a. I Got an expensive watch
- b. Who is very loving
- c. By my grandfather**
- d. On my 22nd birthday

What is the correct order of the sentences?

- (a) a b c d
- (b) d c b a
- (c) a d c b**
- (d) b c d a

8. Arrange the following sentences in the correct order.

- a. The president is the head of the legislature.
- b. Two houses Rajya Sabha and Lok Sabha
- c. India has the largest democracy in the world.
- d. It has a parliament which comprises of,

What is the correct order of the sentences?

- (a) a b c d
- (b) d c b a
- (c) c d b a**
- (d) b c a d

9. Arrange the following sentences in the correct order.

- a. While China and the US would see slower growth in coming years,
- b. Earnings on Wall Street have risen to peak and the US economy might slip into recession.
- c. India is expected to grow at a higher rate according to the IMF.

- d. Further, concerns over global economic growth are rising.

What is the correct order of the sentences?

- (a) a b c d
 (b) c b a d
 (c) d b a c
(d) b d a c

10. Arrange the following sentences in the correct order.

- a. Put into a cylindrical mould and fired in a kiln.
 b. The core of a pencil is made of graphite, clay, and water.
 c. Today, pencils are mass-produced by machines that cut down the wood, insert the lead, and stamp or print a design.
 d. During the 17th century, the graphite and clay were grounded down by hand,

What is the correct order of the sentences?

- (a) b d a c**
 (b) c b a d
 (c) b a d c
 (d) b c d a

EXAMPLES

In the following questions, a group of sentences about a single topic are given. One or more of the sentence(s) is/are grammatically incorrect. You have to identify the incorrect sentence(s).

1.
 - It began with acquisitions in information technology and related services sector.
 - In pharmaceuticals, Wockhardt has bought C.P. Pharma of the United Kingdom for \$ 10.85 million.
 - Tata Tea has taken over Tetley of the UK, the world's biggest tea bag maker, for \$ 430 million.
 - With the processes, it has become the world's second largest tea company.

(a) II and IV
(b) IV only
 (c) II and III
 (d) I, II and IV
2.
 - There are two main reasons for that predatory mood.
 - Having established a domestic presence, the component makers are now looking for an international presence.
 - Second, having improved their productivity, quality and reliability, Indian companies feel more confident about spreading their wings abroad.

- (IV) Various other factors are being attributed to this Indian penchant for the takeover game in all sectors.
- (a) I only**
- (b) I and II
- (c) II only
- (d) III and IV
3. (I) Moving one by one step away from the expected with the graphics and photography can also create reader's interest.
- (II) Try using a conceptual image or photo to highlight your main message versus very first thing to come to mind when thinking about your product or services.
- (III) Another form of contrast is in the actual design.
- (IV) An unusual fold in a brochure or direct mail piece can add excitement.
- (a) I and II**
- (b) II and III
- (c) I and IV
- (d) No error
4. (I) The typeface that you choose for your print project is an important piece of the foremost overall design process.
- (II) First, narrow down your choice by selecting the tone you want to present.
- (III) Typefaces can convey personality.
- (IV) For instance, if you are in the banking industry you might choose a classic serif font, such as Garamond, to convey dependability.
- (a) I only**
- (b) II only
- (c) III only
- (d) IV only
5. (I) Readability is crucial.
- (II) Be sure of the font we choose is legible and logical.
- (III) With all of the newest and interesting typefaces available today, it is tempting to pick one that you think looks "cool".
- (IV) This can work if you are going for an edgy look that will appeal to a young audience, but your copy still needs to be easily understood.
- (a) I and IV
- (b) II only
- (c) III only
- (d) II and III**

6. I. Harish told Raj to plead guilty
II. Raj pleaded guilty of stealing money from the shop.
III. The court found Raj guilty of all crimes he was charged with.
IV. He was sentenced to three years in jail.
(a) I only
(b) II and IV
(c) III and IV
(d) I and II
7. I. It was a tough situation and Manasi was taking pains to make it better.
II. Slowly her efforts gave fruit and things started improving.
III. Everyone complemented her for her good work.
IV. She was very happy and thanked everyone.
(a) I and IV only
(b) II only
(c) II and III
(d) III and IV only
8. I. The college has organised a science fare.
II. This is to notify that a leather wallet has been lost.
III. Shortly blood donation will begin a camp.
IV. The agenda of the meeting is available on the website.
(a) Only I
(b) Only II
(c) I and III
(d) II and IV
9. I. He restricted from all temptation.
II. Mr. Dev died on the morning of 15th
III. The teacher beat him black and blue.
IV. I was taken ill yesterday.
(a) Only I
(b) Only II
(c) II and III
(d) III and IV

10. I. We got into the train at last.
II. They fought to the last man.
III. I don't remember to have met you before.
IV. On entering the room I found the light quite dim.
- (a) Only II
(b) I and II
(c) Only III
(d) III and IV

Sentence Arrangement

Jumbled Sentences are a must for good English. This is usually known by many names like rearranging of words, rearranging sentences, jumbled words, word order exercises, make a sentence with the word, put the words in the correct order to make sentences, sentence order, sentence formation etc. Rearranging the words in a meaningful sentence is an art. So below is an exercise on the same to help understand the topic.

COMPREHENSION OF PASSAGE AND ART OF SUMMARISING

INTRODUCTION

The word 'comprehension' means the ability to understand what you listen or what you read or reading or listening with understanding. It is an exercise which aims at improving or testing one's ability to understand a language. In a comprehension test, you are given an unseen passage or a paragraph or two. These paragraphs show the idea or mood, concerning issues and their solutions that the author provides. Your main task is to answer the questions asked from the passage.

Important Strategy to Solve Comprehension Passages

- Read the passage as fast as possible.
- Get thoroughly involved with the paragraph to understand it.
- Underline important lines or parts of the passage to answer the questions. It will also help to understand the main idea of the passage or the tone or mood of the author.
- Try to translate a complex line in an easy one in your own words and your own language. This will help you in analyzing the main idea of the paragraph and in seeking the cause and effects of the passage.
- Underline or mark the keywords. These will help you to discover the logical connections in the passage and help in understanding it better.
- Try to understand certain unfamiliar words by reading the line thoroughly. The theme of the line will make you understand the meaning of the words.
- Determine the main idea, tone or mood, inferential reasoning, and other details from the paragraph.
- Do not assume anything based on your personal belief.
- Look back at the paragraph when in doubt.
- Read the questions and all the alternatives provided and choose the most appropriate one.

Things to remember...

1. Find the central idea in the passage Focus on Details
2. Logical structure
3. The Tone of the passage

1. Find the central idea/gist/crux in the passage

This is important to get an overall understanding of the passage and to mentally make a note about the category it belongs to. The topic should be obvious to you in the first five lines of the passage. This helps since when you solve the questions, it becomes easier to eliminate options that are, in a way, not consistent with the central theme of the passage.

2. Focus on Details

Sometimes, questions in reading comprehension might be related to extremely specific details in the passage. In such a situation, questions are often direct and can be easily attempted. However, to do this, one must be able to sort such details of the passage without wasting too much time on skimming or reading the passage again. So, it is advisable to note down some points that may feel important to you. You can do this while reading the passage. You will get a better hold of what is important and what is not as you practice more.

3. Logical structure

Sometimes, questions are asked about the passage. Having a proper understanding of the passage is essential for such questions. Always pay attention to the way certain words shape the passage. Moreover, questions such as “What should be the most apt title for the passage?” are much easier to answer if you have an overall idea about the structure of the passage.

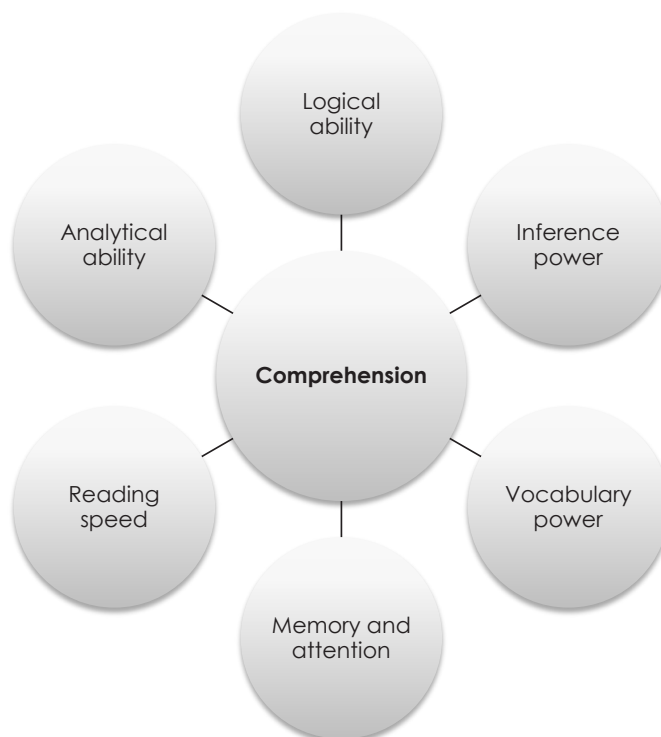
4. The Tone of the passage

This is perhaps the most difficult aspect of the passage. But there are certain ways to solve questions like these. Firstly, recognize words that have a positive or negative connotation, used by the author. Look for descriptive phrases. Secondly, study and understand the various tones there are. Some of the most common tones are acerbic, biased, dogmatic, optimistic, humorous, grandiose, and introspective (these are only a few, tones are many) sometimes, authors may have a neutral tone and sometimes mixed.

Requisite Skills

To develop a better level of comprehension one requires certain skills like:

- Logical ability
- Fluency
- Inference Power
- Analytical ability
- Reasoning ability
- Sentence construction and cohesion
- Reading speed
- Vocabulary power
- Working memory and attention

**Key Takeaways**

- Analytical ability, fluency, and vocabulary skills are key to reading comprehension.
- Being able to connect ideas within and between sentences helps in understanding the whole text.
- Reading aloud and talking about experiences can help build reading skills.
- Reading speed should be fast in order to scan and skim to summarise the major points of the passage.
- Paying attention while reading allows taking in more information from the text and working memory allows them to hold on to that information and use it to gain meaning.

EXAMPLES**1. Directions (1-10): Read the given passage carefully and attempt the questions that follow.**

It is an old saying that knowledge is power. Education is an instrument which imparts knowledge and therefore, indirectly controls power. Therefore, ever since the dawn of our civilisation, persons in power have always tried to supervise or control education. It has been handmaid of the ruling class. During the Christian Era, the ecclesiastics controlled the institution of education and diffused among the people the gospel of the Bible and religious teachings. These gospels and teachings were no other than a philosophy for the maintenance of the existing society. It taught the poor man to be meek and to earn his bread with the sweat of his brow, while the priests and the landlords lived in luxury and fought duels for the slightest offence. During the Renaissance, education passed more from the clutches of the priest into the hand of the prince. In order words, it became more secular. Under the control of the monarch, education began to devise and preach the infallibility of its masters, the monarch or king. It also invented and supported fantastic theories like “The Divine Right Theory” and that the king can do

no wrong, etc. With the advent of the industrial revolution, education took a different turn and had to please the new masters. It now no longer remained the privilege of the baron class, but was thrown open to the new rich merchant class of the society. The philosophy which was in vogue during this period was that of “Laissez Faire” restricting the function of the state to a mere keeping of laws and order while on the other hand, in practice the law of the jungle prevailed in the form of free competition and the survival of the fittest.

1. What does the theory “Divine Right of King” stipulate?
 - (a) The king are God
 - (b) That the right of governing is conferred upon the king by God.**
 - (c) They have the right to be worshipped like Gods by their subjects.
 - (d) That the right of king are divine and therefore sacred.
2. Who controlled education during the Renaissance?
 - (a) The common people.
 - (b) The prince**
 - (c) The church and the priests.
 - (d) None of the above.
3. What did the ruling class in the Christian Era think of the poor man?
 - (a) That he is the beloved of God.
 - (b) That he deserves all sympathy of the rich
 - (c) That he should be strong and lord over others.
 - (d) That he is meant for serving the rich.**
4. Who controlled the institution of education during the Christian Era?
 - (a) The secular leaders of society
 - (b) The church and the priests**
 - (c) The monarchs
 - (d) The common people.
5. What does the word “infallibility” mean?
 - (a) That every man is open to error
 - (b) Sensitivity
 - (c) The virtue of not making mistake**
 - (d) That some divine power is responsible for determining the fate of the man.
6. What do you mean by the “sweat of his brow”?
 - (a) Very hard work
 - (b) The tiny droplets of sweat on the forehead

- (c) The wrinkles visible on the forehead
 - (d) The sign of innocence.
7. What does the policy of “Laissez Faire” stand for?
- (a) Individual freedom in the economics field**
 - (b) State control over law and order in society
 - (c) Joint control of the means of production by the state and private enterprise
 - (d) Decontrol over law and order by the ruling class.
8. Which of the following describes the writer?
- (a) Concerned**
 - (b) Unconcerned
 - (c) Aggressive
 - (d) Frustrated
9. Choose the correct synonym out of the four choice given:
- Gospels
- (a) Chitchat
 - (b) A teaching or doctrine of a religious teacher**
 - (c) Rumour
 - (d) Guidance.
10. Choose the correct synonym out of the four choices given:
- Vogue
- (a) Uncertain
 - (b) Out-dated
 - (c) The prevailing fashion or style**
 - (d) Journey.

2. Read the following passage and answer Q. no. 1 to 5 based on the passage.

India loses grain crops worth crores of rupees every year because of pests. In fact, the increased food production made possible by modern technology and agricultural research would become more evident if farmer is able to effectively combat the various pests and insects that destroy crops. While some of the crops are destroyed after harvesting, a large quantity of grains is destroyed in the fields. True that Indian farmer today is better able to combat these destroyers of grains, for he made available to him better storing facilities for the harvested crops, and modern chemical aid like insecticides with which he may spray the growing crops in his fields. But, one has to remember that not all insects are harmful. The common earthworms, for instance, is a friend of man, because it works like a dustman by breaking up the dead leaves and wood from plants and mixes them with the soil, thus making the soil richer. Therefore, when a farmer sprays his field with chemicals that kills insects, he destroys his friends with his enemies.

1. A large part of the increased food production is lost because of:
 - (a) The lack of irrigation facilities
 - (b) The inadequate rainfall in the country
 - (c) The destruction caused by the harmful insects**
 - (d) Bad eating habits of the people
 2. The function of the insecticide is:
 - (a) To protect the growing crop**
 - (b) To nourish the growing crop
 - (c) To harvest the growing crop
 - (d) To store the harvested crop
 3. When the farmer sprays his field with chemical that kills insects:
 - (a) He spoils his growing crop
 - (b) He kills good as well as bad insects**
 - (c) He fertilizers the soil
 - (d) He decreases his food productions
 4. The common earthworm:
 - (a) Is the greatest destroyer of crops
 - (b) Reduces the grain to dust
 - (c) Breaks up the leaves on the crop
 - (d) Makes the soil more rich**
 5. After harvesting what the farmer needs is:
 - (a) A good supply of seeds
 - (b) Ability to combat the weather
 - (c) A safe place for storage**
 - (d) A lot of chemical fertilizers
3. Read the following passage and answer Q. no. 1 to 9 based on the passage.

In the second century of the Christian era, the empire of Rome was the most fair part of the earth, and the most civilized portion of mankind. The frontiers of that extensive monarchy were guarded by ancient renown and disciplined valour. The gentle but powerful influence of laws and manners had gradually cemented the union of the provinces. Their peaceful inhabitants enjoyed and abused the advantages of wealth and luxury. The image of a free constitution was preserved with decent reverence: the Roman senate appeared to possess the sovereign authority, and devolved on the emperors all the executive powers of government. During a happy period of more than fourscore years, the public administration was conducted by and depended on the virtue and abilities of Nerva, Trajan, Hadrian, and the two Antonines.

The principal conquests of the Romans were achieved under the republic; and the emperors, for the most part, were satisfied with preserving those dominions which had been acquired by the policy of the senate, the active emulations of the consuls, and the martial enthusiasm of the people. The seven first centuries were filled with a rapid succession of triumphs; but it was reserved for Augustus to relinquish the ambitious design of subduing the whole earth, and to introduce a spirit of moderation into the public councils. Inclined to peace by his temper and situation, it was easy for him to discover that Rome, in her present exalted situation, had much less to hope than to fear from the chance of arms; and that, in the prosecution of remote wars, the undertaking became every day more difficult, the event more doubtful, and the possession more precarious, and less beneficial. The experience of Augustus added weight to these salutary reflections, and effectually convinced him that, by the prudent vigour of his counsels, it would be easy to secure every concession which the safety or the dignity of Rome might require from the most formidable barbarians. Instead of exposing his person and his legions to the arrows of the Parthians, he obtained, by an honourable treaty, the restitution of the standards and prisoners which had been taken in the defeat of Crassus. On the death of that emperor, his testament was publicly read in the senate. He bequeathed, as a valuable legacy to his successors, the advice of confining the empire within those limits which nature seemed to have placed as its permanent bulwarks and boundaries: on the west, the Atlantic Ocean; the Rhine and Danube on the north; the Euphrates on the east; and towards the south, the sandy deserts of Arabia and Africa.

1. Arrange the following sentences from bottom to top.
 - A. He bequeathed as a valuable legacy to his successors.
 - B. The experience of Augustus added weight do these salutary reflection.
 - C. The seven first centuries were filled with rapid succession of triumphs.
 - D. Their peaceful inhabitants enjoyed and abuse the advantages of wealth and luxury.

(a) A,B,C,D

(b) C,A,B,D

(c) B,D,A,C

(d) C,A,D,B
2. What is the antonym for 'legion'?
 - (a) unlimited
 - (b) lavish
 - (c) limited**
 - (d) none
3. What is the synonym for 'relinquish'?
 - (a) renounce**
 - (b) announce
 - (c) currencies
 - (d) B and C

4. Find word from the passage which means the same as senate

(a) assembly

(b) argument

(c) fight

(d) none

5. What is the homophone of decent?

(a) descent

(b) dissent

(c) disent

(d) dessent

6. Which of the following statement given below is not correct?

(a) On the death of his emperor his testament was privately read in the senate.

(b) The principle conquest of the Romans were achieved under the Republic India.

(c) Instead of exposing his person and his legions to the arrows of the Parthians he obtained by honourable Treaty the restitution of standards and prisoners which had been taken in the defeat of Crassus.

(d) A and B

7. How is the passage?

(a) Narrative

(b) Descriptive

(c) Interrogative

(d) None

8. Highlight the adverb form of the word luxury.

(a) legions

(b) luxurious

(c) possessing

(d) none

9. The above passage is related to.

(a) history

(b) geography

(c) law

(d) physics

4. **Directions (Q. 1 – 6) :** The questions in this section is based on the passage. The questions are to be answered on the basis of what is stated or implied in the passage. For some of the questions, more than one of the choices conceivably answer the question. However, you are to choose the best answer; that is, the response that most accurately and completely answers the question.

Although the legal systems of England and the United States are superficially similar, they differ profoundly in their approaches to and uses of legal reasons: substantive reasons are more common than formal reasons in the United States, whereas in England the reverse is true. This distinction reflects a difference in the visions of law that prevails in the two countries. In England, the law has traditionally been viewed as a system of rules; the United States favours a vision of law as an outward expression of community's sense of right and justice.

Substantive reasons, as applied to law, are based on moral, economic, political and other considerations. These reasons are found both "in the law" and "outside the law" so to speak. Substantive reasons inform the content of a large part of the law: constitutions, statutes, contracts, verdicts, and the like. Consider, for example, a statute providing or purposes were explicitly written into the statute was to ensure quiet and safety in the park. Now suppose that a veterans' group mounts a World War II jeep (in running order but without a battery) as a war memorial on a concrete slab in the park, and charges are brought against its members. Most judges in the United States would find the defendants not guilty because what they did had no adverse effect on park's quiet and safety.

Formal reasons are different in that they frequently prevent substantive reasons from coming into play, even when substantive reasons are explicitly incorporated into the law at hand. For example, when a document fails to comply with stipulated requirements, the court may render the document legally ineffective. A Will requiring written witness may be declared null and void and, therefore, unenforceable for the formal reason that the requirement was not observed. Once the legal rule– that a Will is invalid for lack of proper witnessing – has been clearly established, and the legality of the rule is not in question, application of that rule precludes from consideration substantive arguments in favour of the Will's validity or enforcement.

Legal scholars in England and the United States have long bemused themselves with extreme examples of formal and substantive reasoning. On the one hand, formal reasoning in England has led to wooden interpretations of statutes and an unwillingness to develop the common law through judicial activism. On the other hand, freewheeling substantive reasoning in the United States has resulted in statutory interpretations so liberal that the texts of some statutes have been ignored.

1. Which one of the following best describes the content of the passage as a whole?
 - (a) An analysis of similarities and differences between the legal systems of England and the United States
 - (b) A re-evaluation of two legal systems with the use of examples
 - (c) A contrast between the types of reasons embodied in the United States and English legal systems**
 - (d) An explanation of how two distinct visions of the law shaped the development of legal reasoning
2. It can be inferred from the passage that English judges would like to find the veterans' group discussed in the second paragraph guilty of violating the statute because
 - (a) not to do so would encourage others to act as the group did

- (b) not to do so would be to violate the substantive reasons underlying the law
 - (c) the veterans failed to comply with the substantive purpose of the statute
 - (d) the veterans failed to comply with the stipulated requirements of the statute**
3. From the discussion on Wills in the third paragraph it can be inferred that substantive arguments as to the validity of a Will might be considered under which one of the following circumstances?
- (a) The legal rule that a Will be witnessed in writing does not stipulate the formal of the
 - (b) The legal rule requiring that a Will be witnessed stipulates that the Will must be witnessed in writing by two people
 - (c) The legal rule requiring that a Will be witnessed in writing stipulates that the witnessing must be done in the presence of a judge
 - (d) A judge rules that the law can be interpreted to allow for a verbal witness to a Will in a case involving a medical emergency**
4. Which one of the following best describes the function of the last paragraph of the passage?
- (a) It presents the consequences of extreme interpretations of the two types of legal reasons discussed by the author**
 - (b) It shows how legal scholars can incorrectly use extreme examples to support their views
 - (c) It corrects inaccuracies in legal scholars' view of the nature of two types of legal systems
 - (d) It suggests how characterisations of the two types of legal reasons can become convoluted and inaccurate
5. The author of the passage suggests that in English law a substantive interpretation of a legal rule might be warranted under which one of the following circumstances
- (a) Social conditions have changed to the extent that to continue to enforce the rule would be to decide contrary to present-day social norms
 - (b) The composition of the legislature has changed to the extent that to enforce the rule would be contrary to the views of the majority in the present legislative assembly
 - (c) The legality of the rule is in question and its enforcement is open to judicial interpretation**
 - (d) Individuals who have violated the legal rule argue that application of the rule would lead to unfair judicial interpretations
6. The author of the passage makes use of all of the following in presenting the discussion of the English and the United States legal systems except
- (a) Comparison and contrast
 - (b) Generalisation
 - (c) Explication of terms
 - (d) A chronology of historical developments**

Para Jumbles, Sentence Correction, Sentence Arrangement and Sentence Completion

Para Jumbles

Para Jumbles are basically jumbled paragraphs. You are provided with a paragraph but the sentences are not in the right sequence. You have to rearrange the sentences so that they turn out into a meaningful paragraph.

Key skills required

- *Understanding the topic of the paragraph* : You should be able to understand what is being talked about in because it will help in establishing link with other sentences of the paragraph.
- *Understanding the information flow* : The next thing which is very important is to identify that the information should be in a flow and to understand what exactly the paragraph is trying to convey.

A pre-requisite to both the above skills is to possess the qualities of good reader.

LESSON ROUNDUP

- **Grammar & Usage** – Rules of word forms (accidence) and arrangement (syntax) for clear communication.
- **Noun** – A naming word (person, place, thing, idea).
- **Pronoun** – A word used instead of a noun (he, she, it, who).
- **Adjective** – Describes or qualifies a noun (clever girl, six books).
- **Verb** – Expresses action or state (run, is, feels).
- **Adverb** – Modifies verbs, adjectives, or adverbs (invest wisely, very good).
- **Preposition** – Shows relation in time, place, position (above, at, with).
- **Conjunction** – Joins words or clauses (and, but, either–or).
- **Interjection** – Expresses sudden emotion (Oh! Alas! Hi!).
- **Sentence** – A group of words that makes complete sense.
- **Types of Sentences** – Statement, Question, Command, Exclamation.
- **Clauses** – Main clause (complete sense) vs subordinate clause (incomplete sense).
- **Tenses** – Verbs show time: Present, Past, Future (each with 4 forms).
- **Articles** – A/An (indefinite), The (definite).
- **Active & Passive Voice** – Active is direct, Passive is indirect/impersonal.
- **Prefixes** – Added before a root word to change meaning (unhappy, antibiotic).
- **Suffixes** – Added after a root word to change form (careful, happiness).
- **Combination Words** – Word roots from Greek/Latin forming new words (bio, auto, micro).
- **Punctuation** – Marks to clarify meaning
- **Apostrophe** – Shows possession (Rahul's book) or contraction (don't).
- **Vocabulary Building** – Use synonyms, antonyms, homonyms, homophones.
- **One-word Substitution** – Replace phrases with single precise words (fragile = easily broken).
- **Spelling & Pronunciation** – Avoid common errors (calendar, accommodate, receive).
- **Comprehension** – Understanding a passage accurately.
- **Summarising** – Presenting main ideas briefly in own words.

TEST YOURSELF

1. Explain the rules for using articles 'a', 'an', and 'the' with examples.
2. Distinguish between simple, compound and complex sentences with examples.
3. Why is it important to build vocabulary? Discuss any five reasons.
4. Rohan works as an intern in a company. One day, his supervisor sends an email saying:
"Please send the updated report quickly and ensure that the financial figures are accurate." Rohan underlines the words updated, quickly, and accurate, but he is not sure which parts of speech they are.

Questions:

Identify the parts of speech of the words: (a) updated (b) quickly (c) accurate.

Rewrite the sentence by replacing quickly with another suitable adverb.

5. Explain the use of the following punctuation Marks:
 - (a) Full Stop
 - (b) Hyphen
 - (c) Quotation Marks
 - (d) Comma
 - (e) Apostrophe

LIST OF FURTHER READINGS

- Essentials of English Grammar: A Quick Guide to Good English was written by L Sue Baugh
 - Excellence in Business Communication by John Thill & Courtland Bovee
 - Business Communication: Process & Product Mary Ellen Guffey, Dana Loewy & others (Indian adaption)
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[illegible]

Communication

Lesson 2

KEY CONCEPTS

■ Concept and Significance of Communication ■ Types of Business Communication ■ Methods of Communication for Business ■ Process of Communication ■ Means of Communication ■ Choice of Modes of Communication ■ Etiquettes in Communication ■ Public Relations ■ Advertisement and Business Communication ■ Communication through Social Media ■ Intercultural and International Business Communication ■ Use of High Technology in Business Communication ■ Workplace Hierarchy

Learning Objectives

To understand:

- Understand the role of communication in workplace success
- Understand the basic principles of communication etiquette in professional and social settings
- Public relations and its role in shaping public perception and organizational image
- Communication through Advertisement and social media
- Understand the influence of culture on communication styles and business practice

Lesson Outline

- | | |
|--|--|
| ➤ Concept and Significance | ➤ Legal Aspects of Business Communication |
| ➤ Choice of Modes of Communication | ➤ Use of High Technology in Business Communication |
| ➤ Public Relations (PR) | ➤ Workplace Hierarchy |
| ➤ Advertisement and Business Communication | ➤ Courtesy at Workplace |
| ➤ Communication through Social Media | ➤ References |
| ➤ Intercultural and International Business Communication | |

Good communication is as stimulating as black coffee, and just as hard to sleep after."

Anne Morrow Lindbergh

CONCEPT AND SIGNIFICANCE

Communication is **a process that involves sending and receiving messages through the verbal and non-verbal methods**. Communication is a two-way means of communicating information in the form of thoughts, opinions, and ideas between two or more individuals with the purpose of building an understanding.

Different scholars have defined communication in different terms. The following are some of the important definitions of communication.

According to Newman and Summer, "Communication is an exchange of facts, ideas, opinions or emotions by two or more persons" Communication is also defined as intercourse through words, letters, symbols or messages and as a way through which the member of an organization shares meaning and understanding with another.

According to Leland Brown, "Communication is the transmission and interchange of facts, ideas, feelings or course of action" .

According to Allen Louis "Communication is the sum of all the things one person does; when he wants to create understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding".

Ordway Tea thinks "Communication is a composite information given and received out of a learning experience. In this, certain attitudes, knowledge, and skills change, carving with them alterations of behaviour, of listening effort by all involved, of a sympathetic fresh examination of issues by the communicator himself, of sensitive interacting points of view, leading to a higher level of shared understanding and common intention.

According to M. T. Myers and G.E. Myers, "communication refers to a special kind of patterning: a patterning which is expressed in symbolic form." For communication to take place between or among people, two requirements must be met: (1) a symbolic system must be shared by the people involved (we need to speak the same language or jargon or dialects) and (2) the associations between the symbols and their referents must be shared.

According to Katz and Kahn, "Communication is the exchange of information and the transmission of meaning. It is the very essence of a social system of an organization"

As per Davis, "Communication is a process of passing information and understanding from one another." Davis also believed that the only way that management can be achieved in an organization is through the process of communication.

Chester Barnard believes that "in the exhaustive theory of organization, communication would occupy a central place because the structure, extensiveness and scope of organizations are almost entirely determined by communication techniques".

Significance of Communication

Effective communication is vital for efficient management and to improve industrial relations. In modern world, the growth of telecommunication, information technology and the growing competition and complexity in production have increased importance of communication in organisations either they are large or small irrespective of their type and kind. A corporate executive must be in a position to communicate effectively with his superiors, colleagues in other departments and subordinates. This will make him perform well and enable him to give his hundred percent to the organisation.

The following points can illustrate the importance of communication in human resource management:

1. Base for Action:

Communication acts as a base for any action. Starting of any activity begins with communication which brings information necessary to begin with.

2. Planning becomes Easy:

Communication facilitates planning. Planning is made easy by communication. Any type of information

regarding the human resource requirement of each department of the organisation with their qualifications, the type and kinds of job etc. can be collected through communication which helps in human resource planning. Policies and programmes for their acquisition can be prepared and implemented. In the entire process communication plays a vital role, it also facilitates managerial planning of the organisation.

3. Means of Coordination:

Communication is an important tool for coordinating the efforts of various people at work in the organisation.

4. Aids in Decision-Making:

The information collected through communication aids in decision-making. Communication facilitates access to the vital information required to take decisions.

5. Provides Effective Leadership:

A communication skill bring manager near to his subordinates and exchange ideas and submits appropriate proposals, knows their opinions, seeks advices and make decisions. This enables a manager to win confidence of his subordinates through constantly communicating with them and removing probable misunderstandings. In this way, he leads his people to accomplish the organisational goal.

6. Boost Morale and Motivation:

An effective communication system in stills confidence among subordinates and workers ensuring change in their attitude and behaviour. The main cause of conflict and dissatisfaction is misunderstanding which can be removed through communication skills. The removal of misunderstanding makes manager and his subordinates understand each other and create good industrial relations. This boosts up the morale of the people and motivates them to work harder.

Communication Strategy Framework

A communication strategy framework **clarifies how businesses should communicate with their employees, investors, customers, and suppliers**. Some of the key elements of an effective communication strategy move around purpose, background, objectives, target audience, messaging, and approach.



Introduction to Business Communication

*Business communication involves the **constant flow of information** within and outside a company.*

Corporations with a large number of people and various levels of hierarchy often **struggle to manage business communications** effectively. Therefore, there should be effective and continuous communication between superiors and subordinates in an organization, between organizations and society at large.

Let's Understand ...What is Business Communication?

Business communication is the process of exchanging ideas, opinions, and information within and outside the business environment to achieve business goals.

Definition of Business Communication by Different Authors:

According to Rosenblatt: "Business communication is a process of exchanging ideas or opinions, information, orders and the like, expressed either personally or not through certain signs or symbols to achieve certain company goals."

Brennan defines business as: "Business communication is the expression, channelling, receiving and interchanging of ideas in commerce and industry."

Elihu Katz defines: "Business communication is an exchange of ideas, messages, and concepts related to achieving a series of commercial goals."

According to the Business Dictionary: The definition of Business Communication is...

"The sharing of information between people within an enterprise that is performed for the commercial benefit of the organization. In addition, business communication can also refer to how a company shares information to promote its product or services to potential consumers."

Ricks and Gow define: "Business Communication as a system that is responsible to affect change throughout the whole organization."

In the opinion of Curtis: "Business communication is a communication made within a business organization in order to solve problems and make decisions."

Robert Hughes and Jack Kapoor define: "Business communication is an organized activity or individual effort to produce and sell goods for services to benefit and meet the needs of the community."

According to William Albig: "Business communication is an exchange of ideas, opinions, information, certain commands that have specific goals either personally or impersonal through symbols or signals."

Thus, Business communication is communication that is intended to help a business achieve a fundamental goal, through information sharing between employees as well as people outside the company.

Six Reasons why Business Communication Matter

1. **Helps in increasing productivity:** Effective business communication increases the productivity of staff by boosting up teamwork. It creates a trustworthy and understanding environment among employers and employees. Effective communication is related to cooperating with employees and understanding their needs and desires. By doing so, employees are able to accomplish their tasks more effectively and efficiently. Also, the scope of doing mistakes or errors during their work minimizes due to effective communication.
2. **Helps in increasing customers:** Customers are an important part of any business and effective business communication can facilitate in attracting new customers and retain the current customers. A well-defined marketing strategy and public relations campaign run by an organization generates

the interest of customers in its goods or services and helps in building the corporate image in customers.

3. **Enhances business partnerships:** Business Communication also improves partnerships in business. It plays a significant role in dealing with external business clients or vendors. Vendors may be required to communicate on products regularly for improvements. Also, an effective and harmonious relationship with other businesses determines the further success of an organization. A business unit that has developed its image as an entity for easy partnership through its effective communication can attract other business units for forming business relationships with them.
4. **Facilitates innovations in business:** Effective business communication helps in business innovations as well as it facilitates employees to convey their ideas and suggestions openly. Similarly, at the time of launching any new product in the market, effective communication ensures the performance of the sales team, market acceptance of the product, fast delivery of products in the market, etc.
5. **Information exchange:** Business communication is required by an organization for exchanging information with internal and external stakeholders. This helps in achieving its goals effectively.
6. **Preparation of plans and policies:** Through effective business communication, organizations can make their plans and policies properly. Relevant information is required for preparing these plans and policies. Through communication, different managers source information through reliable channels.

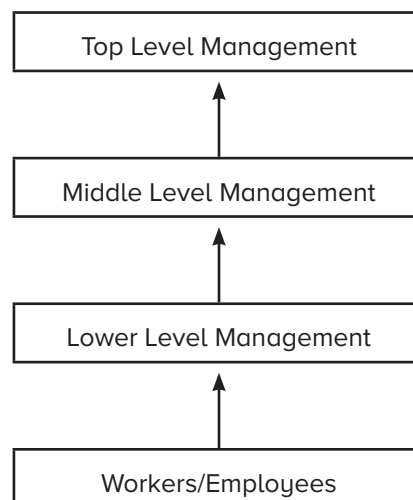
Types of Business Communication

There are 4 main types of business communication in any organization or business i.e.

1. Internal Business Communication

Internal Business Communication means communication that occurs within the members of the organization. This communication includes both **formal** and **informal** communication. Also, different departments that transmit communication by different means to employees come under internal communication. Internal communication should be effective as it is a vital source of viewing and representing organizational issues. Effective internal business communication may increase job satisfaction level, productivity, the efficiency of employees by decreasing their turnover and grievances and helps in increasing profits.

- a. **Internal (Upward) Communication:** This type of internal communication follows a bottom to top management approach. Where information flows from subordinates to managers or any person higher in the organization level.



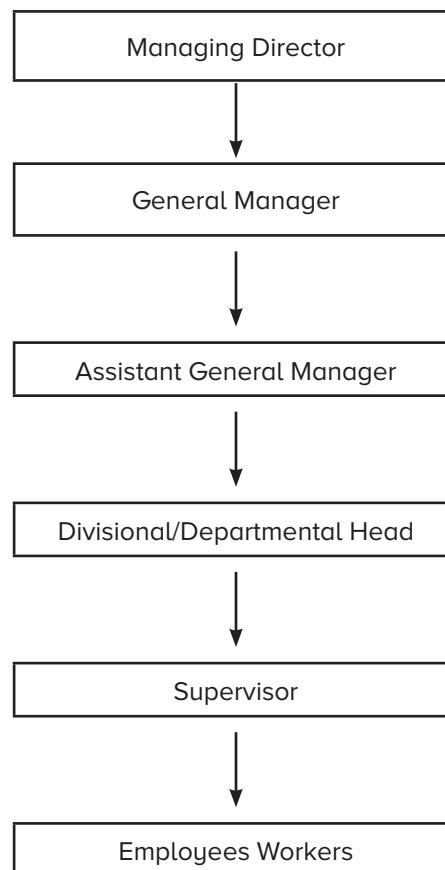
For example, employees of the HR department of an organization prepare an attrition report and communicate the same to the HR Manager. The attrition report consists of information on the monthly or annual employee turnover of an organization and reasons for the same. This helps the HR Manager to understand the cause of attrition and to take corrective measures on time to reduce employee turnover.

The characteristics of upward internal business communication include:

- It includes bottom to top approach i.e. subordinates to superiors.
- Its nature is participative.
- The main purpose is to provide timely feedback, suggestions, making requests, escalating any issues or concerns, etc. to superiors.
- The flow of the information is from the lower level to the upper level.

- b. Internal (Downward) Communication:** In downward communication, the information flows from the top-level management to the employees in an organization. This information is related to passing on instructions to subordinates or employees to do their respective tasks. Downward communication is being used by managers to communicate different goals, procedures and policies, guidelines, decisions, instructions, etc. to their subordinates.

The process of downward communication in business includes passing on messages from the top level to the lower level through the chain of hierarchy. This type of communication can be in oral or written form. **The written form includes different notices, manuals, news display in electronic form, etc.** whereas, **the oral form of downward communication includes different face-to-face conversations, telephonic communication, meetings, etc.**



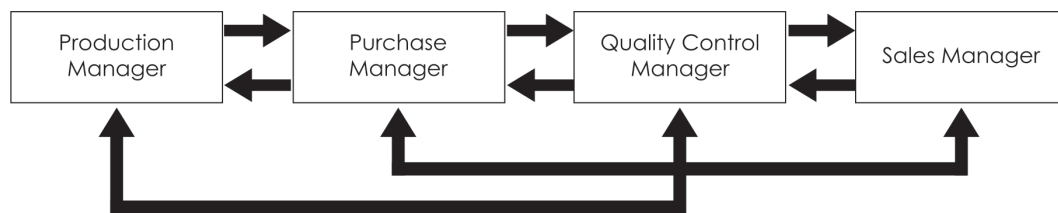
For example, the top-level management may instruct managers of different departments on certain new rules and regulations in the work area that need to be carried out in routine activities of different departments. For example, there may be a change in the office working hours or office timings by the management and the same is communicated to employees by circular or notice or through the e-mail system.

The characteristics of downward internal business communication include:

- It includes top to bottom approach i.e. superiors to subordinates.
- Its nature is directive.
- Main purpose is to communicate organizational objective, plans and procedures, instructions, etc. to subordinates.
- The flow of the information is from the upper level to the lower level.

2. Horizontal/Lateral Business Communication

Lateral or horizontal communication is related to communication among co-workers i.e. either **verbal communication** or **written communication**. This may include inter-departmental communication or communication between cross-departments and can be between people of the same or similar rank in a company. This is a crucial communication to achieve the desired results. So, this communication happens among employees having an equal hierarchy level. To achieve the functional effectiveness of different organizational units, horizontal or lateral communication is required for seeking mutual cooperation and mutual help.



For example, the Marketing head of an organization is supposed to communicate about market trends, customer needs and expectations, product demand scenario, etc. to a production head for production of products accordingly.

3. External Business Communication

Communication with people who are external to the organization is known as external business communication. These people can be customers, shareholders, suppliers, partners, regulatory bodies, etc.

External communication facilitates increasing sales volume, effective operations, an increase in profits of organization, etc. This ultimately results in increasing corporate image, goodwill and overall performance of the organization by achieving its goals and customer satisfaction.

Process of Communication

Communication is a dynamic process that involves transmitting information from the sender to the receiver through a channel which in turn gives the feedback in the form of some message within a given time frame.

Seven major elements involved in the process of communication; are as under:

1. Sender

The person who initiates the communication in the form of sending the encoded message to the receiver

of the information is known as the sender. The sender is the first person involved in the process of communication. The sender is the one who is responsible for the transmission of the correct information and convey it to others.

2. Encoding

Encoding is the second element in the process of communication. The encoding is done by the end of the sender so that it can be decoded by the receiver in the correct form. The sender encodes the message in the form of certain words or some certain symbols, body language, some signs or gestures to translate the information into a message. The way the sender encodes the message denotes the perception, background, competencies, skills, or knowledge of the sender.

3. Message

As the message is encoded now, it is ready to be formed into a message by the sender to be further conveyed to the receiver. The message can be oral, written, verbal, graphs, gestures, signs, mood, sound, etc.

4. Communication Channel

The sender then chooses the channel/ medium through which the information will be conveyed to the receiver or recipient. This is a very important channel as the right, and most appropriate channel needs to be chosen to be able to convey the message in the most right and effective manner.

The channel may be oral, written, verbal, internet, web, gestures, signs, symbols, newspapers, etc.

5. Receiver

The receiver or recipient is the one for whom the message is intended. How the receiver decodes the message purely depends upon the knowledge which he or she has.

6. Decoding

Decoding is done by the receiver of the message. Decoding is done to interpret the message in the correct means in which it is intended.

7. Feedback

The final step of the communication process is the feedback step. The feedback intends that the sender has sent the right message and the receiver has received and decoded the right message and understood that in the best possible way. Feedback is necessary as it increases the efficiency and permits the encoder to know the efficacy of the message.

Means of Communication

Means of Communication refers to the various methods or channels used to send, receive & exchange information.

Let's discuss all of them in detail:

1. Verbal Communication

Verbal communication is also known as spoken communication. Verbal communication can be done by means of direct face-to-face contact, telephonic conversation, television, FM radio, and any other means of verbal or spoken communication.

2. Non-Verbal Communication

The second type of communication category is the opposite of verbal communication, which is non-verbal communication. Non-verbal communication includes the body gestures which a person makes, how a person is dressed up for a particular thing like dance, drama, thriller, etc. The tonal expressions or the mood of a person are also an example of non-verbal communication.

3. Written Communication

The other kind of category of communication is the written communication which includes writing letters to someone for conveying the message, sending proposals or postcards to communicate. Internet or web writings is also another kind of written communication.

4. Visualizations

Communication can also be established between the sender and the receiver via visuals like pictorial representations and graphs etc. To communicate something related to statistical or data and to make some kind of analysis, communication through visuals helps.

CHOICE OF MODES OF COMMUNICATION

Modes of Communication

Verbal Communication

Let us look at the various characteristics of verbal communication. Let's consider verbal and live communication and not recorded videos/audio here. The percentage of recorded verbal communication is very small. Youtube has changed this quite a bit. Still, the usage of it in professional communication is minimal.

According to research by Dr. Albert Mehrabian "Words convey only seven percent of our message, while the rest of communication occurs through our tone, volume, facial expressions, gestures, posture and the like 93 percent of communication is nonverbal."

Features/Characteristic

- Ability to **Motivate** - Works well to motivate and convince people.
- Personal and/or confidential discussions - Works well for personal discussions like bouncing off an idea. Or can be used well with **1 to few** people.
- Suited well for **confidential** communication.
- **Natural & Easy** - After non-verbal communication, verbal communication is the next one that is picked up before one learns to write. Hence, it comes more naturally and easily than written communication.
- **Transient and not reusable** - The whole communication cannot be reused or transferred to another person without additional repetition. Hence, it is not scalable if there is a need that others need to be included into the conversation or even at the least to be informed.
- **Unstructured or semi-structured** - Provides scope to keep the conversation open ended and evolve as the conversation proceeds.
- **Synchronous** - It goes without saying that the people involved have to be there at the same time. Multi geography teams are becoming the norm rather than the exception. This can be a challenge if relied upon a lot.
- **Visual augmentation** - When the communication needs to be augmented with visual cues, whether it is empathy or urgency etc., it is possible to do that.

Written Characteristics

The characteristics of written communication differs quite a bit from Verbal communication.

Andy Grove in his book "High output management" says that the act of writing is itself the goal, and not just the final artifact.

Another great quote about the benefit of written communication. “I write because I don’t know what I think until I read what I say. - Flannery O’Connor”

Let us look at the characteristics.

- **1One to Many** - Write once and read multiple times. The cost of incremental communication to new audience is close to nil. This has powered the exponential reach of information whether it be palm leaves, to books, to the internet.
 - **Structured** - Written communication infuses some amount of structure into the communication.
 - **Asynchronous** - The communicator and communicated do not have to be online at the same time. This can be a huge differentiator with geographically distributed teams.
 - It enables people to work in **parallel**.
 - It makes **people independent**
 - **Random Access pattern** - It can account for varying levels of interest in the topic. E.g. one person may be interested only in the high level objectives and overall flow, while others are interested in the complete details. Both types of people can efficiently process the document
 - **Referenceable** - Both verbal and written communication can refer to other written documents. While it is possible to refer to verbal communications to some extent, it is not as efficient and simple
 - **Referable** - When there is some loss of information from the original state, the written document can be referred again to set the information back to its original state
 - **Durable** - Similar to the ACID properties of a database, written information is durable. Whatever it is, it will remain the same over time or as it is transferred
 - Lots of **details** - When there are lots of details, written mode serves the purpose well
- Combinations** of some of these characteristics - As an example, Random Access Pattern and Referenceable can be a combined requirement. As I am reading one document, I can reference another one. This is not possible with verbal communication.

Hybrid - Written and Verbal Communication both

An example of this is where someone has written up a proposal and then walks the audience through it.

This form of hybrid communication will have the combined pros and cons of the individual forms although each at a more subdued level. Hence, it can be used to choose the best of breed approach i.e. written form for its advantages and the verbal form for its advantages.

In addition the following characteristics are unique to the Hybrid mode

- **Complex information** – With complex information, just verbal or written usually does not suffice. A hybrid mode suits this well
- **Discussion** - Discussions are possible in a verbal mode also. The Structured attribute of written communication provides a nice foundation to have an efficient discussion on

Once the written form is discussed, there can be changes that need to be made to the document.

Silent Communication

In keeping with our analytical reasoning, silent communication can be considered as communication where there is zero information transferred.

This is not just a theoretical possibility.

Challenge & Solution

Even when we know the preferred communication mode for a particular task, sometimes we choose a sub-optimal mode.

Primary reason is the lack of time in the short term to pick the preferred communication method e.g. choose verbal communication when the preferred mode is written. The communicator will have plans to later write it down. Firstly, all the advantages of the preferred method such as consistency, efficiency and durability is lost till the preferred method is done. Secondly, time can continue to be a factor, and the preferred method may never be done, or when done is not as rich as it would have been done when the communicator was fully engaged in the task of preparing the material. This is a separate topic to be discussed.

The suggestion is that you find the right balance, and attempt to choose the preferred method more often than not.

Tasks, Audiences & Suggested mode

Let us consider a few tasks that is part of a product development process and discuss the preferred modes of communication

Product Vision

- Audience - Entire team associated with the product
- Characteristics needed - Motivate, one to Many, Semi-Structured, Synchronous, Asynchronous, Referenceable, Referable, Durable
- Suggested mode - Hybrid mode of written down vision + verbal delivery
- Powered by the persuasive & synchronous verbal communication
- Written communication will be referenceable, referable and durable in an asynchronous manner

Product Backlog

- Audience - UX, Dev, QA, Documentation teams. Other Product managers and stakeholders, Future members of the above groups
- Characteristics - One to Many, Structured, Asynchronous, Random Access, Referenceable, Referable, Durable, Lots of details
- Suggested mode - Written
- Discussions will be based on the written artifacts. It is different from the hybrid mode above in which the outline is written down, and the messaging is spoken.

This task requires all the characteristics of written communication and hence is a natural fit.

Technology Architecture/Design

- Audience - Current and Future Developers, QA, Devops, Product, Support functions
- Characteristics needed - One to Many, Structured, Asynchronous, Random Access, Referenceable, Referable, Durable, Lots of details, Complex information, Discussion

- Suggested mode - Written
- Similar to the roadmap, there will be discussions that follow the written documents.

Software code documentation

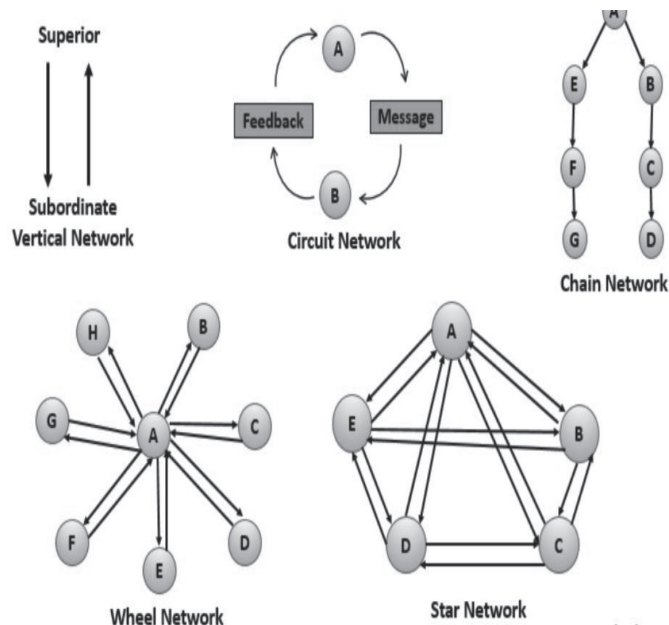
- Audience - Current & Future Developers, QA, Support teams
- Characteristics needed - One to Many, Asynchronous, Referable, Durable
- Suggested mode - Written
- The challenge is that sometimes Silent Communication is present. However, the audience and the characteristics necessitates that the silent communication should not be chosen in this case.

Communication Networks-vertical, circuit, chain, wheel, star

Introduction

In an organization, members contact each other and the pattern of contacts or flow of information is the communication network. Contacts are created with different pattern and this helps the management to contact the employees. Through the network, the resources can share their data and applications. The network is divided based on the number of people involved in the communication, organizational size and nature of the communication network. The common network patterns are Vertical Network, Circuit network, Chain network, Wheel network, and Star network. Transmission and reception of information is the basis of communication.

Below are the types of Communication Network:



1. Vertical Network

The communication which passes from one person or process to another person or process in a vertical pattern is called Vertical Network. It can happen either in the top to bottom or bottom to top format. This communication provides an immediate response as the receiver receives the information faster than any

other network. We can call this network as a formal network. The best example is the communication between top level and bottom level employees. Miscommunication does not happen in this network as this is a type of direct communication.

2. Chain Network

This network is in a hierarchical level and follows a series of commands. Here bottom to top communication does not happen. Superiors ordering the subordinates is the best example of this type of network. Also, the leader leading the group of people is an example of Chain Network. The message has to reach from top-level to bottom level without any alteration of meaning or words. Care should be taken to avoid the same. This network is not fast and few people who don't understand the message will remain in the loop.

3. Circuit Network

When the communication between two people happens simultaneously in a circuit is called Circuit Network. Though it works like Vertical Network, there are no superiors or subordinates or at least not considered like them. Here the communication is a two-way communication. The messaging or information reception is continuous and the people involved can be at the same hierarchical level.

4. Wheel or Spoke Network

The commands or information is from a single superior and subordinates form a wheel in the network. The entire network is highly centralized format and expects immediate feedback once the message is given to the receiver. And due to this, we can call this communication as a type of micromanagement. This network is an improved form of Chain Network. Since the information is received directly from the central authority, there is no chance of miscommunication and the communication is very powerful. Start-ups mostly use this type of network.

5. Star Network

Several people are involved in this network and the process forms a star shape. This network enables people to communicate with each other or with people who are involved in the same process. This network can be considered as a development of a wheel network with no central person to control the way of communication. All are free to communicate with each other. No restrictions are present to block the communication between people in the process. Teamwork is built using this communication. A WhatsApp group which is related to work is a good example of Star Network.

Characteristics of Communication Network

Below are some of the characteristics explained.

- The information to be passed or the message to be shared among the people in the same network should be clear and should be free from any jargon. Active voice should be preferred and the message should be in simple words and short. If the message is long, it is better to transfer the message with bulleted points.
- The message has to be concise and with no loss of concentration. Long or lengthy messages should be avoided at any cost. People will not have enough patience to read the entire message if it is elaborated with very less meaningful words.
- The message passed should be explained well with concrete information. False messages should not be passed in any case which leads to communication mishaps.
- The messages should be passed in relevant order. It is not good if the message is passed saying the end in the beginning or finishing the message without full information. The receiver will understand the

message in a wrong manner which will lead to conflicts and the ideas will differ. The information should be passed between persons in a logical, sequential and well-planned manner. Hence this part has to be concentrated well.

- The transmitter person should be honest, respecting others and open with the listener at the bottom level or end of the conversation. The transmitter should be considerate with the listener and should use polite words. The messenger should not be rude at all as the rude messenger will not find any receptors for his information even if the information is important. The messenger should not be a racist and should never use such terms while passing the information. All the persons in the other end receiving the information should be considered equal and should never use inconsiderate words while transmitting the information.
- The listener also plays an important role in the communication network. They should understand the information very well and should clarify the same if possible. The message should be detected from the mixed words, non-verbal actions should be analyzed well, practical to understand the problems and mature enough to act according to the information.
- Care should be there from the listener's side to focus the message when it is sent from the other end. Miscommunication should not happen.
- Emotions should be controlled while passing information. The listener should not use his knowledge to pass information to other people in the loop. The focus should only be on the information passed from the top level.

The type of network to be used depends on the message to be passed from one level to another. Also, security has to be considered for the network communication. Each network has its advantage.

Commonly used Mediums of Digital Communication

What is digital communication?

Digital communication is any type of communication that relies on the use of technology. There are many types of communication as channels. These include email, phone calls, video conferencing, many types of instant messaging like SMS and web chats. Even blogs, podcasts, and videos are considered forms of digital communication.

What are the communication channels for?

Communication channels help to build your brand with your audience. It also helps to intensify sales and help you understand their behavior. They function as a bridge between you and your audience. Thus, knowing how to work in each channel is as fundamental as choosing your buyer persona because your digital marketing strategy will be built on that.

There is no specific channel that brings you a bigger and better result. Everything depends on your business and the profile of your customers. But since there are several communication channels, it is recommended that you be in more than one. In this way, the public will have more than one customer service option. Thus, you will have more opportunities to strengthen your relationship with them. Opt for a form of communication that is related to the culture of the company.

How to choose the right communication channels?

It might be tempting to communicate through as many channels as available. But most businesses would enjoy a more calculated and mindful approach. Below are a few things to think about before you select a channel for your business messages.

Take a look at your budget

Your budget will also influence your choice of communication channels. Because you'll have to invest some money to get your message across, ask yourself: Is the channel affordable given your company's budget? What tools are available for each channel? If you're going to use many mediums for business communications, how much money are you willing to invest in each?

Consider your message

The type of message is another thing you should take into consideration.

Ask yourself whether the information is formal or informal? Does it include visuals or text? Is the message time-sensitive or trivial? Does it need to be easy to find later?

If you're delivering a presentation, then you might want to take advantage of video conferencing software. Make sure it has a screen sharing feature so you can share different types of reference materials.

Get familiar with your team

It might seem obvious, but the choice of communication channels depends on the preferences of your team. Who are they, and what channels do they engage in? Do they prefer phone calls, text messages, or some other form of communication? You can find this out by conducting an employee engagement survey. Knowing where your team hangs out will help ensure you're using the proper communication channels to talk to them.

Advantages of Digital Communication

- In digital signals, the impact of noise interference, distortion is more minor.
- It facilitates video conferencing that saves time, money, and effort.
- It is less expensive.
- It is used in military applications.
- The correction and detection of errors are easy in digital communication.
- As compared to analog signals, it is easy to save and retrieve digital signals.
- In digital signals, the configuring process is easy as compared to analog signals.
- There is a standard encoding technique in most digital circuits. So for several processes, similar devices can be used.
- The probability of cross-talk is significantly less in digital communication.
- The implementation of hardware is more flexible in digital communication.
- In digital communication, to avoid signal jamming, the spread spectrum technique is used.
- It also facilitates audio conferencing by which we can talk to someone or a group of people. Thus, it saves time, effort, and money.
- To maintain the secrecy of information, the signal processing functions like compression and encryption are employed in digital circuits.
- Digital communication is cheaper and more straightforward compared to analog signals because of the advancement of IC technologies.

Disadvantages of digital communication in the workplace

- There is high power consumption in digital communication.
- There is a requirement for synchronization in the case of synchronous modulation.
- There is a sampling error.
- The most common limitation of digital communication is that it requires more transmission bandwidth. It is due to the higher data rate because of analog to digital conversion.
- Digital communication requires analog to digital conversion at a high rate.
- There can be a possibility of miscommunication if a user doesn't understand something.

What are they used for?

Communication channels help you build and establish your brand with your consumer. You can do this by increasing sales and contributing to helping you understand your audience's behavior. They create a bridge between you and your audience. So, knowing what they are and how to work with each channel is as essential as choosing your persona because this will be the foundation for your digital marketing strategy.

There is no specific channel that will bring you more outstanding and more significant results. It will all depend on your business and your customers' profile. But since there are several communication channels, it's recommended that you have more than one channel. This way, your audience will have more than one customer service option. And, you'll have more opportunities to strengthen your relationship with them.

Why should you use more than one communication channel?

Choosing the correct communication channels for each situation is crucial for the success of your business. You may have to use more than one channel. After all, your audience might be on all of them, and you'll never know if you don't use them.

It's essential to be able to answer your customers' questions and receive their suggestions. And when you have many communication channels, this can become an arduous task that's hard to control.

Outline strategies

Keep an eye on all communication channels used to always keep them updated. It's essential to add new content at least once a week and have an editorial calendar to help you with this.

Research

Create a daily reading routine to stay informed about the main events of your digital market. This will help you when it's time to produce content. Manage all of your communication channels. It's very easy to forget about a communication channel, which will make your customers' messages accumulate. To keep this from happening, create a management routine and check all comments that your business receives.

Identify your persona

A persona is a fictional character that represents your ideal customer. It's the sum of all characteristics of the people to whom you intend to direct your product or service. Unlike a target audience, when we create a persona, we look for more detailed characteristics, such as habits, personality, desires, and needs. The creation of the persona will direct your product to the right people, in addition to showing which communication channels your audience uses the most. Thus, you'll understand where you need to be present to talk to your audience.

Essential Digital Communication Channels for Business

Social Media

72% of U.S. adults use social media, with Facebook, YouTube, Twitter, Instagram, and LinkedIn being the most popular platforms. Social media allows people worldwide to connect with friends, family, celebrities, and brands through bite-sized textual and visual content. Social media is the top-ranked channel for connecting with customers, and 57% of customers will increase their spending if they feel connected to a brand.

As Forbes reports, brands can use YouTube to build web series, partner with influencers, create how-to videos, give behind-the-scenes looks at their processes, and repurpose website content. Since Google owns YouTube, brands should also consider using search engine optimization tactics, so their videos show up in search results.

Facebook is also effective for building an engaged social community, either through an official brand page or relevant groups. Brands would be wise to invest in native video, which founder Mark Zuckerberg hopes will “encourage meaningful social interactions.”

70% of consumers feel more connected to a brand when its CEO is active on social media. As a business-to-business (B2B) social network, LinkedIn is useful for connecting with other companies, sourcing new hires, and engaging in thought leadership. Executives, for example, can use LinkedIn to create blog posts pulling back the curtain on their brand and engage with other experts in their field.

Instagram provides a hub for fashion, beauty, and celebrity content. Most brands use Instagram Stories, ads, and IGTV for long-form videos to reach audiences. Parent company Facebook reported that 66% of Instagram users connect with brands on the visual platform.

Twitter is also a go-to platform for customer service, as many brands have created separate customer care accounts for inquiries. Brands and consumers use the platform to live-tweet their favorite events, follow and contribute to trending hashtags, and connect one-on-one through public interactions or direct messages.

E-mail Marketing

Many businesses with in-house digital marketers use email marketing, with up to 66% rating this tool as excellent for delivering ROI.

Email is the currency of the web, and anybody online has an active email address. While Facebook and Twitter might seem pretty ubiquitous, the ongoing struggle over data breaches and privacy means plenty of people are exiting some social media channels. So when it comes to connecting with your prospects and customers, there's no channel with a wider reach than email.

And when it comes to conversions, there isn't a more powerful channel than email. The average click-through rate of an email campaign is around 3% of total recipients, whereas the average click-through rate from a tweet is around 0.5%.

This means you are 6x more likely to get someone to click through to your website via email than you are from Twitter. As discussed earlier, your email subscribers have told you they want to hear from you, which isn't typically the case with social media.

Blogs

It is possible to build a cycle of publications with blogs and create new ways of approaching your audience. The idea of the blog is to expose your knowledge showing not only the subject in which you have recognized authority but also covering general topics of interest to your audience.

It is crucial to keep the blog constantly updated. In this way, you create a dynamic since your audience knows

that you will always publish texts. That increases your visibility, loyalty to your visitors and conquers the confidence of your client.

Websites

Whatever the size of your company, a website can give your business the online presence it needs to communicate and/or sell to prospects. About 69% of Americans have purchased an item from the website.

Your company website serves as a prerequisite for your business. It is where customers go to judge whether you're credible or not, and it's also one of the most impactful customer-facing communication channels at your disposal. As such, you want to make sure you have a user-friendly interface, branded designs, and plenty of customer reviews and testimonials.

Building a website for your business will mean you could potentially reach these otherwise unreachable customers. Your business might be local, but you might have the potential to sell your products or services to a broader market, whether it be people in the next town, the nation as a whole, or even the international market.

Videos

Nowadays, videos aren't only used to entertain or promote products and services. They are produced and also used for didactical and educational purposes.

Your audience needs to have an authentic experience that is interesting to guide them to the video's primary objective, which is either selling or informing something.

In addition to being fast and attractive, this type of content facilitates the understanding of the message. As with the communication channels we've mentioned, it's essential to create a content marketing strategy for your video.

Just as the communication channels presented are essential, so is creating a content marketing strategy for your video.

External complaint channels

Since not everything is a bed of roses, it's common to have unhappy customers that complain about your product or service on communication channels, which you don't necessarily control.

Websites such as Yelp and Google reviews are used to show this dissatisfaction, and you must know everything that is being posted on them and answer them.

This way, you can understand your customers and can also take action to change their perception of your business.

Phone calls

One of the most common communication channels in business is a phone call. A quick phone call can clear up confusion or convey new information across long distances, and conference calls can allow multiple people to take part and elaborate on their perspectives. Phone calls lack the non-verbal cues of in-person conversations or video-conferencing but may provide a simple, affordable communication channel for customers and employees.

In-person

In-person, verbal conversations are some of the most common and effective communication channels in a business.

Talking to someone in person allows you to use both verbal and non-verbal communication cues, which can help improve the quality and efficacy of your conversations. Since most of our communication is non-verbal, it's essential to include both verbal and non-verbal cues to reinforce the conversation.

It's also easier to convey the tone of the conversation when you speak to someone in person. Sometimes, written or digital communication can lack tone, leading to confusion.

Speaking in person, your tone of voice, body language, and vocabulary can bring clarity to the conversation and ensure everyone understands what you're talking about.

Customer service

This sector, which is often the gateway for the user, goes beyond customer service to clarify their doubts and solve their problems. Quality care transforms customer pain point solutions and can turn a defender of the brand.

In addition to anticipating possible difficulties, you can identify bottlenecks and discover your significant doubts and needs through customer service. You can offer this service via email, phone, or chat.

The important thing is to have a qualified team with a high level of knowledge about your business and provide good service to your customers.

Listening Skills

Listening skills are skills that contribute to your ability to accurately receive information when communicating with others. These skills are an important part of effective communication in the workplace. Developing good listening habits can help to ensure you understand the information correctly, interpret messages accurately and optimise your conversations and communications for efficiency.

Why are listening skills important?

Developing skills that can help you become a better listener is important for several reasons, including:

Building relationships

Good listening can help you build and maintain positive relationships in the workplace. Showing interest when communicating with others can help you build trust and develop long-term, mutually beneficial professional relationships. Good listening can help you prevent misunderstandings between co-workers, perform your duties accurately and anticipate the needs of your customers.

Learning new skills

Effective listening is an important way to help you learn new skills. In order to accurately follow directions, it may be beneficial to develop skills and habits that contribute to the quality of your listening. By listening closely to the advice, guidance and directions of your mentors or supervisors, you may be able to learn new skills and advance your range of capabilities.

Performing effectively

Listening intently can help you accurately follow directions. By following directions exactly, you may be able to improve your performance in the workplace. By listening closely to directions, guidelines and requirements, you may be able to avoid errors and improve your processes.

Types of listening skills

Below are four types of listening that can help you become a better listener:

Deep listening

Deep listening occurs when you're truly committed to understanding the speaker's perspective and message.

Deep listening includes paying attention to verbal and non-verbal cues in order to gain a full understanding of the speaker's experiences, thoughts, feelings and objectives. This type of listening is especially useful when building relationships, establishing trust and fostering rapport with co-workers, customers, clients or vendors.

Full listening

Full listening includes trying to fully comprehend the practical content of a speaker's message. This type of listening often involves active listening skills, like paraphrasing and asking clarifying questions. Full listening can be particularly helpful when interpreting directions, learning new material or developing new skills.

Critical listening

Critical listening involves using logic and reasoning to separate opinion and fact when listening to a speaker's message. Critical listening usually involves using your previous knowledge or experiences to identify factual content in communication. Critical listening can be especially important in professions that use persuasive speaking, debating or investigatory skills.

Therapeutic listening

Therapeutic listening is a more intimate type of listening that often involves receiving information from a speaker about their challenges or emotional situations. In the workplace, this type of listening is often an important part of succeeding in a career that deals with sensitive topics or emotional discussions. Therapists, doctors and counsellors often benefit from developing their therapeutic listening abilities.

How to practise Effective listening skills

Effective listening is a combination of techniques that include careful listening, observation and non-verbal clues. Below are eleven skills that can help you improve your active listening abilities:

1. Limit distraction

An important part of active listening is limiting distraction so you can gather all the necessary information and details of your speaker's message. Limiting distraction could mean putting your phone away before entering into a conversation, having important conversations in a quiet, private space or allowing yourself a brief pause to ensure you fully understood the message of your speaker before responding.

2. Practice objectivity

Practising objectivity and ensuring you receive all information without bias can help you remain open to the messages and perspectives of your speaker. Even if you have a strong opinion about the topic of conversation, setting aside your opinions in order to receive your speaker's message without judgement can help you consider new possibilities and innovative perspectives.

3. Reflect

Reflecting refers to mirroring your speaker's message in order to convey that you understand their message. Reflecting can help assure speakers of your comprehension and can indicate your engagement in the conversation. This type of active listening skill can be especially helpful when engaging in therapeutic communication. For example, if your speaker says, "I'm tired of working late to make up for others who don't complete their tasks," you could say, "It sounds like you're feeling frustrated and overlooked."

4. Clarify

An important part of active listening is asking questions when you need clarification. Clarifying aspects of the conversation can indicate you're intently listening and provide you with an opportunity to confirm

your understanding. To clarify, you may use specific, simple questions that require a “yes” or “no” as a response or you may ask more general, open-ended questions that require more elaboration from your speaker.

5. Summarise

Restating key themes and summarising content is an effective skill that can contribute to your ability to practice active listening. In the workplace, summarising can help both parties confirm they understand next steps and responsibilities. To summarise, consider offering a brief statement that describes the primary message or key theme of your speaker’s message.

6. Use body language

Using body language to demonstrate your level of engagement is another important part of active listening. You can use your body language to indicate your understanding by nodding, making eye contact and responding with appropriate facial expressions. Body language may be especially important for professionals who use therapeutic listening to complete their daily duties.

7. Share

Sharing involves expressing your own thoughts, feelings and experiences to relate to your speaker. This active listening technique can help you contribute to the conversation and align expectations for the next steps, deliverables and responsibilities. You can also use sharing to offer suggestions for improvement, build trust and maintain positive workplace relationships.

8. Give your full attention

Distractions can make it difficult to focus on the things a speaker is telling you. In order to become a good listener, limit as many distractions as possible and provide the speaker with your undivided attention. This includes silencing your phone, turning off your computer and avoiding the urge to multitask by checking emails or giving your attention to other tasks. This can help you focus on the speaker and make sure that you are taking in everything that they are saying. Managing your time correctly can also help you make sure that you can limit distractions while you are listening.

9. Pace the conversation

Being a good listener often includes opening a dialogue and allowing for a conversation to start between you and the speaker. Pace the conversation by determining the goal of the speaker’s message and evaluating their body language to decide when it is appropriate for you to respond with your own input. Instead of rushing to fill silences, provide time for the speaker to finish their thoughts and acknowledge their message accordingly. This will also give you the time to absorb their message and process what they are saying before it is time for you to respond.

10. Ask meaningful questions

Once it is time to open up a dialogue, the questions you ask should be meaningful and establish your investment in the speaker’s message. Ask questions that can help both you and the speaker reflect on what they said as well as elaborate any points that may need extra clarification. The questions might help the speaker remember other things they wanted to say or open up a new line of dialogue that will be worth exploring.

11. Recall previous information

Recalling information that the speaker has already discussed as well as summarising the points they made in your responses can help you become a more effective listener. Doing this will not only show the speaker you understand what they said, but it will also ensure that they can clarify any misunderstandings and confirm the key points they discussed.

Barriers in Effective Listening and Tips to Overcome them

Do you want to be a better listener to improve your personal and professional relationships? Listening is one of the most important skills in communication. It's key to getting along with other people, whether you're at home or at work.

By learning about these 11 barriers to effective listening, you'll be able to recognize them as they happen, take steps toward improving your listening skills, and ultimately become more aware of the world around you through conversation with others!

Let's check list of common obstacles that prevent us from really hearing and understanding what someone else has to say.

1. Physical barriers in communication:

Physical barriers can be anything that blocks the ability to hear what is being said. This can include noise, obstructions, and distance. External noise can be anything from a construction site next door to people talking loudly in the office or the sound of traffic outside of your window. Physical obstructions can be people standing before you at a networking event or someone sitting between you and the person speaking at a meeting. In this case, your ability to listen effectively will also be hindered.

Distance can also be a barrier if you are not sitting close enough to the person speaking or if you have a poor connection when talking on the phone. The further away people are from one another when they talk, the more difficult it can be to hear them clearly.

2. Emotional barriers:

Emotional barriers are emotional factors that get in the way of effective listening. These include both positive and negative emotions, such as being excited, angry, upset, or distracted. It's difficult to focus on something else when emotions come in the way of concentration. For example, if you're upset about something that happened earlier in the day, it will be challenging to focus on what the person in front of you is saying. If you're angry with someone, you're less likely to be very receptive to things they have to say. If you're distracted by something exciting going on in your life, you won't be able to focus on the speaker very well.

3. Psychological barriers to effective listening:

Psychological barriers are similar to emotional barriers, but they are based on our thoughts rather than feelings. Sometimes, we tend to assume we know what the other person is going to say, think about what we're going to say next, or judge the person we're listening to.

For example, if you are talking to someone and start thinking about replying, you will be less effective at listening to what that person is saying. Instead, you'll be focused on formulating your response. This lack of focus can lead to misunderstandings and poor communication.

4. Cultural barriers:

Cultural barriers can be seen in both social and business contexts. These could be caused by differences in ethnicity, religion, traditions, or social status. Business cultural barriers arise when there is a difference in how business is done in different parts of the world. This can be because of different laws, customs, or social norms.

For example, in many parts of Europe, it is common to shake hands when greeting someone for the first time or even kiss on the cheek, but in certain places, it is not appropriate to touch a person of another gender that you have just met. This can lead to discomfort and misunderstanding if you are not aware of the cultural differences between you and the person you are talking to.

5. Language Barriers:

In our global society, a language barrier is probably one of the most common obstacles to effective listening. It can exist when there is a language difference between the two individuals talking or when one person has a poor understanding of the spoken language. It is important to note that a language barrier does not have to be an issue of nationality or ethnicity. It could simply be a difference in dialect.

For example, someone from the south of England may not understand someone from the north of England because they speak with a different accent or even use other expressions.

6. Time Pressure:

This barrier is based on the idea that people feel they do not have enough time to listen. Time pressure can come from a number of different places, including from within oneself or from an external source. For example, if you are running late for a meeting, you will probably be less inclined to spend time listening to everyone's ideas than if you had more time available.

Alternatively, if you feel impatient because the person speaking is taking too long, you might feel unable to focus on what they are saying. Because of this, it could be hard to focus on what the other person is saying, and you may stop listening and start preparing your excuse for leaving.

7. Pace of speech:

The speed of speech can often be a barrier to effective listening. When someone speaks too quickly, it can be difficult to keep up and understand everything they are saying. In some cases, the person speaking fast might be doing so because they are nervous or do not think their listener is interested in what they have to say. Or, sometimes, they are just naturally a fast speaker.

If you feel overwhelmed by someone's fast speech, it can be hard to process what they're saying. This can lead to a lack of understanding and poor communication.

8. Tone of voice:

The tone of voice can also be a barrier to effective listening. When someone is speaking in a monotone voice, it's difficult to focus on their message. Or, if their tone is angry and loud, it can cause the listener to react emotionally instead of focusing on what the speaker has to say.

9. Interruptions:

Interruptions can come from either side of the conversation, and they can be physical or verbal. A physical interruption might be someone grabbing your arm to get your attention while you are talking or people trying to talk over each other.

Verbal interruptions come in the form of questions and statements. Overlaps happen when both people try to speak simultaneously, and neither will give up their turn to hear what the other has to say. As a result, the message gets lost, and the conversation becomes ineffective.

10. Information overload:

When there is too much information coming at someone, it can be challenging to focus on one thing. This often happens in business meetings when people are presenting either new or complex information. It can also occur during conversations when the person you are talking to gives you too much information at once. In either case, the listener will not focus on what is being said and will probably miss important details.

An example of information overload can be found in a business meeting. Imagine you are in a meeting where the speaker presents information that does not seem relevant to your job or tasks. This can

cause you to become distracted and lose focus. As a result, you will miss important details that could affect your work performance.

11. Bias:

Bias includes prejudice or assumptions about others based only on their appearance, gender, race, religion, and other factors. When we are biased toward someone else, we expect them to act in a certain way based on our assumptions, resulting in poor listening.

For instance, in a multicultural workplace, you often have a group of people who come from different backgrounds and have different physical characteristics or life experiences. When you are in this situation, it may be easy for you to make assumptions about the people you are working with despite never actually getting to know them. This can prevent you from listening to them effectively because you are not giving them a chance to show you who they are.

These 11 barriers to effective listening can help us improve our communication skills and relationships at home and at work. By being aware of these obstacles, we can overcome them and improve our ability to listen effectively.

Non-verbal signs of ineffective listening at work

There are many physical signs that someone might be an ineffective listener when communicating with colleagues or customers. Some of these signs include looking at their phone, playing with something on their desk, yawning, drumming their fingers, pacing around the room, or checking things off a list while someone's talking to them.

Other physical signs could also include crossing their arms over their chest, facing away from the speaker, and "zoning out" while the other person is speaking. They may also be slouching in their chair and looking distracted or bored.

Verbal signs of poor listening skills

Besides physical signs, you might spot some verbal clues that someone is not listening well.

For example, people may interrupt speakers to ask questions that were just answered in the conversation, or they might reply with a dismissive "Mhm" when you're trying to have a conversation with them about an important issue. In addition, people who are not listening well might nod along while you speak, but when you ask them a question, they seem confused and can't answer it.

Fortunately, there are things that people can do to improve their listening skills so that others around them can have a conversation without feeling ignored or frustrated. If you're trying to practice your active listening skills, try not to think of it as a chore but rather as an opportunity for you to learn something new or improve your interpersonal skills.

How to overcome listening barriers

Follow these steps to overcome listening barriers at work:

- Minimize distractions.
- Prioritize listening over speaking.
- Reduce outside noise.
- Practice reflecting instead of deflecting.
- Ask questions.
- Listen fully before giving advice.

1. Minimize distractions

To avoid getting distracted, make sure you are physically facing the speaker and attempt to make frequent eye contact with them while they are speaking. Make sure you are seated or standing comfortably but appropriately so you can remain engaged. Put away your cell phone or any other pieces of technology that could become a distraction. The speaker may also appreciate the gesture you've made to show them that they have your undivided attention.

2. Prioritize listening over speaking

If you think you might be an excessive talker, try to practice self-control in conversation. Give the other person room to speak. During any conversation with a co-worker, wait until they're finished speaking before you respond to show respect for what they're saying. Finally, observe your listeners' reactions as you talk. If you notice signs of distraction in someone you are speaking with, consider asking questions to encourage them to talk more and direct their focus back on the conversation.

3. Reduce outside noise

Before having a conversation, minimize sound in your environment that could be distracting or make it more challenging to hear. A noisy environment can create distractions for both listeners and speakers, resulting in possible disruptions to conversations.

To minimize noise, turn off mobile devices or place them on silent. Plan to hold important conversations in a place that you know will be quiet, like your office or a private meeting area. If someone is talking loudly outside your office or making other distracting noises, it is often better to politely ask them to move elsewhere or keep the noise down.

4. Practice reflecting instead of deflecting

To bond with your conversation partner or show them you're engaged, you may feel eager to share your personal experiences when listening. However, a better approach typically involves merely listening and providing responses that focus on the other person's situation. This shows that you're genuinely invested in their side of the conversation.

To listen effectively, keep deflecting to a minimum and try reflecting instead. Reflecting involves paraphrasing back to the speaker what they have said. To do so, you could use language like, "What I am hearing from you is..." or "It sounds frustrating that happened to you." Reflecting could also involve asking a follow-up question based on what you have heard, such as "What did you do after he said that?" or "How did that make you feel?"

Reflecting assures your listener that you are paying close attention, but it can also help to correct any possible misunderstandings. Reflecting allows the other person to correct what you may have misheard.

5. Ask questions

In addition to reflecting, asking questions is an effective listening technique. Focus on asking questions based on what the speaker has already told you and are designed to elicit more information. The best questions are non-judgmental and flow directly from something the speaker has recently said.

6. Listen fully before giving advice

It can sometimes be tempting to offer advice after someone shares a problem or concern with you, especially if you want to help them solve that problem. However, it's a good idea to wait to advise someone unless they specifically ask for it. Sometimes people share their concerns in the workplace

simply to build bonds with colleagues or to make a co-worker aware of a problem. Sharing issues can be a way to start introducing conversations deeper than small talk.

What are communication barriers?

Communication barriers are something that prevents us from correctly getting and accepting the messages others use to communicate their information, thoughts and ideas. Some of the examples of communication barriers are information overload, choosy perceptions, workplace gossips, semantics, gender differences, etc.

Types of Communication Barriers

- **Psychological Barriers:**

The psychological condition of the receiver will power how the message is received. Stress management is a significant personal skill that affects our interpersonal relationships. For example, Anger is a psychological barrier to communication. When we are angry, it is simple to say things that we may afterwards regret and also to misunderstand what others are saying. Also, people with low self-esteem may be less self-assured and therefore may not feel comfortable communicating.

- **Physical Communication Barriers:**

Communication is usually easier over shorter distances as more communication channels are obtainable, and less technology is obligatory. Although modern technology often serves to decrease the crash of physical barriers, the advantages and disadvantages of each communication channel should be unspoken so that a suitable channel can be used to overcome the physical barriers.

- **Physiological Barriers:**

Physiological barriers may affect the receiver's physical condition. For example, a receiver with condensed hearing may not grab the sum of a spoken conversation, especially if there is significant surroundings noise.

- **Language Barriers:**

Language and linguistic aptitude may act as a barrier to communication. However, even when communicating in a similar language, the terms used in a message may act as a barrier if it is not easy to understand by the receiver.

- **Attitudinal Barriers:**

Attitudinal barriers are perceptions that stop people from communicating well. Attitudinal barriers to communication may affect from poor management, personality conflicts, and battle to change, or a lack of motivation. Active receivers of messages should challenge to overcome their attitudinal barriers to assist effective communication.

How to overcome communication barriers

- **Be aware of language, message and tone:**

The sender should ensure that the message should be structured in clear and simple language. The tone of the message should not harm the feelings of the receiver. As far as possible, the contents of the message should be a concise and unnecessary use of technical words should be avoided.

- **Consult others before communication:**

When you're planning the communication, suggestions should be invited from all the individuals concerned. Its main benefit will be that all those people who are consulted at the time of preparing the communication preparation will add to the success of the communication system.

- **Communicate according to the need of receiver:**

The sender of the communication should organize the formation of the message not according to his or her level, but he or she should keep in mind the point of understanding or the surroundings of the receiver.

- **Consistency of Message:**

The message sent to the receiver should not be self-opposing. It should be in unity with the objectives, programmes, policies and techniques of the organization. When new information has to be sent inlay of the old one, it should always make a declaration of the change; otherwise, it can raise some doubts and queries for the same.

- **Follow up Communication:**

In order to make communication successful, the management should frequently try to know the weaknesses of the communication structure. In this situation effort can be made to know whether to lay more hassle upon the formal or the informal communication would be suitable.

- **Make sure to receive proper feedback:**

The reason for feedback is to find out whether the receiver has appropriately understood the meaning of the information received. In face-to-face communication, the reply of the receiver can be understood. But in the case of written communication or other forms of communications, some correct process of feedback should be adopted by the sender.

Etiquettes in Communication

Before we define etiquette, let us think of its origins. A man tips or lifts his hat as a polite greeting (usually to a woman) in western countries because hundreds of years ago knights in armour raised the visors of their helmets so that their faces could be seen. People shake hands because long ago men held out their empty hand to show that they were not holding daggers or other weapons.

Etiquette means a set of customs and Greetings and Goodbye rules for polite behaviour, especially among a particular class of people or in a particular profession. It is the polite way to behave towards other people. The rules of etiquette cover such things as good table manners, how to introduce one person to another, what to say or do when someone invites you for a meal or a visit, and many other things.

Etiquette shows respect to others as well. In business communication, good etiquette builds strong relationships and leaves a positive and vital impression. Hurting other people's feelings or make things unpleasant or uncomfortable for other people has no place. The ones that matters are of good taste, kindness, and being sensitive to other people.

Social Etiquettes

Indian social etiquette is a strange mix of Western and Indian culture. This is mainly due to British influence during the colonial period which continued in post-colonial India. The British style of etiquette is a bit formal and somewhat conservative. But India is a multicultural society where religion, region, caste, language, tradition and custom play a large role in the kind of social etiquette prevalent in different parts of the country. These have a big impact on the nature of greetings and introductions as well as the degree of formality used in social and business situations.

Under the impact of globalization largely felt in the metropolitan cities and changes in lifestyles as well as business environment, a synthesized form of social behaviour and etiquette has come into force in keeping with international practices.

Despite a great deal of commonality usually seen in the social etiquette of Delhi, Mumbai, Calcutta, Bengaluru and Chennai, one may also find many differences in the way people address and greet each other. The most common social etiquettes are:

- ✓ Greet people with a smile or handshake.
- ✓ Respect personal space and avoid interrupting.
- ✓ Be punctual for social and professional events.

Business Meeting Etiquettes

There are four main Business Meeting Etiquettes which can take us a long way to success.

- I. Be yourself: It is significant to be yourself as you cannot put up pretence for long. People will see through your act. Genuine people with vibrancy and honesty of expression are respected as well as trusted. When it comes to business, people will want to associate only with those who are trustworthy. So being genuine person shows that you are reliable and other can build a good business relationship with you.
- II. Smile: A smiling face is welcome anytime than an ill-tempered expression. When engaging in small talk people will feel comfortable in talking to you when you approach them with a smile on your face. It helps breaking the ice and setting the stage for a favourable business relationship.
- III. Be a good listener Listening carefully will help one understand others better and encourage them to interact better. If one keeps on talking without giving others a chance to speak, this may intimidate others and spoil any chances of establishing a business relationship.
- IV. Do not force the conversation if one is nervous or uncomfortable or isn't prepared to initiate a conversation, one should not attempt doing so. Otherwise, one might make a fool of oneself by saying something inappropriate. Moreover,
 - ✓ Arrive on time and well-prepared.
 - ✓ Switch mobile phones to silent mode.
 - ✓ Listen actively without interrupting.
 - ✓ Take notes when required.

Telephone Etiquettes

Telephone communication is vital to business because it allows both customers and employees to gather information or solve problems very quickly. That makes a telephone call a purposeful activity. This means the caller has some definite objective or reason to call. You will need to elicit this objective as quickly and as clearly as possible. If you are making the call you would need to state your reason for the call as soon as you have identified yourself.

Essentials of speaking over telephone:

There are certain fundamental things that we must keep in mind when we are talking to clients, contacts or customers over the telephone. They can be listed as:

- Smile
- Use the caller's name
- Be courteous in your language

- Echo important points
- Acknowledge the person on the other end
- Mirror the respondent
- Record your conversation for feedback

Here your smile will be carried through the tone of your voice. On the other hand, if we are tired or seem bored, our voice carries lack of enthusiasm over the telephone. This will affect your relations with the respondent. Use the caller's name. It is always a pleasant thing to hear one's name. This makes the person on the other end feel valued—that the person on the other end has taken care to remember his/her voice. This is the first step in building rapport.

It is significant to keep in mind whether to you use the first name or the surname. In India using the first name for everyone is not a part of our culture. While first names show greater warmth, surnames can be used to convey respect. Much would depend on the culture of one's organization and that of the person on the other end.

Be courteous in your language. It is extremely necessary to use courteous expressions like 'please', 'thank you', 'it's a pleasure', 'I'd be glad to help you' which will help to make the conversation smooth and pleasant for both. We also need to remember that the image of the organization is conveyed thorough our interaction with others and courtesy will help to convey a positive image. Echo important points Echoing is an integral part of active listening. When we echo the important points, the benefits are dual. Firstly, it helps us to stay on track. Secondly, we can always cross-check if we have heard right. Acknowledge the person on the other end If the person is calling for the second or third time, we ought to acknowledge him or her with 'Hello, Mrs. Singh. How can I help you?' or if we are aware of the problem then it is nice to show that we remember the problem. At the same time if the respondent is appearing harassed, then we need to be empathetic and do our best to help. It is also important to note that for the respondent the issue is serious, or he/she would not have called. So, we should acknowledge the problem and address it suitably.

Record Conversation for feedback. If we are new to the profession then it helps to record our calls. We can hear how we come through. We can listen to the recording and note if we are too slow, fast or if we appear aggressive, indifferent or helpful. We can also get rid of our speech mannerisms if we listen to our recorded conversation. So, we see that if we are handling the telephone calls for our organization, we need to be good listeners, good speakers, sensitive to the needs and feelings of others and ready to help because all these contribute to image building.

Thus, the telephone is an important tool in our lives, be it home or office. At office when we have the job of handling telephone/mobile we need to be careful about certain things for the smooth functioning of the office and for a projecting a positive image of our organization. Like all procedures, telephone communication has its nuances and its rules which we must adhere to. We need to be courteous in our greetings and while signing off. We need to obtain specific information through polite questions. Often the problem may be minor and can be solved through telephonic instructions alone. At times the customer is angry or anxious. We must try to read between the lines and move forward accordingly. We must never interrupt a customer, nor should we complete his/her sentences for her. While obtaining necessary information we must jot the points down and keep them ready for future communication. It is also essential to call back instead of waiting for the customer to try and get through again. It is important that at the end of the telephone call both we and our caller have a feeling of satisfaction. This would mean increased business or a heightened image of our organization.

Etiquettes

Different nations have different 'polite' ways to use the knife, fork, and spoon. Any one of the ways is all right. Only the fork or spoon may be used to carry food to the mouth. When the table is set with several knives and forks, the one on the outside is always the one to use next.

A napkin should be laid in the lap. It is impolite to lean on the table with your elbows. You should not begin to eat until your host or hostess has begun. It is bad manners to take too large mouthfuls or to talk while there is any food in your mouth. One bite of food should be cut and eaten before another is cut. These are the main rules of table manners.

Introductions: Glad to meet/ Glad meeting you

There are moments in our life when we are tongue-tied – when we don't know what to say – because we don't know how to begin a conversation in English language? Of course, conversation is a speech event, just as a meeting, a speech or a debate is. So let us learn the rules of more formal speech.

Always introduce a younger person to an older one; for example, 'Ms. Sharma, may I introduce my friend Vipin Kumar.' Among grownups, a man is generally introduced to a woman; 'Ms. Sharma, may I introduce Mr. Kumar.' When you are with one friend and meet another, you must immediately introduce them if they do not already know each other. It looks very odd or rude to fail to make or offer these introductions.

Always maintain eye contact with a firm but polite handshake .

Workplace Etiquette in a Multicultural Workplace

A multicultural workplace has people from different backgrounds, cultures, and beliefs. To work effectively in such an environment, we need to follow proper workplace etiquette.

- First, respect everyone's culture and traditions. Avoid making fun of or judging others based on their background. Be open to learning about different cultures. This helps in building good relationships with colleagues.
- Communication is a key. Since people may have different accents and ways of speaking, it is important to listen carefully and speak clearly. Avoid using slang or difficult words that others may not understand.
- Be professional in your behaviour. Punctuality is important—always be on time for meetings and deadlines. Respect personal space and avoid sensitive topics like politics and religion.
- Teamwork is important in a diverse workplace. Be friendly, cooperative, and willing to help others. Treat everyone equally, regardless of their nationality or background.
- Appreciate diversity and celebrate differences. Participating in cultural events at work can help you understand and bond with colleagues better.

To conclude, following these etiquette rules will certainly help create a positive, respectful, and productive work environment for everyone.

2. PUBLIC RELATIONS (PR)

Public Relations, usually known as PR, is the practical art and science of managing communication between an organization and its stakeholders. Stakeholders can be customers, employees, investors, the government, or even the public. The purpose of PR is to develop and maintain a positive image of the organization, build faith, and cementing relationships. It is unlike advertising which is paid promotion. Here the core focus is on credibility and reputation through authentic, animating vital and vibrant communication.

Imagine two companies launching similar products. Company X spends millions on advertising but ignores PR. Company Y advertises moderately but also invests in PR campaigns such as community service, media coverage, and environmental projects. Over time, people begin to trust Company Y more because PR builds emotional connection and authenticity.

Importance of PR

PR is not just about “managing bad news.” It is a long-term strategy that:

Builds Faith – A company with good PR is seen as reliable.

Manages Crises – In times of accidents, scandals, or rumours, PR protects reputation.

Supports Marketing – Positive stories in the media strengthen advertisements.

Improves Internal Relations – PR also includes communication with employees.

Strengthens Brand Loyalty – Customers stay loyal when they feel connected.

Functions of PR**1. Media Relations**

Building good relationships with journalists, newspapers, and TV channels. It ensures accurate and positive coverage of company news. Example: Tech companies hold press events to launch new products.

2. Crisis Management

It handles negative events such as product recalls, accidents, or controversies. Example: When Johnson & Johnson faced the Tylenol poisoning crisis in the 1980s, it immediately recalled products and communicated openly. This PR action saved its reputation.

3. Corporate Social Responsibility (CSR)

Most of the companies engage in charity, education, environment protection, etc. Example: TATA Group in India is famous for community development.

4. Event Management

Organizing cultural programs, exhibitions, trade fairs, and seminars. These events bring publicity and goodwill.

5. Community Engagement

Sponsoring local festivals, blood donation camps, or educational scholarships.

It helps build emotional connection with the community.

6. Employee Relations

Conducting internal newsletters, appreciation programs, and open communication channels.

Motivated employees become brand ambassadors.

Tools of PR

- Press Releases: Written communication sent to media about company news.
- Press Conferences: When companies directly address journalists.
- Social-Media: Twitter, LinkedIn, Instagram used for PR campaigns.
- Company Websites & Blogs: Sharing authentic stories.
- Corporate Films & Documentaries: Showing company values and achievements.

- Sponsorships & Endorsements: Associating with sports, movies, or celebrities
- Corporate Social Responsibility (CSR) Activities Speeches/Apearances.

Case : 'Amul' in India

'Amul' has been running witty and humorous ad campaigns for decades. While these are advertisements, they double as PR because they connect emotionally with social issues, festivals, and current events. This makes people trust 'Amul' as more than just a dairy brand—it is seen as part of Indian culture.

Dove – “Real Beauty” Campaign

Dove launched a campaign showcasing real women of all shapes, sizes, and colors instead of traditional models.

It connected emotionally with audiences and promoted self-esteem and body positivity.

Massive global media coverage, brand loyalty, and improved brand image.

Challenges in PR

- Fake News and Misinformation – Social media spreads rumours quickly.
- Cultural Sensitivity – What works in one country may be offensive in another.
- Overexposure – Too much PR without authenticity looks fake.
- Measurement – Unlike ads, PR results are difficult to measure.
- Crisis Speed– In digital age, PR must act within minutes, not days.

Practical Tips for Effective PR

- Always speak the truth, even during crises.
- Build long-term relations with journalists and media houses.
- Use storytelling to emotionally connect with the audience.
- Monitor social media regularly to handle negative comments.
- Engage employees—they are the strongest ambassadors.
- Be culturally aware when expanding globally.

It must be made clear that 'Public Relations' is not optional—it is essential for survival. Advertising may sell a product, but PR develops a brand's soul. A company with poor PR may attract short-term customers but lose long-term faith. Thus, an organization with strong PR practices earns loyalty, respect, and growth even during difficult times.

3. ADVERTISEMENT AND BUSINESS COMMUNICATION

Advertisement is paid communication to promote products. It uses newspapers, TV, radio, and online platforms. It is persuasive, while business communication is informative. The latter is basically run through internal memos, reports, and external letters. Moreover, advertisement is outward facing. It aims to persuade, people to buy or support something. Business Communication is inward facing. It aims to inform, instruct, or clarify for smooth functioning of the organization. For example, 'Coca-Cola' uses advertising to convince consumers to drink 'Coke'. But inside Coca-Cola's offices, business communication in the form of memos, reports, and meetings ensures that employees know how to manufacture, distribute, and sell the product. Understanding the difference between the two helps students, professionals, and entrepreneurs choose the right method at the right time.

The result of integration of both is surprising. Smart companies combine both. Example: When a company

launches a new mobile phone, advertisement creates excitement in the market. Business communication ensures employees know how to sell, deliver, and service the phone.

Evolution of Advertisement

1. Ancient Advertising

- Egyptians carved announcements on stone walls.
- In ancient Rome, walls displayed advertisements for gladiator shows.
- Town criers shouted product promotions in marketplaces.

2. Print Revolution

- After the printing press (15th century), newspapers carried product ads.
- Posters and pamphlets spread political and business messages.

3. 20th Century

- Radio and television made advertising mass based.
- Celebrities began endorsing products.

4. Digital Age

- Google, YouTube, Instagram, and Facebook allow micro-targeting.
- Ads can now reach millions instantly with data analytics.

Nature of Advertisement

- Paid Form of Communication: Unlike PR, advertisement buys space or airtime.
- Mass Reach: A single ad can reach millions of people.
- Persuasive Message: Ads aim to convince, not just inform.
- Creative and Visual: Ads often use slogans, jingles, and stories.

Types of Advertisements

1. Print Media

- Newspapers, magazines, pamphlets.
- Example: Matrimonial ads in newspapers.

2. Broadcast Media

- Radio and television.
- Example: Cadbury's "Kuch Khaas Hai" ad.

3. Outdoor Media

- Hoardings, banners, wall paintings, public transport posters.

4. Digital Media

- Social media ads, Google Ads, influencer promotions.

5. Native Advertising

- Ads that blend into content (sponsored posts).

6. Guerrilla Advertising

- Unconventional, creative ads in public places.
- Example: 3D billboards or flash mobs.

Modern Trends

- Influencer Advertising: Brands hire 'Instagram' and 'YouTube' influencers.
- Content Marketing: Blogs and videos educate while promoting.
- Data-Driven Ads: AI tracks user preferences.
- Two-Way Communication: Customers give instant feedback through comments.

Practical Tips

- Keep advertisements truthful and creative.
- Use simple language in business communication.
- Avoid jargon unless necessary.
- Always proofread emails and reports.
- Choose the right channel ('email' for formal, 'WhatsApp' for quick updates).

4. COMMUNICATION THROUGH SOCIAL MEDIA

Social media has become one of the most powerful vital tools of modern communication. From casual chats with friends to billion-dollar brand campaigns, social media connects people instantly across the globe. Unlike traditional communication, which was one-way (a company speaks, the audience listens), social media is two-way and interactive.

Modern business relies heavily on platforms like LinkedIn, Instagram, X (Twitter), and WhatsApp. It provides wider audience, cost-effective, instant feedback.

Example: Companies use LinkedIn for professional hiring and WhatsApp groups for team communication.

Here customers are not just receivers—they are active participants. A satisfied customer may post a positive review on Instagram, giving free publicity. But an angry customer can tweet a complaint that goes viral within minutes, damaging a brand's reputation. Therefore, learning how to use social media for effective communication is essential for both individuals and organizations.

Evolution of Social Media Communication

1. Early Online Forums (1990s)

- Platforms like Yahoo! Groups and bulletin boards allowed group discussions.
- Mostly text-based and slow.

2. Rise of Social Networking (2000s)

- Orkut, My Space, and later Facebook revolutionized personal sharing.
- People could share photos, messages, and join communities.

3. Mobile & Visual Era (2010s)

- Instagram, Snapchat, WhatsApp, and Twitter allowed instant, visual communication.
- Businesses began to use these platforms for customer engagement.

4. Current Scenario (2020s onwards)

- LinkedIn for professional networking.
- WhatsApp and Telegram for business customer support.
- AI-driven chatbots handling communication 24/7.

Advantages of Social Media Communication

1. Global Reach – A small business in India can reach customers in the US instantly.
2. Low Cost – Cheaper than TV or newspaper ads.
3. Instant Feedback – Likes, comments, and shares show public reaction immediately.
4. Engagement – Direct interaction builds stronger customer relationships.
5. Targeted Marketing – Ads can target age, gender, location, or interests.
6. Brand Personality – Organizations can show humor, creativity, and values.

Disadvantages of Social Media Communication

- Fake News & Misinformation – False posts can spread quickly.
- Trolling & Negative Comments – Angry or mischievous users may harm reputation.
- Security Risks – Accounts may be hacked.
- Short Attention Span – People scroll quickly; messages may be ignored.
- Overexposure – Too many posts may annoy users.

Platforms and Their Uses

- LinkedIn – Professional networking, B2B communication, hiring.
- Twitter (X) – Quick updates, customer service, trending topics.
- Instagram – Visual branding, lifestyle promotion, influencer marketing.
- Facebook – Community building, event promotion.
- WhatsApp & Telegram – Customer service, internal team communication.
- YouTube – Long-form videos, tutorials, brand storytelling.

Strategies for Effective Social Media Communication

- Define Purpose – Are you promoting, informing, or solving issues?
- Know the Audience – Understand their age, culture, and preferences.
- Consistency – Post regularly, not randomly.

- Tone of Voice – Friendly, professional, or humorous—decide and maintain.
- Crisis Plan – Be ready to handle negative comments quickly.
- Engagement – Reply to customer queries. Do not ignore comments.
- Visual Appeal – Use good images, videos, and infographics.
- Track Performance – Use analytics to measure success.

Future of Social Media Communication

- AI Chatbots– Automated but personalized responses.
- Virtual Reality (VR) Communication – Immersive customer experiences.
- Voice-Based Platforms – Rise of voice assistants (Alexa, Google).
- Hyper-Personalization – Ads tailored to individual behaviour.
- Employee Advocacy – Employees sharing company stories.

Practical Tips for Students & Professionals

- Keep personal and professional accounts separate.
- Think before posting—everything online leaves a digital footprint.
- Avoid arguments on public forums.
- Use LinkedIn to build your professional brand.
- Follow industry leaders to stay updated.

Information Technology (Intermediary Guidelines and Digital Media Ethics Code) Rules, 2021

Social media platforms have enabled people to show their creativity, ask questions, be informed and freely share their views. Proliferation of social media, on one hand empowers the citizens but on the other hand gives rise to some serious concerns and negative consequences which have grown manifold.

In this backdrop and amidst growing concerns around lack of transparency, accountability and rights of users related to digital media, the Information Technology (Intermediary Guidelines and Digital Media Ethics Code) Rules, 2021 were notified under the Information Technology Act, 2000.

The IT Digital Media Ethics Code Rules, 2021 cast the obligations on the intermediary platforms (such as YouTube, Facebook, Instagram etc) to not allow hosting, sharing, uploading, transmitting, etc. of any prohibited information that includes information which is misinformation and patently on false information on the Indian Internet or that impersonates another person. Deep Fakes are another form of misinformation powered by Artificial Intelligence.

Digital Media Ethics Code Rules provides additional safeguards to ensure that removal of unlawful content by intermediaries is carried out in a transparent, proportionate and accountable manner and also prescribed due diligence obligations on intermediaries, including social media intermediaries, with the objective of ensuring online safety, security and accountability.

According to Digital Media Ethics Code Rules, intermediaries must clearly inform users through terms of service and user agreements about the consequences of sharing unlawful content, including content removal, account suspension, or termination.

5. INTERCULTURAL AND INTERNATIONAL BUSINESS COMMUNICATION

Today in 21st century the world has become a global village. A company in India might source raw materials from Africa, manufacture in China, market in Europe, and sell in America—all while coordinating operations online. In such a world, intercultural and international business communication has become a vital animating skill. This globalization makes cultural awareness essential. Respecting differences in language, greetings, dress code, negotiation styles is a must. Example: In Japan, bowing is a form of greeting, while in the US, a handshake is preferred.

Intercultural communication is the process of exchanging information between people from different cultures. International business communication is the application of these skills in trade, negotiations, and professional exchanges across national boundaries.

Without sensitivity to cultural differences, even the best business strategies can fail. What is polite in one culture may be rude in another. For example, in the US direct eye contact shows confidence, while in Japan it can be seen as disrespect.

Why Intercultural Communication Matters

- Prevents Misunderstandings – Words, gestures, or silence may carry different meanings.
- Builds Respect – Recognizing and honouring traditions builds goodwill.
- Improves Negotiations – Business deals succeed when both sides feel understood.
- Supports Teamwork – Global teams collaborate better when cultural norms are respected.
- Strengthens Reputation – Multinational companies are judged by how culturally sensitive they are.

Cultural Differences in Communication

- **Greetings:** Namaste in India, bow in Japan, handshake in USA.
- **Time:** Germans see punctuality as non-negotiable; Latin Americans are more flexible.
- **Decision Making:** In collectivist cultures, decisions are group-based; in individualist cultures, leaders decide quickly.
- **Negotiation Style:** Americans may be aggressive; Japanese prefer harmony and consensus.

Challenges in Intercultural Communication

- Language Barriers – Words may not translate well.
- Non-Verbal Signals – Gestures, eye contact, or silence can have opposite meanings.
- Stereotypes – Overgeneralizations may offend.
- Technology Issues – Time zones and digital miscommunication.
- Ethnocentrism – Believing one's own culture is superior.

Tips for Effective Intercultural Communication

- Learn basic greetings in the other person's language.
- Research local customs before traveling.
- Be cautious with humour—jokes may not translate.
- Avoid slang or idioms.
- Respect dress codes and dining customs.

- Be patient with different decision-making speeds.
- Use interpreters if necessary.

Role of English as a Global Language

The role of English is immensely vital and vibrant in today's world of globalization. English is widely used as a common medium of business. However, overdependence on English may exclude non-English speakers. Smart businesses use English but also respect local languages. For example, global brands run ads in both English and regional languages.

Future of Intercultural Communication

- Virtual Global Teams – Remote workers across countries need strong cultural awareness.
- AI Translation Tools – Google Translate, AI captioning reduce language barriers.
- Cultural Intelligence (CQ) – Ability to adapt across cultures will be a key professional skill.

The future will demand high cultural intelligence for global professionals.

6. LEGAL ASPECTS OF BUSINESS COMMUNICATION

In business, words are powerful. A single email, advertisement, or tweet can create opportunities—or trigger lawsuits. Communication is not just about clarity; it must also comply with laws, rules, and ethical standards.

The legal aspects of business communication are the laws and guidelines that govern how organizations exchange information with employees, customers, competitors and the public. These rules are made to ensure fairness, protect rights, and maintain trust.

For example:

- If a company publishes false claims about a competitor, it may be sued for defamation.
- If it mishandles customer data, it may be fined under data protection laws.
- If it creates misleading ads, it may be punished under consumer protection laws.

Thus, every business professional must understand the legal risks and responsibilities involved in communication.

Why Legal Compliance in Communication is Important

- **Protects Reputation** – Avoids scandals and lawsuits.
- **Builds Trust** – Customers are more loyal to companies that follow rules.
- **Prevents Financial Loss** – Legal battles and penalties are costly.
- **Ensures Ethical Conduct** – Promotes honesty and fairness.
- **Global Trade Requirements** – International laws (like GDPR in Europe) must be followed.

Major Areas of Legal Concern

A. Data Privacy and Protection

Companies collect customer information (names, emails, bank details). Misuse or leakage can be illegal.

- GDPR (Europe): Requires consent before collecting data.
- India's DPDP Act (2023): Protects personal digital data.

B. Confidentiality and Non-Disclosure

- Employees must not share trade secrets. Non-Disclosure Agreements (NDAs) protect sensitive business information.

C. Intellectual Property Rights (IPR)

- Logos, designs, slogans, and written material are protected by copyrights, patents, and trademarks.
- Copying software, plagiarizing content, or using someone else's brand name is illegal.

D. Defamation

- Spreading false information that harms a person's or company's reputation is punishable.

Example: A tweet falsely accusing a company of fraud may lead to a defamation case.

E. Consumer Protection in Advertising

- Ads must be truthful, not misleading.
- Comparative advertising must be fair.

F. Employment Communication

- Employment contracts, workplace policies, and grievance redressal systems must be legally sound.
- Discriminatory language in communication can result in lawsuits.

Best Practices for Safe Business Communication

- Always fact-check before publishing.
- Use disclaimers where needed.
- Train employees in legal aspects.
- Protect data with encryption and security policies.
- Have a social media policy for staff.
- Keep records of official communication.

Future of Legal Business Communication

- Stronger Data Laws – As AI grows, data misuse will be more strictly regulated.
- Cybersecurity Regulations – Governments will demand stricter protection.
- Transparency Expectations – Customers will expect clear, honest communication.

Best practices include training, disclaimers, and ethical decision-making.

7. USE OF HIGH TECHNOLOGY IN BUSINESS COMMUNICATION

AI and Chatbots: Handle customer queries 24/7.

Emails and Blogs: Professional written communication.

Video Conferencing: Meetings with international clients.

Advantages: Speed, low cost, automation.

The history of communication in business has travelled a long way—from handwritten letters and telegrams to emails, instant messaging, and artificial intelligence chatbots. In today's world, technology is no longer an optional support; it is the backbone of business communication.

High technology has made communication faster, more accurate, and globally accessible. However, it also brings risks like impersonality, data theft, and over-dependence. This section explores how technology shapes business communication, its advantages, challenges, real-life case studies, and future trends.

The Role of Technology in Communication

- Speed – Messages reach instantly.
- Reach – Businesses can connect across continents.
- Storage – Emails, chats, and documents can be archived.
- Automation – Chatbots and AI tools handle routine queries.
- Collaboration – Platforms allow teamwork across time zones.

Common Tools of High-Tech Communication

A. Email

- Still the most common professional medium.
- Provides formal records and attachments.

B. Video Conferencing

- Tools: Zoom, Microsoft Teams, Google Meet.
- Enables real-time international meetings.

C. Instant Messaging

- Tools: Slack, WhatsApp, Telegram.
- Faster than emails for short updates.

D. Chatbots & AI Assistants

- Handle FAQs, customer queries 24/7.
- Example: Banks use chatbots for account queries.

E. Collaboration Platforms

- Tools: Trello, Asana, Basecamp.
- Help teams manage tasks.

F. Blogs & Websites

- Used to share updates, newsletters, and professional content.

G. Cloud Storage & Sharing

- Google Drive, Dropbox, OneDrive for secure sharing.

Advantages of Technology in Business Communication

- Cost Savings – Online meetings reduce travel expenses.
- Accessibility – Remote work is possible.
- Faster Decision Making – Instant responses speed up projects.

- Customer Engagement – Companies can respond quickly on social media.
- Transparency – Records ensure accountability.

Best Practices for Using Technology

- Choose the right tool for the right purpose.
- Provide training for employees.
- Use cybersecurity measures (strong passwords, encryption).
- Keep communication professional, even on instant messengers.
- Avoid over-dependence—balance digital and face-to-face communication.

Virtual Office / Organisation

With a virtual office, employees can work from anywhere but still have things like a mailing address, phone answering services, meeting rooms, and videoconferencing. A virtual organization is a collection of geographically distributed, functionally and/or culturally diverse entities that are linked by electronic forms of communication and rely on lateral, dynamic relationships for coordination. Despite its diffuse nature, a common identity holds the organization together in the minds of members, customers, or other constituents.

Communication in Virtual Office / Organization

Communication is an indispensable element in any organisation and of high importance for virtual office / organisation, since human capital is scattered across various locations, i.e. countries and continents, having different cultures and customs. In view of this, effective communication among the team members is extremely essential in chalking out plans, policies, procedures, ensuring implementation of plans, coordinating, reporting etc. Electronic communication is the fulcrum of virtual offices / organisations. It enables the human resources to link across distance, time, culture, departments, and organizations, thereby creating “anyone/anytime/anyplace” alternatives to the traditional same-time, same-place, functionally-centered, in-house forms of organizational experience.

Since virtual offices / virtual organisations have virtual communications, it provides the following advantages-

1. Enhances work productivity and efficiency
2. Strengthens team collaboration
3. Enables effective data exchange
4. Reduction in cost in terms of physical infrastructure, energy cost etc.

Virtual Meeting

Virtual meetings can be defined as meetings that involve professional interactions using integrated audio, video, and digital tools. The meeting attendees participate remotely and usually don't share a common physical location.

The main types of virtual meetings are:

- Teleconference
- Video conference
- Web conference

Teleconference

In this, meetings are conducted over the telephone or mobile phone. It was one of the primary modes of meetings before advanced technology took over. It is simple to use and requires no additional budget as every individual has the basic equipment. However, with technological advancement, the audio only stream makes it too one-way communication and modern office spaces don't mandatorily need work phones to operate.

Video conference

With applications Teams, and Google Meets, organizations can have video meetings where the participants are able to see each other and connect better. However, some systems need updated software making them less affordable for smaller companies. Also, a security issue persists where hackers could access sensitive company files.

Web conference

Video meeting software has now been upgraded into full-fledged web conferencing platforms that are browser-based and don't require additional software setups. These platforms also help make the meetings more engaging with features like mobile accessibility, cloud storage, Q&A sessions, and interactive polls. The only limitation of this system is a slow internet connection.

Some Tips for Virtual Meeting

1. Schedule with workflow in mind.
2. Double-check the invitation before a meeting.
3. Test the hardware and connection — schedule a dry run.
4. Prevent distractions, but plan for them to happen.
5. Make up the difference for visuals.
6. Stick to an agenda.
7. Allow time for questions and feedback.
8. Engage the attendees appropriately.
9. Use Mute option suitably, so that other participants can also speak without disturbance

Future Trends in High-Tech Business Communication**1. Artificial Intelligence (AI)**

- Predicts customer needs.
- Automates writing (emails, reports).

2. Blockchain for Secure Communication

- Tamper-proof data sharing.

3. Internet of Things (IoT)

- Smart devices communicating automatically (e.g., supply chains).

4. Hyper-Personalization

- Using analytics to customize communication for each customer.

BUSINESS ATTIRE

- 'Dressing aptly displays professionalism and respect'.
- 'Business attire is about professionalism, not luxury'.

Business attire means the clothing that employees and professionals wear in workplaces, meetings, and corporate events. The saying "Clothes make the man" looks outdated or old-fashioned but in the professional world, appearance plays a significant role in shaping first impressions.

The way a person dresses communicates messages before they even speak. A neat suit can signal professionalism and seriousness, while sloppy or casual clothes may suggest carelessness. Dressing appropriately does not mean wearing expensive brands; it means choosing attire that is neat, clean, suitable for the occasion, and respectful of organizational culture.

Importance of Business Attire**1. First Impressions Count**

- People often make judgments within seconds of meeting someone.
- Proper attire sets a positive tone.

2. Professional Image

- Dressing well reflects competence and seriousness.

3. Boosts Confidence

- Employees feel more confident when dressed properly.

4. Shows Respect

- Appropriate clothing shows respect for colleagues, clients, and the organization.

5. Enhances Career Growth

- In many industries, promotions and client interactions depend on professional image.

Types of Business Attire**A. Formal Attire**

- Suits, blazers, ties, sarees, or formal dresses are appropriate for interviews, board meetings, or official presentations.

B. Semi-Formal / Business Casuals

- Trousers with shirts, polo shirts, blouses, skirts, or kurtas are used for day-to-day office work.

C. Smart Casuals

- Neat jeans with blazers, sweaters, or simple tops are suitable for creative industries (advertising, media, IT startups).

D. Traditional Attire

- Varies by country.
- Example: Sarees, salwar kameez, or kurta in India; business kimono in Japan.

Global Differences in Business Dress Codes

- **USA:** Suits and ties for formal occasions; business casual common in tech firms.
- **India:** Mix of western suits and traditional wear. Sarees and kurtas often seen.
- **Japan:** Conservative suits; dark colours preferred.
- **Middle East:** Traditional attire respected; modest clothing expected.
- **Europe:** Varies—Italy values stylish dressing; Germany prefers conservative and simple styles.

Gender and Business Attire

For Men

- Formal: Dark suit, tie, polished shoes.
- Business casual: Shirt with trousers, no tie.

For Women

- Formal: Saree, business suit, or formal dress.
- Business casual: Blouse with trousers/skirt, simple jewellery.

Common Mistakes in Business Attire

- Wearing wrinkled or dirty clothes.
- Overusing perfume or flashy accessories.
- Wearing casual sportswear to formal meetings.
- Not following company dress codes.
- Ignoring cultural expectations during international meetings.

Business Attire and Non-Verbal Communication

Clothing is a silent language. It communicates professionalism, personality, and confidence. For example:

- Dark suits suggest authority.
- Light colours suggest approachability.
- Traditional attire shows cultural respect.

Dress Codes in Different Industries

- Finance/Banking: Strictly formal.
- Law: Conservative and formal.
- IT/Startups: Casual or smart casuals.
- Creative Industries: Stylish, trend based.
- Education: Modest and professional.

Tips for Dressing Professionally

- Follow your company's dress code.
- Choose neat, well-fitted clothes.

- Avoid too much jewellery or makeup.
- Keep shoes clean and polished.
- Dress slightly better than expected in interviews.
- Respect cultural norms when travelling abroad.

Future Trends in Business Attire

- **Remote Work Casuals:** More employees now dress casually while working online.
- **Hybrid Dress Codes:** Offices may allow semi-formal dress except for client meetings.
- **Sustainable Fashion:** Eco-friendly fabrics and recycling gaining importance.
- **Blending Tradition with Modernity:** Combining local attire with global professionalism.

9. WORKPLACE HIERARCHY

(Understanding hierarchy ensures clear communication and accountability.)

Every workplace is like a living organism. For its smooth function each part must know its role and how it connects to others. This structure of authority and responsibility is called workplace hierarchy.

Workplace hierarchy defines who reports to whom, how decisions are made, and how communication flows. Without hierarchy, organizations would become muddle or chaotic, with employees unsure of roles, overlapping duties, and delays in decision-making.

Hierarchy is not meant to show superiority, but to create order, clarity, and accountability.

Three Levels of Workplace Hierarchy

A. Top Management

Board of Directors, CEO, Managing Director.

Responsibilities: Vision, mission, long-term planning, final decision-making.

Communication: External (government, investors) and internal (policies).

B. Middle Management

Department Heads, Managers, Supervisors.

Responsibilities: Implementing strategies, supervising teams.

Communication: Bridge between top management and staff.

C. Operational Staff

Executives, clerks, assistants, workers.

Responsibilities: Day-to-day tasks, customer interaction, execution of plans.

Communication: Reporting progress, challenges, and ideas upward.

Importance of Workplace Hierarchy

- Clear Roles and Responsibilities
 - Employees know their tasks and reporting managers.

- Efficient Communication
 - Messages flow smoothly when there is structure.
- Accountability
 - Mistakes or successes can be traced to responsible teams.
- Decision-Making
 - Hierarchy ensures important decisions taken at the right level.
- Conflict Resolution
 - Disputes are managed by supervisors before reaching higher levels.
- Motivation and Career Growth
 - Hierarchy imparts a career ladder for promotions.

Communication in Hierarchy

Downward Communication: From top management to staff (orders, policies).

Upward Communication: From staff to management (feedback, reports).

Horizontal Communication: Between departments (coordination).

Case Example: In a hospital, doctors report to senior doctors (upward), while coordinating with nurses and pharmacists (horizontal), and receiving policies from management (downward).

Advantages of Workplace Hierarchy

It develops order and discipline giving a clear career path. It enhances efficiency in large organizations. It also avoids duplication of work.

Disadvantages of Workplace Hierarchy

It can develop rigidity and bureaucracy. It may slow down innovation if employees fear breaking rules. It slows decision-making in large organizations. It can also create distance between top leaders and employees.

Tips for Effective Communication in Hierarchy

- Respect the chain of command.
- Document communication for clarity.
- Encourage feedback upwards.
- Avoid “bypassing” managers unless urgent.
- Balance authority with empathy.

10. COURTESY AT WORKPLACE

Workplaces bring together people with varying backgrounds, personalities, and ideas. While technical skills and knowledge are crucial, what often determines success is how people treat one another. Courtesy at the workplace means practicing politeness, respect, and kindness in daily interactions.

Courtesy is not about ceremonial smiles or rigid rules. It is about genuine respect. A simple “thank you,” listening

without interruption, or holding the door for a colleague can bring about a positive atmosphere. On the other hand, satire, gossip, sarcasm, roughness or rudeness may poison the environment.

Why Courtesy Matters:

Courtesy performs multiple functions.

- inculcates a positive environment – Politeness reduces stress and tension.
- encourages teamwork – Respectful behaviour builds cooperation.
- boosts morale – Employees feel valued and motivated.
- improves productivity – Happy employees are more focused.
- strengthens reputation – Courteous organizations attract clients and talent.

Tools of Courtesy

- (a) Polite Language
 - Use words like 'please,' 'thank you,' and 'sorry.'
 - Avoid harsh or disruptive tone.
- (b) Active Listening
 - Give full attention when someone speaks.
 - Avoid interrupting.
- (c) Respect for Time
 - Reach on time for meetings.
 - Reply to emails and calls promptly.
- (d) Professional Manners
 - Avoid gossip.
 - Respect personal space.
 - Be mindful of cultural differences.
- (e) Gratitude and Appreciation
 - Acknowledge contributions.
 - Celebrate team achievements.

Courtesy in Multiple Situations

- In Meetings: Allow others to finish before speaking; thank participants.
- In Emails: Use professional greetings and closings.
- On Calls: Introduce yourself, avoid long holds, end politely.
- During Conflicts: Stay cool and calm, do not raise your voice.

- With Juniors: Encourage instead of criticizing harshly.
- With Seniors: Show respect without hesitation or fear.

Case Studies

Case 1: The Rude Manager

A manager constantly criticized employees in public. The team's morale dropped, productivity declined, and staff turnover increased.

Case 2: The Courteous Leader

Another manager thanked employees for their efforts, listened to suggestions, and handled mistakes privately. The team felt motivated and exceeded targets.

Courtesy and Organizational Culture

Courtesy is not just an individual asset; it becomes part of the organization's culture. Companies like Google and Infosys are known for employee-friendly cultures where respect is emphasized. A courteous culture reduces workplace conflicts and improves employee retention.

Common Barriers to Courtesy

- Stress and Workload – Pressure may lead to irritability.
- Ego and Arrogance – Some employees look down on others.
- Cultural Misunderstandings – What is polite in one culture may be neutral or rude in another.
- Poor Role Models – If leaders are rude, employees copy them.

Building Courtesy at Workplace

- Provide training on soft skills.
- Reward respectful behaviour.
- Encourage open communication.
- Set examples at the leadership level.
- Create policies against bullying or harassment.

Role of Courtesy in Conflict Management: Courtesy helps de-escalate disputes.

- Listen calmly.
- Acknowledge the other person's feelings.
- Use neutral language instead of blaming.
- Suggest solutions politely.

Courtesy in Digital Communication

- Avoid writing emails in all CAPS (seems like shouting).
- Use emojis carefully in professional chats.

- Do not send messages late at night unless urgent.
- Respect colleagues' online boundaries.

Benefits of a Courteous Workplace

- Lower employee turnover.
- Higher customer satisfaction.
- Better teamwork and innovation.
- Stronger brand reputation.

Future of Courtesy at Work: As workplaces become more digital and global, courtesy will extend to:

- Virtual meetings (muting microphones, avoiding distractions).
- Cross-cultural respect (understanding global etiquette).
- AI interactions (training chatbots to use polite language)

Conclusion

Communication is an indispensable element in ensuring efficient proliferation of ideas, views, suggestions, thoughts, grievances, plans, policies, programmes, procedures, etc. In absence of effective communication in an organisation, there may be chaos and conflicts among the human capital thereby affecting the productivity of the organisation and also hampering its smooth functioning and growth.

For building a conducive work environment, communication plays a significant role. An organisation having a robust communication structure can attain astral heights. In view of this, the knowledge of communication and various crucial facets associated with it is essential.

LESSON ROUNDUP

- **Communication:** It is the process of exchanging facts, ideas, feelings, and opinions between two or more people. The aim is to create mutual understanding and avoid misunderstandings. It involves both verbal and non-verbal expressions to convey meaning effectively.
- **Significance in Management:** Effective communication is the foundation of managerial success and HR practices. It helps in planning, decision-making, coordination, and leadership. Without clear communication, teamwork, motivation, and productivity suffer.
- **Business Communication:** It ensures the smooth flow of information within the organization and with the outside world. It helps achieve goals like customer satisfaction, strong partnerships, and innovation. Communication builds the brand image and strengthens organizational culture.
- **Types of Communication:** Internal communication links employees and management through upward and downward flows. External communication connects organizations with customers, suppliers, and stakeholders. Horizontal communication bridges departments and colleagues for cooperation.
- **Methods of Communication:** Verbal uses spoken words, while non-verbal relies on expressions and gestures. Written communication provides structure and reference through documents, emails, and reports. Visuals like charts, infographics, and videos support clarity and quick understanding.

- **Process of Communication:** It begins with a sender encoding a message for the receiver. The message travels through a channel, is decoded, and feedback is given. Each step ensures clarity and prevents distortion of meaning.
- **Modes of Communication:** Verbal is direct but transient, written is structured and durable. Hybrid combines the strengths of both, useful for complex tasks. Silent communication also conveys meaning through absence or pause.
- **Communication Networks:** Vertical and chain networks follow hierarchy, while wheel networks centralize authority. Circuit networks encourage two-way sharing, and star networks promote free flow. Each network suits different organizational needs and team structures.
- **Digital Communication:** Tools like email, video calls, blogs, and social media connect people instantly. It is cheaper, faster, and convenient but may cause overload or misinterpretation. Using the right digital channels enhances brand presence and customer trust.
- **Listening Skills:** Active listening builds relationships, improves performance, and aids learning. Types of listening include deep, full, critical, and therapeutic listening depending on context. Good listening requires focus, objectivity, reflecting, and asking clarifying questions.
- **Barriers to Communication:** Noise, cultural gaps, emotional distractions, and language differences reduce clarity. Bias, overload, interruptions, and tone issues also block effective exchange. Overcoming barriers requires awareness, feedback, and choosing the right medium.
- **Etiquettes in Communication:** Etiquette is about respect, good manners, and professionalism in interaction. In business, it includes punctuality, polite greetings, active listening, and smiling. Good etiquette leaves a lasting impression and builds trustful relationships.

TEST YOURSELF

1. Riya works as a marketing executive in a growing e-commerce company. Recently, the company launched a new product, but due to poor communication between the marketing and logistics teams, there were delays in delivery. Customers started complaining on social media, and the company's reputation was affected. The CEO called an urgent meeting to understand what went wrong. During the meeting, it was revealed that emails and messages were either unclear, incomplete, or not properly shared with relevant teams.

The management decided to implement a structured communication system, including regular team meetings, clear email protocols, and a feedback mechanism. After these measures were put in place, coordination improved, customer complaints decreased, and overall efficiency increased. Explain why business communication is critical for maintaining a company's reputation and customer satisfaction?
2. Anita is the HR manager of a mid-sized IT company. She notices that employees are often confused about new policies, project updates, and company announcements. Sometimes the managers give instructions verbally in meetings, sometimes through emails, and occasionally through internal memos. Employees complain that they miss important updates or get conflicting information. To solve this, Anita decides to create a structured communication plan. Enlighten Anita on the 4 main types of business communication in any organization or business.

3. In an organization, members contact each other and the pattern of contacts or flow of information is the communication network. In light of this explain the types of Communication Networks
4. Rahul is a team leader in a software development company. During team meetings, he often finds that team members are unclear about their tasks, deadlines are missed, and misunderstandings arise. Rahul realizes that he sometimes interrupts, jumps to conclusions, or gets distracted while others are speaking. He decides to improve his listening skills to become a better leader. How can he improvise and practice effective listening abilities?
5. Neha manages the social media accounts of a fashion startup. Initially, she posts content without a clear plan and responds to comments inconsistently. As a result, follower engagement is low, and some customers complain about delayed responses to queries. After analyzing the situation, Neha decides to implement strategies for effective social media communication. What are the strategies for Effective Social Media Communication?

LIST OF FURTHER READINGS

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Business Correspondence

Lesson 3

KEY CONCEPTS

■ Introduction ■ The essentials of a good business letter ■ Type of business letters ■ Essentials of a good business letter ■ Business messages ■ Inter and intra-departmental communication ■ Management Information Systems (MIS) ■ Concept of e-correspondence ■ Notices ■ Agenda ■ Minutes of meeting ■ Action taken report

Learning Objectives

To understand:

- Understand the Essentials of a Good Business Letter
- Recognize and Differentiate Types of Business Letters
- Understand the importance of clear communication within and between departments
- Define MIS and its significance in managerial decision-making and business operations.
- Learn the modern methods of digital business communication
- Prepare and Interpret Official Business Documents

Lesson Outline

- Introduction
 - The Essentials of a Good Business Letter
 - Type of Business Letters
 - Layout of Letters
 - Essentials of a Good Business Letter
 - Business Messages
 - Business Report Categories
 - Inter and Intra-Departmental Communication
 - Management Information Systems (MIS)
 - Structure of Management Information System
 - Characteristics of MIS
 - Basic Requirement of MIS
 - Limitations of MIS
- Concept of E-Correspondence
 - Introduction
 - What is Web?
 - What is Browser?
 - What is Internet?
 - What is E-Correspondence?
 - Concept of Email
 - History of Email
 - Features of an Email Account
 - Electronic Mail System
 - Proper E-mail Correspondence
 - Advantages and Disadvantages of Email
 - Intranet
 - Benefits of Intranet
 - Purpose of Intranet
 - Extranet
 - Difference between Intranet and Extranet

“Communication is the most important skill any leader can possess.”

Richard Branson

INTRODUCTION

When you speak, you can smile, and the listener can see your smile. Regardless of your choice of words, the listener recognises that you wish to be pleasant in conveying your message. You can also watch your listener and change your approach if you see any favourable reactions. A person reading a letter cannot see your smile, hear your voice, or observe your gestures. The message is complete when it leaves your hands; you can't change your approach if the reader reacts unfavourably. Thus there is a need to draft a business letter very carefully.

A business letter is usually a letter from one business entity to another, or between such organizations and their customers or clients and other related parties. The overall style of the letter depends on the purpose of the letters and relationship between the parties concerned. A business letter is sometimes useful because it produces a permanent written record, and may be taken more seriously by the recipient than other forms of communication.

It is a known fact that rules exist for business letter writing, as some typically posed questions are: How should I end this type of letter? ,What is the rule for addressing a person you don't know?, How should this offer be laid out?, and many alike. Over a period of time, the norms, or conventions, for drafting a business letter have been stabilized. But still, the writer of a letter has a lot of discretion at his end to word and style the letter. In the following chapter, we would discuss the standard form and contents of a business letter, style of writing it, and tips for writing good business letters.

Note that the today's business letters with their conversational tone and the application of psychology are a big improvement over the letter of bygone days.

The Essentials of a Good Business Letter

In spite of the latest technological advancements, the importance of a business letter has not been reduced. Rather we witness that most of the softwares are available for helping and guiding for producing an effective business letter. In any case, they are the only tools and may be used if necessary. However, we must understand the mechanical details of a business letter.

Letterhead

Letterhead, along with other printed materials like business cards and brochures, are a visual representation of any business. A letterhead is the printed stationery, which carries the essential information about the company or the organisation. Since the first contact with a company is usually made through its letterhead, companies spend considerable time, effort and

- Company logo
- Tag line
- Name and address of Registered Office, Corporate Office
- Contact numbers
- E-mail address of the company

money on getting it designed. A letterhead generally carries a company logo, tagline, the name and address of the registered office, corporate office of the company, Corporate Identity Number (CIN) and its contact numbers and website and e-mail addresses of the company. Sometimes the letterhead carries the addresses of the various offices of the company like in case of bank, the letterhead of branch office carries the branch office address and contact details.

A Letterhead generally carries:

Reference Number

A reference number helps us in retrieving the letter at a later stage. It may contain the initials of the letter

writer, the department from which the letter originates, and the distinctive number allotted to it. It is for an organisation to decide what the contents of a reference number should be. Some business letters show the reference numbers of both the correspondents or display printed pre-numbered stickers for the purpose.

Date

The date must be written in full without abbreviating the name of the month. For example, 1.6.2025 may preferably be written as 1 June, 2025. This removes the possibility of any misunderstanding as Americans are likely to read the date given in numerals as 6th of January, 2025. The date may be written either below the reference number or to its extreme right.

Special Markings

A few spaces below the date, one may show special markings such as Confidential, Air Mail, through Registered Post/Courier/Speed Post etc. When the contents of a letter are confidential, then care should be taken to superscribe the envelope also with the same marking.

Inside Address

The complete name and address of the recipient is written below the special markings. It must be ensured that the inside name and address is exactly the same as that used on the envelope.

Attention Line

If the letter is addressed to a company or one of its departments but the sender wishes it to be dealt with by a particular individual, then an attention line may be inserted either above or below the inside address. This may read like:

For the Attention of Mr. Harish Arora, Manager (Industrial Credits)

Salutation

The choice of a salutation depends on the extent of formality one wishes to observe. The following list shows different salutations in descending order of formality:

Sir

Dear Sir/Madam

Dear Mr./Ms X

'Dear Sir/Madam' may be used as a standard salutation. When informality is aimed at, then the surname of the addressee is preferred for use by most correspondents. The use of first name was traditionally avoided in business letters but salutations in business now are becoming increasingly direct.

The use of "Respected Sir" should also be avoided, as the word respected, not being an adjective, is grammatically unacceptable.

Subject Heading

It is useful to provide a subject heading in longer letters. This helps the reader find out in the first instance what the contents of the letter are. Subject headings may be written in initial capitals with the rest in lower case and underscored or in capitals as shown:

Sub: Erection Work of Bikaner Project (or)

Sub: ERECTION WORK OF BIKANER PROJECT

The usual place for a subject heading is either above or below the salutation. In brief letters, a subject heading may be redundant, in some circumstances a subject heading may also be useful in short letters as it would ensure that the letter reaches the right person, at the earliest, who would be dealing with that subject matter. It would be of immense help especially if it is addressed to a large organisation which has a central department where all mails are received and sorted.

Main Body

The main body of the letter may be divided into three parts. Most business letters begin with a brief introduction, which states the purpose of the letter.

This is followed by a longer middle section, which presents relevant facts in a logical and coherent manner. This section may be divided into several paragraphs, each dealing with a separate point and written coherently.

The conclusion is a polite rounding off. It may mention the feedback required. Some of the expressions are given below:

We thank you in anticipation.

We look forward to a favourable response.

We will be glad to furnish additional information.

We expect you will continue to extend patronage to us.

We hope it is the beginning of a long business relationship.

We regret it may not be possible to deliver the goods immediately.

It is not advisable to round off every business letter with the phrase “Thanking You”. If the intention is to really thank the recipient, then a complete sentence may be used since a phrase beginning with an “ing” word is neither a complete sentence nor grammatically acceptable. This again would depend largely on the practice being followed in an organisation.

Complimentary Close

The complimentary close should match the salutation in terms of formality or lack of it. The following table may be helpful

| Salutation | Complimentary Close |
|-------------------|----------------------------|
| Sir | Yours truly |
| Dear Sir | Yours faithfully |
| Dear Mr. X | Yours sincerely |

A common error is to use an apostrophe in Yours (Your's). Care must be taken to avoid it. “Truly” and “sincerely” are often misspelt. It should be remembered that truly does not have an ‘e’ in it while “sincerely” retains both the ‘e’s.

Signatory

After leaving four to five spaces for the signature, the name of the sender may be written in capitals within brackets followed by the designation as shown below:

(AMBUJ CHANDNA)

Regional Sales Manager

Enclosures/Copies Circulated

List of enclosures or details of those to whom copies of the letter are being circulated may be given below the designation of the sender. In some cases, copies of the letter may require circulation while keeping the original recipient in the dark. The abbreviation in such cases is suitably changed to bcc in the letters being circulated alone.

Annexures

If we wish to annex some documents with the letter, then information about these may be listed at the end.

Type of Business Letters

Business Letters are basically of two types:

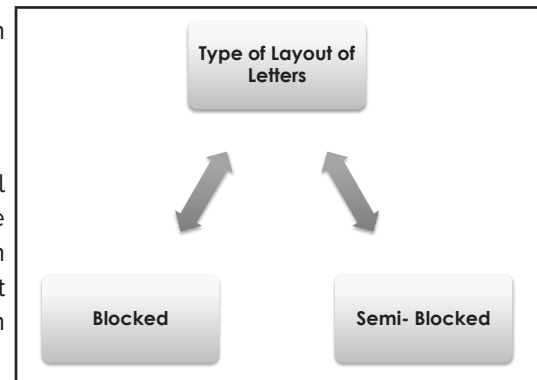
1. *Formal Business Letter* –Formal business letters are the typical or standard business letters meant for legal or official correspondence. These include letters regarding business deals, order, claim,dispute settlement, agreements, information request, sales report and other official matters.
2. *Informal Business Letter* –Informal Business Letter is used for casual correspondence but doesn't necessarily has to have a casual tone of language. These letters include memorandums, appraisals, interview, thanks, reference letters, cover letter, customer complaint letters, e-mails and others which are less important or regular.

Layout of Letters

Layouts of letters are of two types-Blocked and Semi Blocked. Given below are examples of the two types of layout:

Blocked Format

In the blocked format of letter layout, the date of the letter, all references, subject, salutation, the paragraphs in the body of the letter, conclusion and signature, all commence at the left margin as is shown in the specimen below. Another point to note is that in this format no commas are used after inside address, salutation or complimentary close.



Sundar Chemicals Limited

Regd. Office: 28 M G Road, Chennai-600 023.

Phone: 011-8387666 email: Secretary@sundarchemical.com

Comp/Mar 01/26

March 15, 2025

The Manager

X Traders & Company

256, Anna Road

CHENNAI-600 070

Ref: Order No. 288/2025

Dear Sir,

We are thankful to you for promptly complying with our request to supply a Digital Printer Model ZX1 as per our Order No.285/2025 dated 10th March 2025.

However, after the machine was installed and a test run was conducted, it was found that clear photocopies were not being produced. We referred the matter to your engineer Mr. Srivasan who has informed us that this problem is due to some inherent manufacturing defect in this machine.

We are still within the guarantee period of one year within which the machine will be replaced if there are any manufacturing defects.

Therefore, we request you to kindly replace our Printer model ZXI with a new machine that has no defects, at the earliest.

Yours faithfully

(Maninder Singh) Administrative Manager

Semi-Blocked Format

This style is often termed as modified block style letter. In the semi-blocked format of a layout of a letter the date of the letter, conclusion and signature are aligned to the right of the letter. The subject or reference is centrally aligned. The paragraphs of the body of the letter all commence with a slight indent and commas are used in the inside address (however a common practice now is to omit the use of comma in the inside address), salutation and complimentary close.

Sundar Chemicals Limited

Regd. Office: 28 M G Road, Chennai-600 023.

Phone: 011-8387666 email: Secretary@sundarchemical.com

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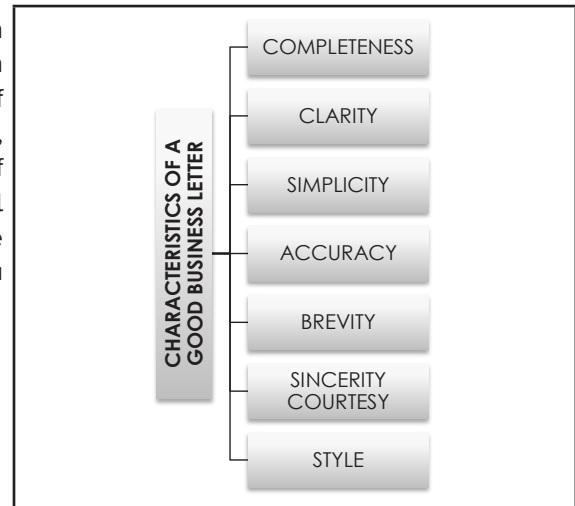
Yours faithfully,

(Maninder Singh)

Administrative Manager

Either of the two formats can be used while drafting letters. However, care must be taken to follow any one format completely throughout the letter. The overall style of letter depends on the purpose of the letters and relationship between the parties concerned. A business letter is sometimes useful because it produces a permanent written record, and may be taken more seriously by the recipient than other forms of communication.

Note : As a result of globalisation of commercial activities in recent years, there has been an increased use of American spellings in day-to-day correspondence in respect of international trade, the word 'favour' is spelled as 'favor', 'labour' as 'labor', 'centre' as 'center' etc. Even the rules of grammar are getting relaxed. Both the conventional as well as the simplified American spellings are in vogue, but care must be taken to be consistent with whichever spelling you are following/using.



Essentials of a Good Business Letter

The following points are considered as essentials of a good business letter and before writing any letter, these points should be observed by the draftsman.

- **Completeness**

The letter must be complete in itself. It should contain all the information required by the addressee. The important and relevant matter should not be left out. Incomplete letters do not produce the desired effect on the mind of the reader. When a letter is incomplete, an unnecessary delay is caused in seeking clarifications. The writer should try to grasp all the relevant facts and arrange them logically and systematically to incorporate them into the body of the letter.

- **Clarity**

The writer must be clear about what he wants to convey and then he should try to express it in simple and straightforward language. Clear writing and clear thinking should go hand in hand, and the person who thinks straight is usually able to write straight. Before writing, the writer should plan the message to be conveyed in order to avoid vagueness. Planning helps to produce an orderly kind of letter that creates a good impression because its message is clear.

- **Simplicity**

A Business letter should be in a plain and simple style, clear and easily understood. Accordingly, the language of business letters should be very simple. The use of winding expressions and high sounding phrases should be avoided.

- **Accuracy**

A business letter should not have any false or misleading statements. There should be no mistakes

which usually creep into a letter due to negligence. Mistakes, however small, should be avoided, as they cause much inconvenience and trouble. All facts and figures references should be as accurate as possible and documents like bills of exchange, invoices, statements of accounts should be carefully prepared and checked.

- **Brevity**

In a business letter, unnecessary words and superfluous matter should be avoided. As brevity in a letter is the soul of commercial correspondence, the writer must see that every sentence he has written is impregnated with appropriate meaning.

- **Sincerity**

Whether a person is writing a personal letter or a business letter, he needs to write it with sincerity. In other words, he must be himself and not an imitation of somebody else. The business letter may seem to be a common piece of writing, if all letters are modelled to a set style. It must have originality of the sort that expresses the thoughts of its writer in his own style.

- **Courtesy**

In a business letter, courtesy should be present everywhere, as it pacifies anger and pays in the long run. Courtesy means that the general tone of the letter should be mild and there should be a consideration for the feelings of others. Curt and rude letters have got no place in the business world. Courtesy should not be sacrificed for the sake of brevity. Discourteous and unpleasant language should be avoided even while writing letters of complaint or letters of refusal.

- **Style**

The words used in a business letter and the way in which they are used express the writer's personality and give the letter what is called its style. Style in writing as in other walks of life is a quality peculiar to the individual. It is determined by the background, training, experience of a person and the way he thinks. If one writes with naturalness and ease, the letter so produced will reflect the personality of the writer. It is correctly said, therefore, that Style is the man.

Business Messages

Businesses messages include messages from the Chairman of the Company to the shareholder, employees or related to sales and purchases, products, and services, confirmation or cancellation of orders, invoices, company announcements and notifications, employee related news such as promotions, awards, increments, bonus, appraisals, resignation and termination. These messages are very crucial for the business be it in the form of an advertisement in print or in electronic mode or in the form of any other internal or external communication. Good business messages are essential to keep the business relationships in good health too. There are many types of business messages that a business can write to another business on day- to-day basis.

In business messages, the self-centered approach preparing communication to see each situation from own points of view may lead to a writer oriented approach, resulting the message is prepared on the view point approach wherein the writer places emphasis on himself and his interests rather than on the interest of the readers and stakeholders.

Generally, these types of approaches does not cater the positive responses in the readers, because they too are self-centered resulting the reader does not focus on what you want them to do. It is always advised that to achieve more positive effects of the Business message, the writer should write from the reader's point of view.

The 'You attitude' in Business Writing

The 'you attitude' is a writing style that emphasizes readers rather than the writer. To write a business letter, the

writer should not focus or put ourselves in the place of receivers. However, the desires, problems, circumstances, emotions and probable reactions of the recipient are to be taken into consideration. Business letter must be written from 'you viewpoint' instead of 'I or we viewpoint'. You viewpoint emphasize the reader's interest and helps to win the reader's mind and attention. For example:

I or We attitude : We are sure that our new discount policy will be attractive to you.

You attitude : You will surely appreciate new discount policy.

I or We attitude : I am happy to hear that you have selected our Company.

You attitude : Thank you for giving us the opportunity to serve you.

I or we Attitude : I will give you 10% discount on credit card purchase.

You attitude : You can get 10% discount on credit card purchase.

Thus it can be stated that by adopting you viewpoint following benefits can be enjoyed:

- Creation of friendly atmosphere
- Motivation the reader
- Establishment of mutual trust
- Can create favorable outcome even in a bad-news situation
- Accomplishment of the goal of the letter
- Enhance goodwill of the firm

To summarise, it can be said that the 'you attitude' is not only important but also essential for effective letter writing and business messages.

Positive Messages

Positive messages include messages where the audience is expected to react in a neutral to positive manner. Positive messages tend to consist of routine or good news. These messages might be items such as congratulations, confirmations, directions, simple credit requests, or credit approvals.

Following messages are considered as positive communication when:

The receiver likes or expects this news (product shipped on time)

The receiver needs little education or background to understand the news (travel arrangement for the conference)

The receiver considers the message routine, even if not completely positive (parking lot closed for three days for new striping)

Negative Messages

Negative messages include messages where the audience is expected to react in a negative manner. Negative messages consist of bad news. In these messages, the sender's goal is to convey the bad news in a manner that preserves the business relationship. While the sender must deliver bad news, the sender wants to avoid an employee quitting or a customer finding another vendor. These messages might be items such as refusal to provide a refund, cancellation of an event, inability to support an event and more.

Following messages are considered as negative communication when:

The receiver may be displeased (cost for repair is to be borne by receiver, not the company)

The receiver needs a little persuasion (new log-on procedure takes longer but is more secure)

The receiver may be somewhat uncomfortable (new performance appraisal system is underway but employees are used to the old ways of performance appraisal)

Persuasive Messages

The third, overlapping category is persuasive messages. In this type of message, the audience is expected to need encouragement in order to act as the sender desires. In some cases, the receiver is more like a positive audience; for example, when you're asking for a recommendation letter or when you're inviting someone to attend an after-hours work function. In other cases, the receiver is more like a negative audience; for example, when you're requesting additional payment as a result of a shared error or when you're providing an extension to an impending due date.

Following messages are considered as persuasive communication when:

The receiver may be reluctant (please speak to the new employee group)

The receiver is being asked a favor (please write recommendation letter)

The receiver may be invited to something somewhat outside regular duties (please supervise a new book club that will meet on campus after work)

Business Reports

The word 'Report' is derived from the Latin "reportare" which means to carry back (re=back+ portare = to carry). A report, therefore, is a description of an event carried back to some who was not present on the scene.

The report is a message to management. It travels from an employee to a supervisor, from a supervisor to an executive, or from the executive to the management. Simply stated, a business report conveys information to assist in decision-making. A report is the means to present this information. Some reports might present the actual solution to solve a business problem; other reports might record historical information that will be useful to assist in future decision-making. Either way, information is being "reported" that will be useful in making a decision.

Thus the term report can be defined as an orderly and objective presentation of information that helps in decision-making and problem solving. Note the different parts of this definition:

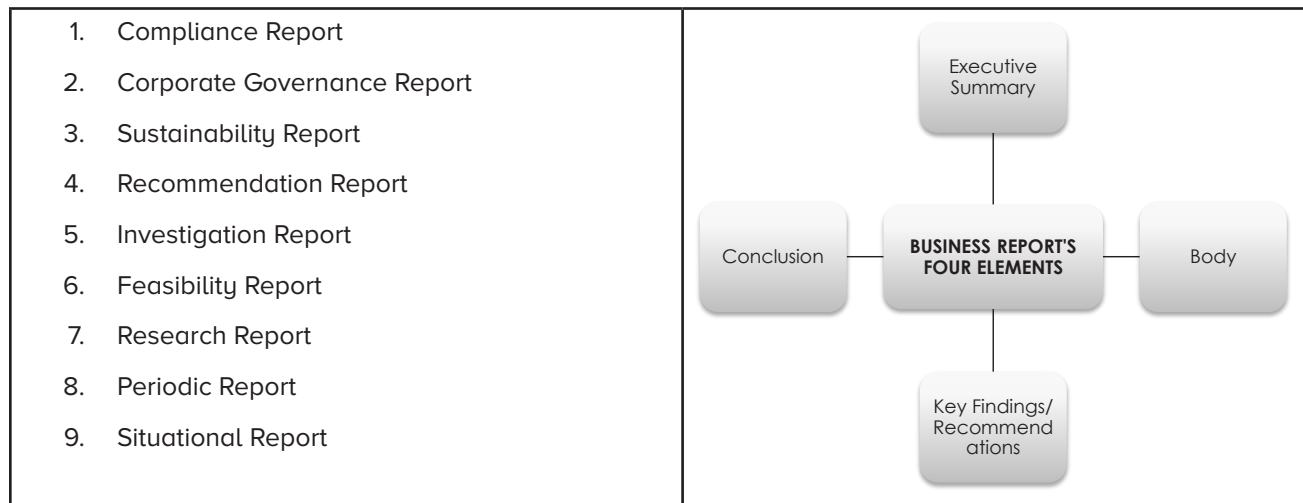
1. The report must be well-ordered so the reader can easily find information.
2. It must be objective because the reader will use the report to make a decision that affects the organization.
3. It must present information facts and data. Where subjective information is required, as in drawing conclusions and making recommendations they must be presented ethically and be based on the information contained in the report.
4. It must aid in decision making and problem solving. There is a practical, "need-to-know" dimension about business reports that differentiates them from academic or scientific reports.

A business report can be defined as an evaluation or assessment or review of a particular event, issue, period or set of circumstances which is related to a business. The business report can be on compliance status, financial position, report of the Board of Directors of the company, Sales or on any other matters for which the report is required by an expert or authority.

The business report is usually written in response to a request by an authority of the company, Business reports are one of the most effective ways to communicate. Although the scope of the business reports' are broad, however broadly, we can categorise the same into the following:

Business Report Categories

The various forms of reports are as under:



Writing Effective Business Report

A business report should not be written in essay format and it should be in an abridged style that allows the reader to navigate the report quickly and to identify key elements. It uses appropriate headings and subheadings and, if necessary, bullet points, diagrams and tables. The main function of a business report is to communicate relevant information quickly, clearly, and efficiently.

Business reports can range from brief one-or-two-page reports, to reports of a hundred pages or more with several chapters and, quite possibly, a number of appendices. A lengthy report would include a table of contents and possibly an index. However, usually include the following four elements:

| EFFECTIVE BUSINESS REPORT | |
|---|--|
| <ul style="list-style-type: none"> ● Objective of the Report ● Format of the report ● Use of the Report ● Requisite information or Input data ● Collection of the data and facts ● Analysis and fact finding procedure ● Executive Summary | |

To write an effective business report, it is necessary to understand and identify the following:

The Executive Summary acts like the Abstract of a regular essay. It will briefly state the purpose of the report, it will briefly describe the methodology used to investigate the issue and it will list the key points and findings that are found in the report.

The Body gives details of the evaluation process. It will describe your methodology and identify particular issues that impacted on your evaluation. It might also allude to, or give a brief preview of your findings. Relevant tables and/or diagrams will appear in the Body.

In the Key Findings/Recommendations section you will identify and discuss/describe your key findings and make your recommendations. Your Conclusion will neatly sum up your findings, and in doing so will ensure that these relate back to the original question or issue that has given rise to the report.

Inter and Intra-Departmental Communication

Inter and intra-departmental communication has largely been a formal affair. The chief executives assumed that they were expected to be direct, brief and functional, wasting little time on niceties. Employees were usually taken for granted - bound by archaic service rules to listen and to comply unquestioningly. No wonder the documents produced were staid and standardised.

Over the years, there has been a greater appreciation of the important role the staff play in an organisation. Their stake in the organisation has also gone up with schemes like Employee Stock Option Plans becoming popular as one of the means of compensation. They now take a greater interest in framing of policies, get more respect and enjoy confidence.

Inter-departmental communication is largely a formal affair. Inter-departmental communication will be effective when it is supported by good infrastructural facilities. There are various documents used in inter departmental communication, they are:

1. Memorandum

The term Memorandum (Memos) has often been misunderstood as a part of disciplinary proceedings. Far from it, the word at best means a note or record for future use. It is a useful mode of internal communication. A memorandum (memorandums or memoranda in plural) plays a convenient and flexible role. While much of inter and intra-office communication is being done over the phone, memorandums are preferred when one needs to convey information in writing.

There are minor variations in format but most memos have the same headings. The difference with the letter format is obvious. Inside name and address are done away with. Nor are salutation and complimentary close used. Informal tone and use of personal pronouns are allowed. Numbering is optional. Titles such as Interoffice Communication, Office Memorandum or Interoffice Correspondence may be used in place of more commonly used Memorandum. When addressed to all employees, a memorandum is as good as an Office Circular:

A few specimens of Memos are given below:

Specimen 1

BEEM ELECTRONICS LIMITED BANGALORE

Ref : 81/C/2019

11th April 2019

Office Memorandum

With reference to his request for a grant of Special Casual Leave, Shri P. Sachdeva is informed that Special Casual Leave has been granted to him for four days from 23rd April to 26th April 2019 for enabling him to participate in the District Level Athletic Meet.

Sd/-
Ramesh Kumar
Administration Manager

To

Shri P. Sachdeva
Secretarial Department

Through : Company Secretary

Specimen 2**SUMAN ENGINEERING LIMITED
PUNE**

Ref:81/1/2019

13th May 2019

Memorandum

Shri Mukesh is hereby informed that the office has no objection to his pursuing part time M.A. Degree Course in the evenings after office hours. However, grant of leave for study/examination is subject to exigencies of office work.

Sd/-
Surendar Ghosh
Manager
(Personnel)

To

Shri Mukesh
Assistant, Sales Department

*Through: Manager - Sales***Specimen 3****SEETHA ELECTRICALS LIMITED
KANPUR****MEMO/17**

21st March, 2025

With reference to his letter dated 4th March, 2009 requesting for change of seat on health grounds, Shri Badal Singh is informed that the matter is under consideration and the decision would be communicated to him soon.

Sd/-
Bipin Kumar
Manager (Administration)

To

Shri Badal Singh
Stores Department

Through: Stores Manager

Memos are also issued in the cases of disciplinary actions to be taken against employees and replies thereto. These include memos relating to show-cause notice, charge sheet etc.,

2. Office Circulars

Office circulars are for disseminating information to a large number of employees within the organisation. Since it is an internal communication, therefore it has traditionally been brief and business-like formal and devoid of salutation.

A few specimens of office circulars are given below:

Specimen 1**Inviting Suggestions**

**SUMAN ELECTRICALS LIMITED
PUNE - 411 004**

Circular No. 345/2019

3rd April, 2025

The manual of instruction which was last revised in June 2017 is proposed to be updated. Constructive suggestions are welcome from employees. Suggestions are to be sent to the undersigned latest by 30th April, 2025.

Sd/- Manager
O&M Cell

Specimen 2**Insisting Punctuality**

**MINI CONDUCTORS LIMITED
PATNA - 800 003**

Circular No. 12/2025

25th May, 2025

Employees are requested to strictly adhere to the office timings. Tendencies to move around unnecessarily in corridors and canteens would be viewed seriously.

Co-operation of all the employees is solicited in maintaining decorum and discipline in the office premises.

Sd/-
Bhagat Singh
Manager, Personnel

Specimen 3**Information regarding annual day celebrations**

**SEEMA ELECTRICALS LIMITED
PUNE - 411 004**

Circular No. 23/2025

3rd April, 2025

The Annual Day Function of the company is to be celebrated on the 30th May, 2025 with usual gaiety and fervour. There will be a special meeting at 9.00 a.m. Shri Nanalal Bhat, Managing Director would address all the employees. It is proposed to honour employees who have put in more than 15 years of service in the Company.

At 3 p.m. there would be sports events for men and women. Tea, lunch and light refreshments will be served in the course of the day's celebrations. At 6.30 p.m. there would be a prize distribution function. From 7 p.m. to 9 p.m. there would be a light music programme by the famous Europhia and a dance party followed by dinner.

All employees are requested to attend the celebrations with their family members and make it a great success. Suggestions are welcome.

Sd/- Suresh Kumar
Assistant Manager, Personnel

Specimen 4**Announcing a new bonus scheme for employees****XCE LTD. HYDERABAD - 500 012****Circular No. 2/2025/HRD**

1st January, 2025

The undersigned is pleased to inform you that Board of Directors of the Company has decided to introduce a Productivity Linked Bonus Scheme for Employees of the Company with effect from 1st April, 2019. The much awaited scheme is really intended to give more financial benefits to the employees as well as to increase the output. Further details of the scheme will be announced soon.

Sd/-
Personnel Manager

To : All Employees

3. Office Orders

Office Orders have a format similar to that of memorandums. What makes them different is the purpose and tone employed. They generally deal with matters affecting the rights and privileges of employees. The language used is formal and legally common. Passive verbs are preferred. They carry a number since they remain in force till revoked and are filed for future reference. In addition, they carry a bold, underlined heading to help us identify them. Copies are sent to concerned people:

A specimen office order is given below:

Specimen 1

Order No. 34/4

7th March, 2025

OFFICE ORDER

Mr. J.K. Saxena, Manager (Credits), Friends Colony branch is transferred to the Regional Office on the same rank and pay. He shall hand over charge to the Chief Manager and report at the Regional Office by 10th March, 2025.

Sd/-
Personnel Officer

cc:

Chief Manager,
Friends Colony branch,

Mr. J.K. Saxena, Manager (Credits)

Specimen 2**Order posting a new recruit to a department****AMERICAN STEEL COMPANY LTD.****CHENNAI - 600 012**

Ref.: 23/Per/2025

25th July, 2025

Office Order

Shri Rajan Pillai has been posted to the Accounts Department as 'Assistant Accountant' w.e.f. today.

Sd/-
Mukesh Jain

cc: Accounts Officer

Specimen 3**Transfer order**

**BRITISH INDIA COMPANY LTD.
KANPUR - 208 002**

Ref.: 23/2025/Per

12th January, 2025

Office Order

Shri Kushal Jain is transferred to the Stores Department. He shall report to the Stores Officer latest by 14th January, 2025 after handing over charge of his duties to the Accounts Officer.

Sd/-
Mangal Singh
(Senior Admn. Officer)

To : Accounts Officer cc: Stores Officer

Specimen 4**Promotion order**

**MANGALAM PAINTS & CHEMICALS LTD.
COIMBATORE - 641 018**

Ref.: Per/45/2025

31st March, 2025

Office Order

Shri Ashok Shinde, Senior Accountant is promoted with immediate effect as 'Assistant Accounts Officer'. He will draw a basic pay of Rs. 5,500 in the scale 5500- 40-5700-50-6000.

He will be on probation for a period of one year.

Sd/-
Mangal Dass
Manager, Personnel

To : Shri Ashok Shinde, Accounts Department.

4. Office Notes

Office Notes are exchange between two different departments. Companies follow a particular format for 'notes' of this type. The actual layout of the 'Note' may differ from company to company. It is a matter of style and individual preference. A few formats are given below :

Specimen 1

**LATEX BALLS LTD.
T.T. PURAM - 695 001**

Ref.: LD/ST/3

Date: 18th June, 2025

From : Legal Deptt.

To: Admn. Deptt.

Subject : Additional Stenographer

The Extraordinary General Meeting of the company is to be held on the 18th July, 2019 to transact some urgent business. Therefore two very urgent Board meetings are to be held in quick succession for discussing a detailed agenda.

The preparation of the relevant papers and other documents in connection with the above is to be given top priority. Considering the workload likely to arise on account of this, an additional stenographer may please be posted to this department for a period of one month.

Sd/-
T. Viswanath
Manager (Law)

Specimen 2

CLIMAX INSTRUMENTS LIMITED

Ref: ST/1/92

Date: 24.3.2025

From: Stores Deptt.

To: Admn. Deptt.

Subject: Stock taking for the year ending 31.3.2025

The stock taking for the purpose of closing the accounts for the year ending 31.3.2025 would commence on 30.3.2025. All the Departments may be advised to draw their requirements latest by 29.3.2025. Also, there would be no supplies to customers from the stores on 30th and 31st March, 2025.

Sd/-
Ashok Lalla
Stores Suptd.

Points to Remember

- A memo is different from a letter, both in format and in its effect on the addressee. It is important to note that a memo does not have a salutation and complimentary close. But the subject is clearly written and underlined.
- Memos are used commonly for issuing instructions to the staff, change in the policy inviting suggestions, giving information, making requests etc.
- Whatever be the subject matter, the language of the memo should be polite and courteous.

Management Information Systems (MIS)

The MIS Concepts

Executives in an organization provide leadership and direction for planning, organizing, staffing, supervising, and controlling business activities. Each of these business activities involves decision making process. For making decisions, executives need the information. The required information is to be provided by an information specialist or by the data processing department. With the increasing competition in the era of information economy, the demands for organized, need base information is increasing day by day. Depending on the hierarchy the information need differs, accordingly different types of information systems are required. To achieve this goal, different types of information systems are devised by the organizations. The MIS is derived from these information systems used in the organizations.

Major postulates of Management Information Systems are:

1. Information form of a MIS is periodic, exception and based on demands.
2. Information formats are pre-specified and fixed.
3. Information is provided by extraction and manipulation of operational data.

4. It provides information about the performance of the organization.
5. It supports the intelligence and implementation stages of decision making.
6. It supports structured decisions for operational and tactical planning and control.

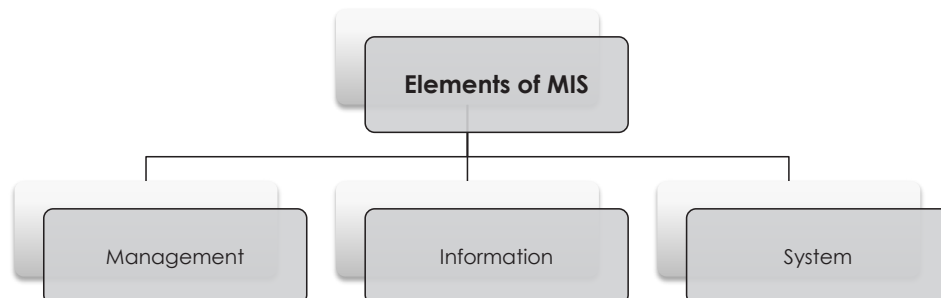
Purpose of MIS

A well-defined MIS provides information to all levels of management for the following purpose:

- To report the organization performance to tax authorities, shareholders, regulatory authorities and other stakeholders such as suppliers and customers etc.
- To prepare future plans for short and long term basis.
- To exercise day-to-day control on various operations in the different functional areas in the organization.
- To allocate different type of resources to different functional areas.
- To allow management by exception.
- To develop database of business partners and to devise procedures to deal with them.
- To develop the training tools for the new recruits in the organization at all levels.

Elements of MIS

MIS is a system that helps management in the process of decision making. The three elements of MIS are Management, Information and System. It is necessary to understand these three components:



Management

The term “Management” as defined by Marry Follett is “The art of getting things done through people” It also refers to a set of functions and processes designed to initiate and coordinate group efforts in an organized setting, directed towards promoting certain interests, preserving certain values and pursuing certain goals. It involves mobilization, combination, allocation and utilization of physical, human and other needed resources in a judicious manner by employing appropriate skills, approaches and techniques. It is a process of conceiving and converting certain worthwhile ideas into results by getting things done through people by offering them monetary and other inducement in return for their contributions.

In short “Management” may be thought of as the sum total of these activities which relate to the laying down of certain plans, policies and purposes, securing men, money, materials and machinery needed for their goal achievements; putting all of them into operation, checking their performance and providing material rewards and mental satisfaction to the men engaged in the operation.

Information

It is a source for increment in knowledge. In MIS, it is obtained by processing data into a form meaningful to

the users. To illustrate, the concept, let us discuss the following situations; if somebody throws the word eleven during the discussion, it means nothing to the participant. It is a data item, but it is placed within a context familiar to the intended recipient. Let us analyze another situation, if a manager is asking a question, "What are the sales of the packaged goods by marketing department and projection for the next quarter?" The answer would be 11 only. Here, it is information not the data item since the number 11 is being used in a context.

System

A physical system is a set of components that operate together to achieve a common objective or multiple objectives. These objectives are realized in the outputs of the system. An efficient system uses its inputs economically in producing its outputs. An effective system produces the outputs that best meet the objectives of the system. MIS can be thought of as a system (set of hardware, software, manpower, procedures, etc) to provide timely and accurate information to the management users in an organisation. The objective of the management information system is to provide formal informational support to the members of the organization.

Structure of Management Information System

Management Levels and their information needs

The levels of management consist of top, middle, and first line management (supervisory). The activities in the organizations are of three types:

- Strategic planning,
- Tactical and
- Operational

Each of these levels to perform - strategic planning, tactical, and operational activities and requires different set of information. The activities and information needs of three levels of management are illustrated in the following.

1. Top level (Strategic level) Management and their information requirements

Top management is defined as a set of management positions, which are concerned with the overall tasks of designing directing and managing the organization in an integrated manner. They are responsible for interacting with representatives of the external environment, such as financial institutions, political figures, and important clients of the organization.

The structure of top level normally consists of Chairman and members of the Board of Directors, Chief Executive Officer and the heads of the major departments of the company. In fact, this level consists of those executives, whose responsibilities relate to the whole organization or in other words, they are accountable for effectiveness and efficiency of the operations of the organization as a whole.

Top management's main responsibility is in the direction of determining the overall goals and objectives of the business. It deals mainly with long-term strategic plans, policy matters and broad objectives of the company. Also, it establishes a budget framework under which the various departments will operate.

Top management needs information on the trends in the external environment (economic, technological, political and social) and on the functioning of the internal organizational sub- system. Apart from historical information, top management requires ongoing or current information also which is generated through forecasts of the future. Thus, mostly the information utilized by top management is futuristic and external in nature. Much of the information so generated for strategic planning purpose tends

to be incomplete and not fully reliable. It may not be available on time. For control purposes, top management receives summary and “exception reports”

(For example on production, sales, cash, profits, and so on) from the middle management. The distinction between strategic planning information requirement and tactical information requirement is not always clear because both systems use some of the common information.

2. Middle level (Tactical level) Management and their Information Needs

Middle level management is defined as a group of management positions, which tend to overlap the top and supervisory management levels in the hierarchy. Middle management positions consist of heads of functional departments and chiefs of technical staff and service units. Middle management, therefore, includes such people as the Manager of Sales, the Manager of Purchasing, Finance Manager, and the Manager of Personnel etc. Middle management may be viewed as “administrative” management in the sense that it is responsible for the elaboration, classification and operationalization of organization goals, strategies and policies in terms of action programmes and norms of performance. Middle management is concerned with the task of formulating pragmatic operating policies and procedures for the guidance of supervisory management.

The nature of information required at the middle management level is less diverse and complex. Middle management is fed with information both from top management and supervisory management. Much of the information used by the middle management is internal in nature. Middle management does not require much “futuristic” information since its decisions are not strategic and long-range in nature. For example, the information needs of a sales manager are: corporate sales goals and targets, strategies and policies for operationalising them, he also needs information on sales potential and trends in different market segments, geographical territories, competitive conditions and so on. Further, he needs information on weekly sales turnover from different zones and for different products, customer complaints, delay in dispatches, finished goods inventory position and the like for the purposes of control. Tactical Information Systems are designed to generate a variety of reports, including summary reports, exceptional reports, and ad hoc reports.

3. Supervisory level (Operational level) Management and their Information Needs

Supervisory management is defined as a team of management positions at the base of the hierarchy. It consists of section officers, office managers and superintendents, foreman and supervisors who are directly responsible for instructing and supervising the efforts of rank and file, clerical and “blue-collar” employees and workers. Supervisory management is also called “operation management” in the sense that it is concerned with implementing operational plans, policies and procedures for purposes of conversion of inputs into outputs. At the supervisory level, managers are responsible for routine, day-to-day decisions and activities of the organization, which do not require much judgement and discretion. The function and process of the supervisory management are standardized as far as possible. The perspective of supervisory management is generally short- range and insular. It functions in a relatively closed environment.

Supervisory management mostly needs internal information on operational aspects of the functioning of activity units. It in fact, generates internal information for example, on purchase and sales, production, use of inputs etc. at the operating level. It also receives information from the middle management levels on operational plans and programmes. The nature of information is routine and structured. It tends to be reliable and relatively complete.

There is a little element of complexity of uncertainty involved in the information.

Characteristics of MIS

Some of the main characteristics of MIS are listed as under.

1. *Comprehensiveness* : Management Information System is comprehensive in nature. It takes inputs from transactions processing systems and process information primarily for managers at all levels. It caters to the need of a large variety of people in different hierarchy as routine information requirement exist practically at all levels. Therefore reporting system in the form of MIS is the most sought after information system in any organization.
2. *Co-ordinated* : Management information system is centrally co-ordinated to ensure that information is passed back and forth among the sub-systems as needed and to ensure that the information system operates efficiently.
3. *Sub-systems* : A MIS is composed of sub-systems or quasi separate component system that is the part of the overall - unified system. Each of these systems shares the goals of the management information system and of the organization. Some of the systems serve just one activity or level in the organization, while others serve multi-levels or multiple activities. The overall structure of the multiple systems should be carefully established as a part of long-range system planning.
4. *Integration* : A MIS is rationally integrated, so as to become more meaningful. Sub-systems are integrated so that the activities of each are inter-related with those of the others. This integration is accomplished primarily by passing data between these systems. Computer programmes and files can be designed to facilitate data flows among the systems, and manual procedures are also used to accomplish this integration. While integration makes information processing more efficient by reducing both intermediate processing and the incidence of independent generation of the same data by multiple departments, and even more important benefit is that it provides more timely, complete and relevant information. Senior managers particularly, benefit from integrated systems because they need cross-functional information. Although total information of sub-systems is neither achievable nor desirable, a substantial degree of integration is required for an effective management information system.
5. *Transformation of Data into Information* : A MIS transforms data into information in variety of ways. When data is processed and is useful to a particular manager for a particular purpose, it becomes information. There are many different ways in which data must be transformed within an information system. For example, cost data for a particular organization may be summarized on a full-cost, variable-cost, and standard-cost basis for each organization unit, as well as by each cost type, customer type, and product, line. The numerous ways in which MIS should transform data into information are determined by the characteristics of the organizational personnel, the characteristics of the task for which information is needed.
6. *Enhance Productivity* : A MIS enhances productivity in several ways. It enables routine tasks such as document preparation to be carried out more efficiently, it provides higher levels of service to external organizations and individuals, it supplies the organization with early warnings about internal problems and external threats, it gives early notice of opportunities, it facilitates the organization's normal management processes and it enhances managers' ability to deal with unanticipated problems.
7. *Conforms to Managers' Styles and Characteristics* : A management information system is developed in recognition of the unique managerial styles and behavioural patterns of the personnel who will use it, as well as the contributions made by managers. At the organization's more senior levels, the management information system is likely to be carefully tailored to each individual manager's personal tastes. At the organization's lowest levels, the management information system is more likely to be tailored to the unusual way in which clerical and operations personnel use information and interact with the information system. For middle managers, the information system is tailored to the general

characteristics of managers. For professional and technical personnel, the information system is tailored to the nature of the specialized task, but attention also given to the way the minds of these specialists process information.

8. *Relevant Information* : A MIS should provide only relevant information. Determining what information is relevant may be difficult in situations in which analyses vary for different managers or according to particular circumstances, such as in the case of special problems. Systems designers must carefully consider the human factor when developing a management information system. Otherwise, the resulting system will be ineffective and probably will be discarded by its users.
9. *Uses Established Quality Criteria* : A management information system must be designed to the required tolerance for timeliness, relevance, and accuracy of information. These tolerances vary from task to task and from level to level within an organization.
10. *Feedback* : A management information system should provide feedback about its own efficiency and effectiveness. The reporting of computer malfunctions and transactions processing error rates is a simple example of this feedback. Statistics prepared by the system about who uses each system facility and how much they use each one are more sophisticated forms of feedback. Computer programs can record and report how much computer time is used by each user, how many pages are printed for each user, and how much internal data file space is utilized by each user's data, as examples; these and other usage statistics can be used for managerial analysis or as basis for charging each user for computer usage if desired.
11. *Flexibility* : It must be designed to be easily modified if, for example, different information is needed because the environment changes or if the organization undertakes new activities (such as introducing new products) which require new modes of processing. The information system should be capable of being easily expanded to accommodate growth or new types of processing activities and also easily contracted.
12. *Modularity* : The MIS should be composed of many modules or sub-systems rather than be designed as one and only one for a few large systems.
13. *Selective Sharing of Data* : Another desirable quality of an MIS is selective sharing of data. Two or more managers often need to utilize the same information; the system should have features, which allow ready access to information by multiple managers. An advanced feature that promotes this sharing is databases. On the other hand, it is often important to reserve certain information for the exclusive use of only selected managers. Sometimes, this need extends down to the record or field level, in which case some parts of a record are available to all managers, but only certain managers are permitted to examine other parts. For example, an employee's current address or marital status may be needed by an employee or other personnel, but access to information about pay rate, hours worked, gross pay, and other details of payments may be restricted to certain payroll managers. This selective sharing quality can be established by controls that are part of the computer programs.
14. *Computerized* : It is possible to have an MIS without using a computer. But its use increases the effectiveness of the System. In fact, its use equips the system to handle necessary attributes of the computer to MIS, for example accuracy and consistency in processing data and reduction in staff. These needs in management information system make the computer a prime requirement.

To sum up, business correspondence is the backbone of a good organisation or company.

Basic Requirement of MIS

In the present context, most of the organizations are using computer-based management information system in the era of information economy. The basic requirements of a computer based MIS are listed as below :

1. *Hardware* : It refers to the physical computer equipment and associated devices. The hardware must provide five basic functions, i.e., input of data entry, output, secondary storage for data and programmes, central processor (Computation, Control, and primary storage) and communication.
2. *Software* : It is a broad term; it means the instructions or programs that direct the operation of the hardware. The software requirement is of two types: System Software and Application Software.
3. *Database* : The database contains all data utilized by the application software. An included set of stored data which is often referred to as a file. The physical existence of the stored data is known as a database.
4. *Procedures* : Formal operating procedures are physical components because they exist in a physical form such as a manual or instruction booklet. Basically, three major types of procedure are required:
 - User Instructions (for users of the application to record data, employ a terminal to enter or retrieve data, or use the result)
 - Instructions for preparation of input by data preparation personnel
 - Operating instructions for computer operations personnel.
5. *Operations Personnel* : It includes personnel such as Computer operators, system analysts, programmers, data preparation personnel.

Limitations of MIS

The main limitations of MIS are as follows:

1. The quality of the outputs of MIS is basically governed by the quality of inputs and processes.
2. MIS is not a substitute for effective management. It means that it cannot replace managerial judgement in making decisions in different functional areas. It is merely an important tool in the hands of executives for decision-making and problem solving.
3. MIS may not have the requisite flexibility to quickly update itself with the changing needs of time, especially in the fast changing and complex environment.
4. MIS cannot provide tailor made information packages suitable for the purpose of every type of decisions made by executives.
5. MIS takes into account mainly quantitative factors; thus it ignores non-quantitative factors like morale, attitudes of members of the organization, which have an important bearing on decision-making process of executives.
6. MIS is less useful for making non-programmed decision-making. Such type of decisions is not of a routine type and thus they require information, which may not be available from existing MIS to executives.
7. The effectiveness of MIS is reduced in the organization, where the culture is to hold information and not share with others.
8. MIS effectiveness decreases due to frequent changes in top management organizational structure and operational team.

CONCEPT OF E-CORRESPONDENCE

Introduction

Today in 21st century globalized world, the uses and needs for the 24 hours availability system of internet have been unprecedented.

Professionals, non-professionals, experts or students, we are all turning increasingly to the internet in our daily lives. Whether we want to find educational openings abroad, do banking operations online, find research material on any issue, send corporate e-mails, internet is the place where we go most often. From the trivial to the highly complex, we look for answers to most of our questions in the vast ocean of knowledge called World Wide Web (www).

The World Wide Web is a system of interlinked hypertext documents accessed via the Internet. With a web browser, one can view web pages that contain text, images, videos, and other multimedia and navigate among them via hyperlinks.

Many people use the terms Internet and World Wide Web interchangeably, but in fact these two terms are not synonymous. The Internet and the Web are two separate but related things.

What is Web?

The World Wide Web, or simply Web, is a way of accessing information over the medium of the Internet. It is an information-sharing model that is built on top of the Internet. The Web uses the HTTP protocol (one of the languages spoken over the Internet) to transmit data. Web services, which use HTTP to allow applications to communicate in order to exchange business logic, use the Web to share information. The Web also utilizes browsers, such as Google Chrome, Internet Explorer or Firefox to access Web documents called Web pages that are linked to one another via hyperlinks. Web documents also contain graphics, sounds, text and video.

The Web is just one of the ways through which information can be disseminated over the Internet. The Internet, not the Web, is also used for e-mail. So the Web is just part of the Internet, albeit a large part, but the two terms are not synonymous and should not be confused.

What is Browser?

A Web browser is software application that enables you to find, retrieve, and display information available on the World Wide Web (WWW). Browser also allows you to traverse information resources on the WWW. The information on the Web is organized and formatted using tags of a Markup language called Hypertext Markup Language or HTML. A web browser converts the HTML tags and their content into a formatted display of information. Thus, a web browser allows you to see the rich web contents from a website. Some of the popular web browsers are - Google Chrome, Internet Explorer, Mozilla Firefox, Safari and Opera.

A brief description about some of these interactions/buttons is as follows:

- *Back/Forward Buttons* : Back button can be used by you for going back to the previously visited web page whereas the Forward button is used to visit the nextpage (if you are not on the most recent page visited by you, this may happen when you have pressed the back button at least once).
- *Tab* : It allows you to view multiple web pages in the same browser without opening a new browser session.
- *Address bar* : Also known as URL Bar is a place where you can type the web page address that you want to retrieve from the web address. It also displays the address of the web page currently being

visited by you.

- *Recent History* : This shows the links to the web pages previously visited by you.
- *Refresh* : This is also called as reload button. It reloads the current web page.
- *Stop* : It cancels loading of the current web page. This button is used when the page is in the loading state.
- *Home* : This button will bring you back to the home page of your website. Home page is the first page of any website.
- *Search* : Search box allows any term to be searched by the search engine from the web. It can also be used for searching of contents from the website visiting.

What is Internet?

The Internet is the network of networks and is used for many applications. Internet allows you to share resources and applications with ease. The Internet can carry any digital signals such as text, graphics, sound, video and animation. Today, Internet has thousands of networks and millions of users, using many services. The Internet is a massive network of networks - a networking infrastructure. It connects millions of computers together globally forming a network in which any computer can communicate with any other computer as long as they are both connected to the Internet. Information that travels over the Internet does so via a variety of languages known as protocols. The Internet uses TCP/IP as its basic protocol on which many more application level protocols have been developed.

The terms Internet and World Wide Web are often used in everyday speech without much distinction. The Internet is a global system of interconnected computer networks. In contrast, the Web is one of the services that runs on the Internet. It is a collection of textual documents and other resources, linked by hyperlinks and URLs, transmitted by web browsers and web servers. In short, the Web can be thought of as an application “running” on the Internet.

Viewing a web page on the World Wide Web normally begins either by typing the URL of the page into a web browser or by following a hyperlink to that page or resource. The web browser then initiates a series of communication messages, behind the scenes, in order to fetch and display it.

“The letters written by one party to another, and the answers thereto, make what is called the correspondence of the parties. Such correspondence if done through electronic signals via internet is called E-correspondence.”

What is E-Correspondence?

E-Correspondence is commonly known as ‘email-correspondence’ or ‘electronic correspondence’. It is an electronic method of providing you with important information on your email address. You must supply a valid email address in order to receive information via email. For example: johndoe@company.com.

Concept of Email

“Electronic mail” or “e-mail” as it is commonly called is the process of sending or receiving a computer file or message by computer modem over telephone wires to a pre-selected “mail box” or “address” on another computer. E-mail can also be sent automatically to a large number of electronic addresses via mailing lists (through ‘mail-merge’ option). E-mail messages can range from the simplest correspondence to business presentations, engineering blueprints, book chapters, or detailed contracts. Graphics, files of artwork or photography can be transmitted via this technology as well, though text messages comprise the vast majority of e-mail transmissions.

Today, e-mail stands as a central component of business communication, both within business enterprises and between business enterprises, because of the many advantages it offers over regular mail in terms of efficiency, speed, and 24-hour availability. These characteristics have made electronic mail a truly ubiquitous presence across the globe. Indeed, in terms of sheer volume, more than 536 billion pieces of e-mail were delivered in the United States in 1999, according to the eMarketer Internet research firm. Moreover, the eMarketer estimates that in 2000 the number of active e-mail users in America reached 111 million.

Since e-mail has emerged as such an important method of business communication in recent years, it is important for small business owners to know how to use this technology effectively. Towards that end, consultants generally recommend that small business owners and entrepreneurs should select and shape such e-mail packages that emphasize convenience and ease of use.

Electronic mail, known commonly by its abbreviation 'email', is probably the most used medium of communication today. 50 years ago, had someone said that it would be possible to instantly deliver documents to a recipient sitting halfway across the globe, he would have been a laughing stock. But, email came, saw and conquered the World Wide Web. Today, with email, there's so much more than just written text communication. Ability of the email to securely forward multimedia, photos, software, etc. has made it very popular. It's rightly said that 'necessity is the mother of all inventions', and we humans have always found a way whenever the need arose. The history of email communication is very interesting and intriguing.

History of Email

In 1965, the Massachusetts Institute of Technology (MIT) was the first to demonstrate the use of the first email system known as MAILBOX.

The history of email addresses can also be attributed to Tomlinson. He chose the '@' symbol to provide an addressing standard in the form of "user@host", which is in use till date. This is why Tomlinson is called the 'father of email' and is credited with its invention.

By 1974, email in its improved form was being used by the US military. By 1975, efforts to organize the email bore fruit. A general operating area, known as email account, was created for users who wanted to avail the email service. Access controlling was done by giving the user a secret password, which only he/she would know. Separate folders were created depending on the purpose. Inbox for incoming messages and outbox for outgoing messages.

The year 1976 was a watershed year in the history of email marketing. Email service was being offered in commercial packages and per-minute charges were applicable to those using these services. This led to the requirement for offline reading, which meant that users could then download their emails on to their personal computers, and read them leisurely without using and paying for the airtime. This led to the development of applications, which were similar to what Microsoft Outlook does today.

Requirement for protocols was felt almost immediately, and in 1972 file transfer protocol (FTP) was put in use to send email messages. The main drawback here was that FTP created a separate mail for every recipient and then dispatched it, which resulted in the loss of precious memory space. This prompted the creation of the more efficient SMTP (Simple Mail Transfer Protocol) in the early 1980s, which became a standard protocol to be used in sending email messages. But the initial versions of SMTP failed to control the cases of forgery and proved to be a naive protocol in the verification of the authenticity of a user. Email viruses, worms and spammers began exploiting these loopholes in SMTP, and even though many new and improved versions have been released, this problem continues to be addressed till date.

If SMTP is used to send messages, POP (Post Office Protocol) is a standard for receiving emails. This protocol is used by email clients to retrieve messages from the mail server using a connection. One drawback of POP is that it does not support offline retrieval of messages. This demerit has now been overcome, by the more

capable IMAP (Internet Message Access Protocol). This is how one comes to know about the offline messages, i.e., messages received when the receiver is not signed in.

By the early 1990s, free and user-friendly email service providers had taken the industry by storm. Players like 'yahoo' and 'hotmail' were competing for the market share. It was this decade that saw the .com boom, to the extent that almost everyone wanted an email account. Today, there are more than 600 million email users across the globe, with newer players like Google (Gmail) and Rediff entering.

There's so much more about the origin and history of email, but these were the most important landmark events. Looking at its current usage, we can only add that instant messaging via email is here to stay!

Features of Email

- *Electronic* : It is an electronic mode of message transmission as it is sent using HTML (Hyper Text Markup Language)
- The computer code used to create web pages.
- *Cost-Effective* : It is one of the cost-effective modes of fast communication. Today with the advent of smartphones, communicating through emails has become even more cost-effective.
- *Packages* : Packages like 'Messenger' and 'Outlook' help us compose new mails or forward the received ones to one or all of the people whose email addresses are stored in the 'Address Box'. They allow us to change font, sizes and colour of the text; highlight, delete, store or save; align, center or justify the text; italicize, bold, underline or even print what we write or receive as email.
- *Interface*: An interface between email programme and word processing programme allows us to cut, copy and paste material from one place to the other.
- *Attachments* : The 'Attach' option allows us to share documents, worksheets, presentations, pictures and videos along with the mails.
- *Spam* : Unsolicited or Junk mails can be filtered by using the 'spam' option which forbids unwanted mails to enter your inbox. These unwanted mails may be advertisements, job offers, competition forms, etc. which one does not want to receive frequently.
- *Signature* : We can customize our signature as we want it to appear in the complimentary closure of every email. Once you add your signature it automatically appears at the end of every mail that you compose. One need not write the name, designation, contact no, etc. again and again.
- *Search* : The search option helps us to locate old email communications. This can be achieved by typing the sender's name in the search box and clicking the search button. It will reflect all mails containing the name so typed.
- *Cloud Storage* : A more recent feature is cloud storage. Data can be stored on cloud. This facilitates access and instant updates to multiple users. Google Drive, Dropbox etc. are examples of companies offering cloud service solutions to enterprises.
- *Changes at the Workplace* : This trend of online work has brought about other changes like virtual workplaces, work from home, flexi-time etc.

Features of an Email Account

An email account, in general has the following folders:

Inbox: Inbox is the main folder in your email account. It contains all the e-mails that have arrived in your e-mail account. You can click on inbox to see the mails that you have not read (shown in bold) as well as the mails that you have already read (in normal font).

Sent Mail : It shows all the e-mails sent by you from your e-mail account.

Drafts : This folder stores those messages that you have created but has not been sent by you so far. These messages are saved by you for more work.

Spam : Spam is unsolicited e-mails or junk mail. It is generally e-mail advertising sent to a group of people. We can also term spam as unwanted e-mails. Spam mails are also a big cause of computer viruses. Spam mails are identified by the mail services and placed in this folder. These spam mails are automatically deleted after a few days.

Trash : Any deleted mail is put in the Trash folder. Trash folder allows you to get back an e-mail which has already been deleted. But it is important to know that you can get back the mails only within a few days from trash after its deletion. After a few days, mails are permanently deleted from the trash folder.

An email account, in general has the following options:

Compose Mail : Composing is addressing, writing, and sending an e-mail message. By clicking on the Compose Mail button a window appears where we can write our message in the message box and the email addresses of the person we want to send the mail.

Contacts : The Contacts helps you to find email address of a person whom you have saved in your Contact list. We can also quickly find email conversations associated with a contact, and store additional information about other persons whose email id is stored in our contacts (such as a mailing address, title, phone number, etc).

To field - you have to put the address of the receiver. In case you want to send an email to more than one receiver then put commas between their email addresses or add cc. or add bcc.

Cc stands for Carbon copy the persons whose address is listed in this field will receive a carbon copy of the message and Bcc means blind carbon copy similar to Cc but the only difference is that the recipient who had got Bcc is invisible to other recipients.

Subject : The main heading of your mail i.e., it will explain that the mail is regarding which issue. Please note that the subject should be descriptive of the mail to help the receiver understand what mail is about without having to open the mail.

Text Area : The message is written in this area.

Send : you can send the mail by clicking the Send button.

Group Contacts is one such list as explained earlier. Contacts can be organized in different groups like office, school, relatives etc.

Electronic Mail System

Today companies are able to customize their e-mail services to meet their own unique communication needs. E-mail management tools in the market can help entrepreneurs and managers address a wide array of issues from excessive volumes of e-mail and/or excessively large file attachments –both of which can clog e-mail gateways or create network storage burdens –to virus detection, spam blocking, and search ability of e-mail data stores.

Optimizing Personal Email Use

Experts in the fields of business and electronic communication agree that managers and small business owners can take several steps to maximize the efficiency of their company's e-mail systems. These tips extend from patterns of personal e-mail use to guidelines for company wide e-mail policies.

Professional appearance and content are paramount in an e-mail. Some basic guidelines and action points to be followed are:

- The standards of professionalism that dictate postal correspondence stay –Proper Grammar, correct spelling, tone, courtesy, structure, content etc.
- Avoid ‘Emoticons’ – smileys, winks etc in official correspondence.
- Maintain separate accounts for official and personal e-mails. Many organizations have firewalls against personal mails like Yahoo, Gmail etc.
- Avoid ‘spamming.’ Maintain a proper distribution list of recipients for your mails.
- Limit the size of attachments to be received or sent out by e-mail. Organizations have policies and limits for the size of attachments. This helps monitor data security, virus attacks etc.
- *Have a standard signature for your official e-mails* – Name, Designation, Phone numbers. This helps in accurate identification.
- *Respond promptly to official e-mail messages* – less than 24 hours. In case the response takes more detailed information, write a short reply explaining how long it would take for you to give a proper response. Non-response sends out wrong signals.
- Set up efficient daily e-mail practices. Today, e-mails are configured on smartphones, further reducing the expected response time.
- Delete old messages that can clutter up your inbox. Ensure that your inbox is not cluttered and allows for incoming messages without delay.
- Review incoming e-mails only at two or three set times a day, rather than peeking at each one as it comes in; and
- Invest in supplementary tools that can block e-mail spam that clogs many systems.
- Use the “Reply/Reply All” features with care. Your response may be intended only for the sender and not for all included in the mail.

Important

Use the fields ‘to,’ ‘cc,’ and ‘bcc’ appropriately. The recipients in the ‘to’ are those who need to take action based on your e-mail; those in ‘cc’ are included for information; those in ‘bcc’ are included when the recipients are not known to each other and their e-mail ids are to be kept confidential.

This is important, because spammers love to see a whole slew of e-mail addresses that they can send spam to. Your friends will have good intentions, but those you may only know from a list may not. Hackers now have the addresses of everyone who will be receiving your e-mail. This is neither appropriate nor safe. Instead, choose to send a group or list of people the same message using BCC, which is the kindest and least obvious way to send mail short of encryption.

Also remember that all e-mail sent through normal channels can be intercepted. Therefore, only write what you want the world to see.

Again, the desire to say what we feel must be overcome with the desire to be courteous and professional, which we all know in our hearts, is the better way to communicate.

Proper E-mail Correspondence

Most of us e-mail back and forth every day, so we all deal with different types of e-mail correspondence. Whether it be for business, for personal use or for school, we all need to know the proper ways of sending emails to other people. Keep reading to see if you’re being professional about it or not.

As stated above, e-mail correspondence comes in various colours and designs and it is as creative as the sender makes it. E-mail a decade ago was definitely not the same as the e-mail today. We must be more careful about what we say and how we say it. Words used in an e-mail are like a small, lit match; they can be used to mend fragile relationships, warm the heart and light the way, or they can ignite a whole forest aflame that could cause havoc and destruction.

Here is one scenario that may influence varied responses:-

Example

You just paid for some software over the Internet with your credit card. You were told that the software would reach your house in a few days. The item does not reach you in promoted time. No problem, you think. You will just call the 1-800 number they have on their Website but after redirecting your call four times, you hear the dial tone. You are upset, but you try calling again.

Now, after this phone calling nightmare for almost 45 minutes, you are angry that no one is answering. After all, you paid for the item and you want it. Should you not be angry? Of course you should be, but you can't get hold of them, so you decide to write an e-mail explaining your mounting frustration about how their customer service was always unavailable over the phone. You are careful to tell them that you have not received your purchase and also include the invoice statement as proof of what you bought. Three days go by and counting. You cannot get this dilemma off your mind. Another e-mail lands you nowhere. You do not know what to do. You tried contacting them, but you got no reply. You decide that you no longer want their software and want your money back. You swear not to deal with this company again, right?

So, you write a third e-mail, but you are not so polite this time. You say, "I will never do any business with you again. You are deaf to my phone calls and e-mails and insult my intelligence. I demand my money back. You are a thief and should not be in business and I will get to the bottom of this."

Surely, this is a letter you can write, but do you really think you should? Would it make you feel any better?

Maybe, but will it get you what you want? Not likely. In so many cases, we are obliged to overcome how we feel by an act of the will to do what we ought to do.

Now, let's take the same scenario and use a different technique. Instead, say something like, "Gentlemen, I am writing this e-mail as an addition to my other two. I have not received the item I paid for. It should have arrived two weeks ago. I am concerned that it may have gotten lost in transit or perhaps was overlooked with the many deliveries you are responsible for at your warehouse. I have also tried to contact you by phone twice, but there was some difficulty and my calls never got through. I would appreciate hearing from you regarding this matter.

Thank you."

A reply from the company finally comes and it says, "We apologize for not being able to get back to you about your purchase. Our servers were hacked into and we just got back online. It was also very alarming that we found our customer backup data was deleted. Please accept our apologies. Because of this delay, we are sending your purchase free of charge and we hope that this might retain you as one of our loyal customers."

Again, the desire to say what we feel must be overcome with the desire to be courteous and professional, which we all know in our hearts, is the better way to communicate.

There are many occasions however, when you simply do not hear back at all from a vendor. What do you do then? There is one more example of the proper way to send an e-mail.

This is one that is sent to many people. There is a thoughtful way to include others that will be the recipient of such mail. We all have had times that we find something useful to send or we find that there are stories that are

uplifting that we want to share. How do we send a story like that to many people where safety and courtesy are concerns? Certainly, one way is to address your e-mail to each recipient. There is nothing wrong with this. Each person receives it and each person feels special, because you addressed your e-mail to him/her alone.

Suppose however, you would like to send the same e-mail to all of your readers at one time. Most of all e-mail recipients are known to have what is called Carbon Copy (CC) and Blind Carbon Copy (BCC). Here we want to be careful that only one person at a time will see your mail without seeing the address of every person you are sending it to. If we use CC, every person's address is listed for each e-mail recipient to see, but if we use BCC, only the address of a person in the 'To:' box is seen.

This is important, because spammers love to see a whole slew of e-mail addresses that they can send spam to.

Your friends will have good intentions, but those you may only know from a list may not. Hackers now have the addresses of everyone who will be receiving your e-mail. This is neither appropriate nor safe. Instead, choose to send a group or list of people the same message using BCC, which is the kindest and least obvious way to send mail short of encryption.

Also, remember that all e-mail sent through normal channels can be intercepted. Therefore, only write what you want the world to see.

Email Etiquette

While a lot of people understand the importance of following certain rules when writing a business letter, they often forget these rules when composing an email message. Here's a refresher.

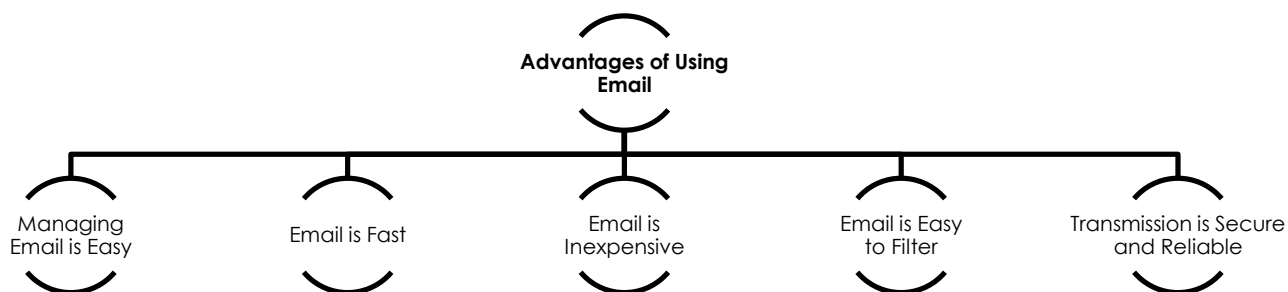
- *Mind Your Manners* : Think of the basic rules you learned growing up, like saying please and thank you.
- Address people you don't know as Mr., Mrs., or Dr. address someone by first name only if they imply it's okay with them to do so.
- *Watch Your Tone* : Merriam-Webster defines tone as an "accent or inflection expressive of a mood or emotion." It is very difficult to express tone in writing, but make sure that you should come across as respectful, friendly, and approachable. You should not sound curt or demanding.
- *Be Concise* : Get to the point of your email as quickly as possible, but don't leave out important details that will help your recipient answer your query.
- *Be Professional* : This means, stay away from abbreviations and don't use emoticons (those little smiley faces). Don't use a suggestive email address for business communications.
- *Use Correct Spelling and Proper Grammar* : Use a dictionary or a spell checker whichever works better for you. While you can write in a conversational tone (contractions are okay), pay attention to the basic rules of grammar.
- *Wait to Fill in the "TO" Email Address*: Career Planning Site visitor Larry Batchelor says, "I never fill in the 'TO' email address until I am completely through proofing my email and I am sure that it is exactly the way that I want it. This will keep you from accidentally sending an email prematurely. In the past, I have accidentally clicked on the send icon, when I really meant to click on the attachment icon."

Advantages and Disadvantages of Email

Email has changed the way we do business. Sure, people complain about the amount of Email they receive. But when all is said and done, use of Email has made a positive impact on business and has an edge over other methods of communication.

Here are five advantages of using Email:

- (i) *Managing Email is Easy* : You can manage all your correspondence on screen and so can your customers. Your proposal can be answered, revised, stored, and sent to others, all without reams of paper involved.



- (ii) *Email is Fast* : Mail is delivered instantly from your office to anywhere in the world. No other method of delivery can provide this service. Timely buying and selling decisions can be made in one heartbeat.
- (iii) *Email is Inexpensive* : Compared to telephone calls, faxes, or overnight courier service, Email is less expensive.
- (iv) *Email is Easy to Filter* : The subject line on an Email makes it easy to prioritize messages. The reader can identify critical correspondence quickly and deal with it immediately. Unlike regular mail which needs to be opened and reviewed, or voice mail which requires you to either listen to or scan all your messages for those that require immediate attention.
- (iv) *Transmission is Secure and Reliable* : The level of security in transmitting Email messages is very high, and the industry continues to strive to develop even tighter security levels. Email is private. Often telephone and fax messages are not. If the address information is correct, rarely does an Email go astray. Fax machines can be out of order or out of paper and this prevents an important message from being delivered in a timely manner.

Email has been credited for increased efficiency, business readiness, and a host of other advantages tied to increased productivity.

However, there are some disadvantages.

- (i) *Time Consuming* : Writing an email takes less time than it takes to print a letter and mail it off the ease with which an e-mail is sent implies that an average person may do more correspondence electronically than he would if all correspondence was done by postal mail. Sometimes the message is better communicated over the telephone or directly. Organizing and reading through emails can also eat up a great deal of time and prove an obstacle in the way of a worker's productivity.

Disadvantages of using Email

- Time Consuming
- Security
- Impersonal Communication
- Misunderstanding
- Vulnerability
- Internet Connectivity

- (ii) *Security* : Sensitive information can be easily shared and distributed within a business through email. It does not matter if the email is sent accidentally or deliberately, the damage remains the same. Moreover, when someone hands you a business letter, you are the only person who receives that letter. An e-mail can be intercepted by a hacker or go on an incorrect email address and wind up in someone else's inbox. Your sensitive information and messages are easily accessible to hackers and to even

unsuspecting recipients.

- (iii) *Impersonal Communication* : While email can be faster, the meaning of the message is often lost in the text. It can make customers or employees forget there are people involved in the transaction, which can affect customer service. Since email recipients cannot see one another, the emails do not have any voice inflection or emotion that can help in proper interpretation.
- (iv) *Misunderstanding* : Pronouns and popular jargon can lead to conflicts in emails. In addition, email is filled with abbreviations and short descriptions, which can often be misunderstood and/or interpreted the wrong way.
- (v) *Vulnerability* : It would take a manual effort on the part of someone to access all his important printed documents and destroy them. But all of your emails and important information can be lost with a simple hard-drive crash. Even if you store your email information on another server, you could lose your data if that site goes down or gets out of business.
- (vi) Whether an organisation depends on internet connectivity: E-mail depends on the internet connectivity which can get disturbed or disconnected due to various reasons.
 - Email cannot be considered a confidential mode of communication.
 - Email should not be considered as a replacement for direct, face-to-face communication.
 - Email cannot be relied in case of emergency messages as the receiver may read it at his own convenient time.
 - Email depends on the internet connectivity which can get disturbed or disconnected due to various reasons.

EMAIL POLICY OF GOVERNMENT OF INDIA, 2024

What is it?

The Government of India's Email Policy (2024) is a new set of rules made by the Ministry of Electronics and Information Technology (MeitY). It tells how government employees should use email for official work to keep communication safe and secure.

Why was it made?

To protect government data and prevent cyber attacks.

To make sure government emails are used only for official purposes.

To follow the new Digital Personal Data Protection Act, 2023.

Main Points of the Policy:

1. Only Government Email Allowed:
 - All government employees must use NIC email (official government email)
 - No personal email (like Gmail or Yahoo) for official work.
2. No Social Media Registration:
 - Government emails can't be used to sign up on social media or other websites, unless approved.
3. Use Outside India (Emergencies Only):

Offices outside India can use other email services only in emergencies and with permission.

4. New Email Domains:

Instead of general emails like @gov.in, departments must shift to their own (e.g., @meity.gov.in).

They have 6 months to do this.

5. Two Types of Email IDs:

Organisation-linked: For departments (e.g., [HYPERLINK "mailto:info@meity.gov.in"](mailto:info@meity.gov.in) info@meity.gov.in)

Service-linked: For roles (e.g., [HYPERLINK "mailto:secretary@meity.gov.in"](mailto:secretary@meity.gov.in) secretary@meity.gov.in)

6. Separate IDs for Contractors:

Consultants or contract workers must have separate email IDs from permanent staff.

Why is this Important?

Helps protect government data.

Prevents cyber crimes like hacking or data leaks.

Makes it easier to investigate if anything goes wrong.

Conclusion:

This policy is a big step towards making sure government emails are safe and well-managed, and that they follow the rules of cybersecurity and data protection

Intranet

The word 'intra' means within or internal. It is like the internet, except that it contains information specific to a particular organization. External people, who are not on the network cannot access the intranet.

The intranet is the most effective of all types of electronic communication.

A company intranet helps to keep employees atleast with various happenings within the company, and it can be used to communicate within the company by posting various newsletters, articles, and company training documents.

The intranet implies that only the company employees who are set up on the server can access the company pages. It is different from the Internet which is open to everyone who has an Internet connection.

Most companies use their intranet in place of paper and emails because it gives information to everyone within the company, regardless of their location. Thus, all employees in an organisation get to know about the carried happenings.

Intranet for companies are very secure in the sense that no one outside the company can access it once the security is set in place.

The benefits of an intranet are that it allows a central communication area for the entire company. Many people work in remote locations; therefore, it helps them in having a sense of connectedness with the company as a whole, regardless of the place someone is located in.

Intranet have been quite effective in keeping communication open to all employees, but at the same time, it is essential that they log into the intranet several times each day. Many companies make the intranet the default start-up page from any browser within the company, which makes it easier for employees to remember to log in for important information.



Benefits of Intranet

An intranet is a great tool that may be used in order to get messages across to the staff members. There are many creative ways in which one could use the intranet to one's advantage within the company. One can promote the workplace issues on just about any topic on an intranet.

- *Workforce Productivity* : Intranets can help users to locate and view information faster and use applications relevant to their roles and responsibilities.
- *Time* : Intranets allow organizations to distribute information to employees on an as-needed basis. Employees may link to relevant information at their convenience, rather than being distracted indiscriminately by electronic mail.
- *Communication* : Intranets can serve as a powerful tool of communication within an organization, vertically as well as horizontally. From the communication standpoint, intranets are useful to communicate strategic initiatives that have a global reach throughout the organization. By providing this information on the intranet, staff has the opportunity to keep up-to-date with the strategic focus of the organization. Some examples of communication are chat, email, and blogs.
- *Web Publishing* : It allows cumbersome corporate knowledge to be maintained and easily accessed throughout the company using hypermedia and Web technologies. Examples include: employee manuals, benefits documents, company policies, business standards, news feeds, and even training can be accessed using common Internet standards (Acrobat files, Flash files, CGI applications). Because each business unit can update the online copy of a document, the most recent version usually becomes available to the employees using the intranet.
- *Business Operations and Management* : Intranets are also being used as a platform for developing and deploying applications to support business operations and decisions across the internetworked enterprise.
- *Cost-effective* : Users can view information and data via a web-browser rather than maintaining physical

documents, such as procedure manuals, internal phone list and requisition forms. This can potentially save the business money on printing, duplicating documents, and the environment as well as document maintenance overhead. For example, people using internet services “derived significant cost savings by shifting HR processes to the intranet”.

- *Enhance Collaboration* : Information is easily accessible by all authorized users, which enables teamwork.
- *Promote Common Corporate Culture* : Every user has the ability to view the same information within the Intranet.
- *Immediate Updates* : When dealing with the public in any capacity, laws, specifications, and parameters can change. Intranets make it possible to provide your audience with “live” changes so they are kept upto-date, which can limit a company’s liability.
- *Supports a Distributed Computing Architecture* : The intranet can also be linked to a company’s management information system, for example, a timekeeping system.

Purpose of Intranet

The purpose of the intranet is for internal communication. Increasingly, intranets are being used to deliver tools and applications, e.g., collaboration (to facilitate working in groups and teleconferencing) or sophisticated corporate directories, sales and customer relationship management tools, project management, etc., to advance productivity.

Intranets are also being used as corporate culture-change platforms. For example, large numbers of employees discussing key issues in an intranet forum application could lead to new ideas in management, productivity, quality, and other corporate issues.

When part of an intranet is made accessible to customers and others outside the business that becomes part of an extranet. Businesses can send private messages through the public network, using special encryption/decryption and other security safeguards to connect one part of their intranet to another.

Intranet user-experience, editorial, and technology teams work together to produce in-house sites. Most commonly, intranets are managed by the communications, HR departments of large organizations, or some collaboration among these.

Web communication is here to stay and will only grow in use and importance.

Difference between Internet and Intranet

| S. No. | Internet | Intranet |
|--------|--|--|
| 1 | Internet is used to connect different | Intranet is owned by private firms, network of computers simultaneously. |
| 2 | In internet, there are multiple users. | In intranet, there are limited users. |
| 3 | Internet may be unsafe. | Intranet is safe. |
| 4 | In internet, there are more number of | In intranet, there are less number of visitors. visitors. |
| 5 | Internet is a public network. | Intranet is a private network. |
| 6 | Anyone can access Internet. | Anyone can’t access the Intranet. |
| 7 | Internet provides unlimited information. | Intranet provides limited information. |

Extranet

An extranet is a private network that uses Internet technology and the public telecommunication system to securely share part of a business’s information or operations with suppliers, vendors, partners, customers, or other businesses. An extranet can be viewed as part of a company’s intranet that is extended to users outside

the company. It has also been described as a “state of mind” in which the Internet is perceived as a way to do business with other companies as well as to sell products to customers.

Companies can use an extranet to:

- (i) Exchange large volumes of data using Electronic Data Interchange (EDI).
- (ii) Share product catalogues exclusively with wholesalers or those “in the trade”
- (iii) Team up with other companies on joint development efforts
- (iv) Jointly develop and use training programs with other companies
- (v) Provide or access services provided by one company to a group of other companies, such as an online banking application managed by one company on behalf of affiliated banks
- (vi) Share news of common interest exclusively with partner companies.

Difference between Intranet and Extranet

| S. No. | <i>Intranet</i> | <i>Extranet</i> |
|---------------|---|--|
| 1 | Intranet is a tool for sharing information throughout the organization. | Whereas Extranet is a tool for sharing information between the internal members and external members. |
| 2 | Intranet is owned by a single organization. | While Extranet is owned by either a single or a many organization. |
| 3 | In intranet, security is implemented through a firewall. | Whereas in this, security is implemented through a firewall in order to separate the extranet and the internet. |
| 4 | Intranet is managed by an organization. | Whereas Extranet is managed by many organizations. |
| 5 | Intranet has a limited number of connected devices. | Whereas in the extranet, connected devices are comparable with the intranet. |
| 6 | Intranet is a private network type for an organization. | While it is also a private network in which public network is used in order to share the information to the suppliers and customers. |
| 7 | Intranet is used in order to get employee information, telephone directory etc. | While it is used to check status, access data, send mail, place order etc. |
| 8 | Intranet is the limited and compromised version of Extranet. | While Extranet is the limited and compromised version of Internet. |
| 9 | A particular organization is the regulating authority for intranet. | While it is regulated by multiple organizations. |
| 10 | It is accessible to only the members of organization. | It is accessible to members of organization as well as external members with logins. |
| 11 | It's restricted area is upto an organization. | It's restricted area is upto an organization and some of its stakeholders. |
| 12 | It is derived from Internet. | It is derived from Intranet. |

BUSINESS CORRESPONDENCE

Business correspondence means written communication used in professional settings. It includes letters, notices, circulars, and reports.

1. Notices

A notice is like a circular but there is a slight difference between them. While the former is put up on the notice board or on the company's website for viewing by employees, the latter is usually distributed by hand or mail.

A notice for a meeting, also called a notification, is sent well in advance so that all members attending it can come well prepared and contribute to the deliberations. It contains information about the following:

- Participants of the meeting
- Nature of the meeting (routine/emergency/special etc.)
- Day, date and time of the meeting
- Venue of the meeting
- Purpose or agenda of the meeting
- Signature of the Secretary
- Date on which the notice was issued
- How long will the meeting take (optional)
- Whether tea/lunch will be served (optional)

If the secretary of the MD of India Garments is to write a notice for a meeting with the Managers, then s/he would probably write like this:

India Garments 5, Okhla Industrial Estate New Delhi 110023

NOTICE

The MD would like to meet managers of all departments on Tuesday, the 28th of August 2025 at 11.30 am in the Conference Room to discuss the problems and possible solutions relating to the last batch of garments sent to Serangoon Garments, Singapore.

24 August 2025

Secretary

- cc: i. Mr. Raman Kumar, Manager (Production)
- ii. Ms. Ratna Ahmad, Manager (Sales)
- iii. Ms.....
- iv. Mr.....
- v. etc.

Enclosure: A copy of the letter from 'Serangoon Garments' regarding the problems of the last consignment.

A notice is an official written communication for informing a group about meetings, functions, or policies.

Features:

Clear and precise.

Includes date, time, venue, and purpose.

Written in a formal tone.

Example:

NOTICE

ABC College of Commerce

Date: 25 November 2025

All B.Com students are hereby informed that a workshop on “Digital Marketing Skills” will be held on 30th December 2025 at 11:00 a.m. in the Seminar Hall.

Attendance is compulsory.

(Signature)

Principal

2. Agenda

An agenda is a list of items to be discussed at a formal meeting. This list is prepared in advance of the meeting, by the secretary in consultation with the Chairperson. The agenda is the backbone of any meeting and helps to focus the members’ attention on the matter at hand and thereby channelizes the discussion to a fruitful outcome. Thus, there is an optimum utilization of time and members’ energy. An agenda contains the following items:

- The letterhead of the organization
- The date, time and place of the meeting
- Apologies for absence
- Confirmation of minutes of previous meeting (if applicable)
- Matters arising from the minutes
- Items for discussion
- Any other matter
- Date, place and time of next meeting (if required)

Features:

Serially arranged topics.

Helps save time and stay focused.

Example:

Agenda for Staff Meeting – 5th Sept 2025

- Review of previous meeting decisions
- Attendance and discipline issues
- Proposal for annual event
- Any other matter with permission of Chair

3. Minutes of Meeting

All formal meetings require a written record of the discussions held and decisions reached. For this it is essential to record what happened in a meeting so that members are reminded of the outcome of the discussions held regarding different issues. Notes are to be taken during the meeting to prepare the minutes.

Minutes are prepared by the secretary of the Chairperson. S/he requires certain skills like notetaking, use of reported speech and the technique of summarizing to compile them. All discussions during the meeting must be to be converted into reported speech and the sequence of ideas: proposals, suggestions etc. are to be noted in a logical manner. The prepared minutes should follow a definite format and sequence of the agenda.

Format of Minutes

The following information is given in the minutes:

- Name of the body; nature of the meeting; day; date; time and place of the meeting e.g. Minutes of the first meeting of the MD and Managers of all Departments held on August 29th April, 2025 at 11.30 am in the Conference Room.
- Next, the names of people (with their designations) who attended the meeting are given, beginning with the Chairperson.

Present:

Shiv Sareen (MD, Chairperson)

Raman Kumar (Manager, Production)

Ratna Ahmad (Manager, Sales)

Names without designations can be given when the meeting is informal. But minutes of formal meetings should carry the designations as well.

- There should be a separate mention of the people who attended the meeting in a special capacity, like the secretary. Information about the people who may have been invited specially to participate and assist in the proceedings of the meeting by virtue of their special expertise. e.g. an auditor, solicitor, designer etc.

In Attendance:

Raj Gopal (Secretary)

Reena Kirmani (Computer Consultant)

Om Gupta (Auditor)

Reba Choudhary (Designer)

- After giving these details, the minutes will follow the agenda closely. The person making the minutes will report any apologies for absence from those persons who were unable to attend the meeting. Usually these names and their apologies are announced or read out during the meeting. This will be recorded as follows:

Apologies for Absence: Apologies were received from the following persons:

K. S. Subramanyam

A. Ahluwalia

- Ratification of the Minutes of a previous meeting (if any) e.g. The minutes of the last meeting held on were confirmed and signed. In case there are any accepted amendments to these minutes, they should be recorded as follows: It was pointed out that item no. should read as “a tax rate of 50%” instead of “a tax rate of 35%”.

With the acceptance of this amendment, the minutes were confirmed and signed.

- If any discussion arises out of the minutes of the previous meeting, it is recorded in the present minutes as:

Matters arising out of the minutes:

- 1 Manager (Sales) reported that the figures of the last quarter had been delayed due to unavailability of figures from different departments.
 2. Manager (Quality Control) informed members that a breakdown in one of the machines had created a problem with the quality of production but the matter was resolved shortly.
- After reporting the above information, the items for discussion in the agenda are recorded. Each item is recorded separately, e.g. in the item given above, the agenda consists of a discussion of the problem consignment and possible damage control measures.
 1. Manager (Sales) reported that the problem with the consignment could have been due to a computer breakdown and suggested having an annual maintenance contract with a company with good credentials.
 2. Manager (Production) informed members that the workers' strike had created a problem with production and hence the consignment contained a reduced quantity of dresses.
 3. etc.

If any other matter requires discussion, it is taken up with the permission of the Chair.

If another meeting is fixed, it is recorded in the minutes.

Language and Style of Minutes

Minutes of formal meetings should be recorded in a specific language and in a particular format. They are supposed to represent a reliable record of all important matters discussed, resolutions moved, recommendations made, decisions taken, and action taken or to be taken in the meeting. Therefore, the language used should be simple and clear, free from ambiguity, and precise so that the contents are easily understood.

Usually the decisions taken in meetings are a result of collective activity.

Thus, the language used should also reflect this. While important suggestions and proposals can be ascribed to individual members, it should not assign decisions to individuals.

The language of minutes should be concise and precise. Only the major points of discussion, resolutions reached, and decisions taken are included.

Names of proposer and seconder, and tasks assigned to particular individuals / committees are incorporated into the minutes of a meeting.

Minutes are an official record of a meeting and may be used for reference by other agencies and institutions including the courts of law in case there is a dispute. Hence, care should be taken to ensure that the language conforms to standards of formality and impersonality that publicly used language requires.

The language of minutes uses simple past tense, and passive voice. For example, “The matter was raised.....”,

“It was agreed” etc. This helps to make the minutes impersonal and objective.

The language of minutes should be free from ostentation and literary flourishes.

Minutes should also be presented in a well-organized manner by using a systematic layout.

Each section of the minutes should be presented in a separate paragraph.

Double space lines should be used between two paragraphs.

Headings of sections or of agenda items should be in bold letters. In case there are sub-sections or items within a section, they should be numbered and presented in separate paragraphs. If there is an action item, it should be put in a separate paragraph with the heading ‘Action’.

Whenever there is a summary of a discussion, the different contents should be itemized. This will enable the reader to understand the main points of the argument.

Minutes are the official written records of what was discussed and decided in a meeting.

Features:

- ✓ Date, time, and venue of meeting.
- ✓ Names of members present.
- ✓ Decisions taken.
- ✓ Action points.

Example:**Minutes of Meeting – 5th Sept 2025**

1. Attendance issues discussed. HODs will monitor weekly.
2. Annual event decided for 20th December.
3. Budget proposal to be prepared by Finance Dept.

4. ATR (Action Taken Report)

- The next task is the Action Taken Report (ATR) that is compiled a few days following the date of the meeting, stating the necessary actions based on the discussions that had taken place in the meeting (that are available in the form of written records or the minutes, as mentioned above).

In other words, ‘Action Taken Report’ (ATR) is a report that details various actions that are called for in the meeting. ATR is prepared a few days after the meeting to ensure that there is enough time to act on the issues raised in the report.

How does ATR work?

- The ATR is a direct consequence of the minutes. The minutes record the ‘what’—the decisions taken and tasks assigned. The ATR follows up by detailing the ‘how’ and ‘when’—it reports on the progress and completion status of those specific tasks.

Example:**Action Taken Report – 5th Sept 2025 Meeting**

1. Weekly attendance report system started.
2. Annual event venue booked.
3. Finance Dept. submitted budget draft.

LESSON ROUNDUP

- A business letter should be complete, clear, simple, and accurate. It must be brief, sincere, courteous, and reflect the writer's style. Politeness and professionalism create goodwill and trust.
- Formal letters cover legal, official, or contractual matters. Informal letters handle everyday communication like memos or thank-you notes. Layouts include blocked (all left-aligned) and semi-blocked (modified alignment).
- Business Messages can be positive (good news), negative (bad news), or persuasive (requests/encouragement). The "You Attitude" focuses on the reader's perspective, not the writer's. This creates friendliness, motivation, and better outcomes.
- Business Reports are structured information tools for decision-making. They can be compliance, feasibility, investigation, sustainability, or situational reports. A good report includes an executive summary, body, findings, and conclusion.
- Inter & Intra-Departmental Communication: Memos are short internal notes without salutations. Circulars share information with all employees; office orders are formal instructions. Office notes facilitate exchanges between different departments.
- Management Information Systems (MIS) provides managers with timely, accurate, and relevant information. It supports strategic, tactical, and operational decisions at different levels. Though powerful, it depends on data quality and cannot replace judgment.
- E-Correspondence: Emails allow fast, cheap, 24/7 communication with attachments and signatures. Intranet connects employees internally; extranet links partners externally. Both enhance collaboration, but intranet is internal while extranet extends outside.

TEST YOURSELF

1. Ramesh works in the sales department of a manufacturing company. He often communicates with clients and suppliers Business Letters. Recently, a client returned a letter, saying it was confusing and hard to understand. Advise Ramesh on the Essentials of a Good Business Letter.
2. MIS is a system that helps management in the process of decision making. The three elements of MIS are Management, Information and System. Elaborate the Characteristics and limitations of MIS in detail.
3. Sanya has just joined a multinational company and is provided with a corporate email account. Initially, she struggles to manage her emails efficiently. She misses important messages from her manager and fails to organize her inbox properly. Her supervisor advises her to understand and use the features of her email account effectively. Explain the Features of an Email Account to Sanya.
4. Distinguish between Intranet and Extranet.
5. An agenda is a list of items to be discussed at a formal meeting. Explain the contents and features of Agenda.

LIST OF FURTHER READINGS

- Upworldly Mobile: Behaviour and Business Skills for the New Indian Manager Ranjini Manian
- Crucial Conversations: Tools for Talking When Stakes Are High Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler

[illegible]

Common Business Terminologies

Lesson 4

KEY CONCEPTS

■ Basic but Most Important Terms ■ Words in Business English ■ Other Terminologies

Learning Objectives

To understand:

- To be acquainted with Common Business Terminologies

Lesson Outline

- Ten Basic but Most Important Terms / Words in Business English
- Other Terminologies

“Communication is the most important skill any leader can possess.”

Richard Branson

The topic of 'Business Terminology' is the main vehicle by which facts, opinions and other 'higher' units of knowledge are represented and conveyed. Sound terminology work is meant for reducing ambiguity and increasing clarity. Terminology can thus be a safety factor, a quality factor and a productivity factor in its own right. In other words, the quality of specialist communication depends to a large extent on the quality of the terminology employed. Moreover, it is not possible to look up a word in a dictionary all the time. Thus, voluntarily or involuntarily we memorize the words of daily use. Making these terms a part of our daily conversation can surely help us to instil these terms in the memory. Hence we need a glossary of business terms providing us with definitions of the common words used in all aspects of the business. This business glossary serves as a ready guide for business proprietors, managers, students and general readers. Various spheres and topics have been covered ranging from accounting, banking, taxation, advertising, business law, communications, economics, finance, insurance, international business, management, marketing, real estate and various other areas of business. Therefore, we need to know their origins and meanings. Firstly let us have a glance at the most 'basic' and the most 'advanced' terms of 21st century just for curiosity, motivation and involvement:

Ten Basic but Most Important Terms / Words in Business English

- **Management** : those in charge of running a business
- **Business** : the activity of providing goods and services involving financial and commercial and industrial aspects
- **Marketing** : the commercial processes involved in promoting and selling and distributing a product or service
- **Profit** : the amount of money left over after expenses are taken out
- **Telecommuting** : involves working at home usually on a computer
- **Downsizing** : a planned reduction in the number of employees needed in a firm in order to reduce costs and make the business more efficient
- **Outsourcing** : contracting out selected functions or activities of an organization to other organizations that can do the work more cost efficiently
- **R & D or Research and Development** : Business or government activity that is purposely designed to stimulate invention and innovation
- **Headquarters** : (usually plural) the office that serves as the administrative center of an enterprise
- **Market** : the world of commercial activity where goods and services are bought and sold

Other Terminologies

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| ACCEPTANCE (BILL OF EXCHANGE) | Assent given by a party to a bill of exchange by signing across the face of it. Acceptance may be done online by clicking on the Accept button. |
| ACKNOWLEDGMENT | The signature of a clerk or attorney certifying that the person signing the document has signed by his or her free act and for the purposes set forth therein. |
| ACQUISITION COSTS | Acquisition costs are the incremental costs involved in obtaining a new customer. |
| ACT OF GOD | A term usually used in insurance to denote risks and dangers arising out of natural causes that are beyond human control. |
| ACTION | Also called a case or lawsuit. A civil judicial proceeding where one party sues another for a wrong done, or to protect a right or to prevent a wrong. |

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| ADB | Asian Development Bank |
| ADJOURNMENT | Postponement of a court session until another time or place. |
| ADJUDICATION | A decision or sentence imposed by a judge |
| AFFIDAVIT | A written statement signed in the presence of a judicial officer, a Notary Public or an Oath Commissioner that is admissible as evidence in a court of law. |
| AFFIRMATION | Declaring something to be true under the penalty of perjury by a person who will not take an oath for religious or other reasons. |
| AGENDA | A program listing items of business to be transacted in a meeting. |
| AGENT | A person appointed to act generally or for a special business purpose on behalf of the Principal usually on payment of a commission. |
| ALLEGATION | Saying that something is true. The assertion, declaration or statement of a party in a case, made in a pleading. |
| ALLOTMENT | Issue of shares or debentures to an applicant after payment of notified price. |
| AMALGAMATION | The coming together of two or more previously autonomous businesses into a single undertaking. |
| AMERICAN DEPOSITORY RECEIPTS (ADR) | A receipt showing evidence that shares of a foreign corporation are held on deposit or under control of an U.S banking institution. Used to facilitate transactions and expedite transfer of beneficial ownership for a foreign security in the United States. |
| AMORTISATION | The extinction or gradual writing off of liability or debt over a period of time, loosely speaking, through depreciation of wasting assets through operation of a sinking or purchase fund. |
| ANNUAL RETURN | A statutory document filed by every company annually with the Registrar of Companies, stating the particulars such as status, names of directors, shareholders, indebtedness etc. of the company. |
| ANNUITY | A fixed sum of money payable for the whole or a part of a person's life under the terms of an insurance policy or a Will. |
| APPEAL | Appeal is a process by which the correctness of the decision of a lower court or tribunal is questioned in a higher court. |
| APPEARANCE | The official court form filed with the court clerk which tells the court that you are representing yourself in a lawsuit or criminal case or that an attorney is representing you. All court notices and calendars will be mailed to the address listed on the form. When a defendant in a civil case files an appearance, the person is submitting to the court's jurisdiction. |
| APPELLANT | The party appealing a decision or judgment to a higher court. |
| ARBITRAGE | The business of taking advantage of difference in price of a security traded on two or more stock exchanges, by buying in one and selling in other or vice versa. |

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| ARBITRATION | A quasi-judicial arrangement whereby a dispute between parties is resolved by referring it by mutual consent to arbitrators whose decision is binding. |
| ARREST | When a person is taken into custody by a police officer and charged with a crime. |
| ASSET | Anything to which money value can be attached, owned by a business or individual. It may be financial such as cash; physical, such as land/ building; tangible, such as patent, trademark; or intangible, such as goodwill. |
| ASSET TURNOVER | Asset turnover is sales divided by total assets. Important for comparison over time and to other companies of the same industry. This is a standard business ratio. |
| ASSETS | Assets include everything that a company owns and has some economic value. |
| ASSIGNMENT | A transfer of right, title or interest in a property from one person to another. For an assignment to have legal effect it must be absolute, in writing and be communicated to the one owing the right. |
| ASSOCHAM | Associated Chamber of Commerce & Industry - one of the bodies representing the Indian industry. |
| ASSURANCE | The term originally denoted a form of protection against events, which must happen i.e. death. Insurance was used for cover against loss linked with contingencies such as fire or lightening. |
| ATTACHMENT | A lien on property or assets to hold it to pay or satisfy any final judgment. |
| ATTESTATION | Attestation is authentication of a signature by an authorized person, who could be an oaths commissioner or a notary public. |
| ATTORNEY | A person legally appointed or empowered to act on behalf of another during the latter's lifetime for a specific or general purpose. |
| ATTORNEY OF RECORD | Attorney whose name appears in the permanent records or files of a case. |
| AUCTION | A public sale conducted by the auctioneer in which the goods are given away to the highest bidder at the fall of a hammer. |
| AUDIT | An examination of accounts and their underlying records in order to be able to express an opinion on their honesty and trueness, with a report on them by the internal staff or a firm of auditors. |
| BAD DEBT | An open account balance or loan that is proved to be impossible to be collected. |
| BAIL | Also called Bond. Money or property given to the court for the temporary release of a defendant, to ensure that the defendant will return to court. |
| BALANCE SHEET | The financial statement generally prepared at the end of a period usually the financial year showing the assets, liabilities and net worth of an organisation. |
| BANK ACCOUNT | A bank account allows the account holder to deposit, safeguard his money, earn interest, and make cheque payments. |

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| BANK RATE | The maximum lending/borrowing rate determined by the Reserve Bank of India from time to time taking into account the state of economy. |
| BANK STATEMENT | A statement issued in loose-leaf or Passbook form by the bank showing credit-debit entries and the balance in an account during a given period. |
| BANKRUPTCY | A legal condition where a person or a business in which liabilities exceed the assets and the debtor is unable to repay amounts owed. |
| BOOK VALUE | The value of an asset as appearing in the Books of Accounts, after the accounting processes to which it has been subject and is not necessarily the market value of the said asset. |
| BOOKKEEPING | A method of accounting that involves the timely recording of all financial transactions for the business. |
| BOUNCED CHEQUE | A bounced cheque is a normal cheque which a bank refuses to pay. The reasons for refusing it include insufficient funds, signature mismatch, or some other valid reason. |
| BREAK-EVEN POINT | Break-even point is output of the standard break-even analysis. The unit sales volumes or actual sales amounts that a company needs to equal its running expense rate and not lose or make money in a given month. |
| BUY-SELL AGREEMENT | A buy-sell agreement is an agreement designed to address situations in which one or more of the entrepreneurs wants to sell their interest in the venture. |
| CALL | A demand made by a limited company to the holders of partly paid-up shares to pay a further instalment towards the nominal value of their shares. |
| CAPITAL | The amount of money, invested in a business; available for working; manifest in tangible goods like building and machinery or in the form of circulating assets. The term has several specific uses. Money spent on improvement of fixed assets and not chargeable against profits is known as Capital Expenditure. |
| CAPITAL EXPENDITURE | Spending on capital assets (also called plant and equipment, or fixed assets, or long-term assets). Capital assets are long-term assets, also known as fixed assets. |
| CASE | A lawsuit or action in a court. |
| CASE LAWS | Judgments by courts usually of higher courts, in leading cases, which are treated as authorities and quoted and relied on in similar cases by the lower or same level courts. |
| CASH DISCOUNT | A discount offered in addition to normal trade discounts when payment is made in cash before the expiry of the period of credit. |
| CASH FLOW STATEMENT | <p>The cash flow statement is one of the three main financial statements (along with income statement and balance sheet), the cash flow statement shows actual cash inflows and outflows of the business over a specified period of time.</p> <p>The cash flow statement reconciles the income statement (profit and loss) with the balance sheet.</p> |

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| CAUSE LIST | Cause list is issued by the Registry of the matters to be heard by the court on any day. Cause list contains information like bench, courtroom number and the position of the matter. |
| CAVEAT EMPTOR | A legal doctrine literally meaning 'let the buyer beware' of what he is buying and satisfy himself about the quality and condition of what he is buying. |
| CHEQUE | A negotiable instrument drawn on a bank where the drawer has an account ordering the bank to pay the stated sum to a person or to the order of another person. When the cheque is bearer, payment is made on presentation. Order cheques require endorsement while crossed ones are paid into an account. Blank cheque is for an unspecified amount while a stale cheque is more than six months old and no longer valid. |
| COLLATERAL | A security generally in the form of fixed assets and offered in addition to those already furnished. |
| COMMISSION | <ul style="list-style-type: none"> (i) A payment in percentage terms made to an agent or a broker for goods sold or services performed. When responsibility for payments is also accepted, an extra del credere is payable. (ii) The charge based on the percentage of funds invested which is paid by an investor to a broker or a financial advisor. |
| COMMON LAW | Laws that develop through case decisions by judges. Not enacted by legislative bodies. |
| COMPLAINT | A legal document that tells the court what you want, and is served with a summons on the defendant to begin the case. |
| CONDITION | A stipulation that is binding on signatories of a legal contract and the breach of which entitles the aggrieved party to rescind the contract. |
| CONSIGNMENT | Transferring the title of goods, the details of which are given in the Proforma Invoice, to an agent for sale. The proceeds and account of sale are furnished to the consignee periodically. |
| CONSORTIUM | An association of companies formed for the purpose of undertaking a particular activity. There may be no other connection between the companies outside the scope of activities. It is usually to share the limited resources and risks associated with the activity undertaken. |
| CONTEMPT OF COURT | A finding that someone disobeyed a court order. Can also mean disrupting court, for example, by being loud or disrespectful in court. |
| CONTRACT | An agreement between parties in order to create legal obligations under a seal or for a consideration and enforceable by law. |
| CONVICTION | To be found guilty of committing a crime |
| COSTS | Expenses in prosecuting or defending a case in court. Usually does not include attorney's fees. |

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| COVER NOTE | A document issued by an insurance company to provide cover to the insured till a formal policy document is issued. |
| CREDIT | Literally “trust or belief”. In commerce, it means giving goods the payment for which is to be made at a subsequent date. |
| CREDIT NOTE | A document sent by a seller to a buyer to rectify an error of overcharge in an invoice or to allow credit for goods returned. It is entered in the books of account. |
| CRISIL | Credit Rating and Information Services of India Limited. |
| CRISIS | Reckless heavy short sales leading unduly to depressed prices. In such a situation the Governing Board of the Stock Exchange may prohibit short sales, fix minimum prices below which sales or purchases are not permitted and also take any other suitable corrective action. |
| CROSS-EXAMINATION | Questioning by a party or the attorney of an adverse party or a witness. |
| CRR | Cash Reserve Ratio notified by the Reserve Bank of India from time to time. It indicates the reserves of commercial banks set apart as a measure of security. |
| CURRENT ASSETS | Current assets are the same as short-term assets. |
| CURRENT DEBT | Current debt refers to short-term debt and short-term liabilities. |
| CURRENT LIABILITIES | Current liabilities refers to short-term debt and short-term liabilities. |
| DAMAGES | Compensation awarded by a court of law for breach of contract in a civil litigation. |
| DAY ORDER | An order which remains valid for the day it is entered, unless matched, it is automatically cancelled at the end of the trading. |
| DEBENTURES | An instrument/security through which a company may borrow funds from public or public financial institutions, on which interest usually is payable on specific dates and principal amount repayable on a particular date on redemption of the same. |
| DEBIT NOTE | A note sent by seller to buyer to rectify an undercharge in the original invoice. It is in the nature of a supplementary invoice. |
| DEBT AND EQUITY | Debt and equity is the sum of liabilities and capital. This should always be equal to total assets. |
| DEBT FINANCING | <p>When you borrow money from a lender and agree to repay the principal with interest in regular payments for a specified period of time, you’re using debt financing. Traditionally, it has been the most common form of funding for small businesses.</p> <p>Debt financing can include borrowing from banks, business credit cards, lines of credit, personal loans, merchant cash advances, and invoice financing. This method creates a debt that must be repaid but lets you maintain sole control of your business.</p> |
| DECLARATION | An unsworn statement of facts made by a party to the transaction, or by one who has an interest in the facts recounted. |
| DEED | A legal document in writing, signed, sealed and delivered by the person making the deed. |

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| DEFAULT | To fail to respond or answer to the plaintiff's claims by filing the required court document; usually an Appearance or an Answer. |
| DEFENDANT | In civil cases, the person who is given court papers, also called a respondent. In criminal cases, the person who is arrested and charged with a crime. |
| DEMATERIALISATION | Process of converting physical share certificates into as an electronic format & holding them in demat form. |
| DEPOSITORY | The system of organisation which works through registered members called depository participants, to maintain a record of securities in electronic or dematerialised form. Transactions in such shares are recorded immediately by the depository participants in the accounts of shareholders who hold the shares in dematerialised form. |
| DEPRECIATION | The fall in the value of a fixed or movable asset due to wear and tear or passage of time. Such amounts may be written off or provide a replacement through another fund. |
| DERIVATIVE MARKETS | Markets such as futures and option markets that are developed to satisfy specific needs arising in traditional markets. These markets provide the same basic functions as forward markets, but trading usually takes place on standardised contracts. |
| DIFFERENTIATION | Differentiation is an approach to create a competitive advantage based on obtaining a significant value difference that customers will appreciate and be willing to pay for, and which ideally will increase their loyalty as a result. |
| DISBURSEMENT | A legitimate payment of money out of some fund. |
| DISCOUNT | A reduction from a stated amount. |
| DISCOUNTED BILL | A Bill of Exchange encashed for a charge by the banker before the date on which it becomes payable. |
| DISMISSAL | A judge's decision to end the case. |
| DISPOSE | Ending a legal case or a judicial proceeding. |
| DISPOSITION | The manner in which a case is settled or resolved. |
| DISSOLUTION | The legal end of a marriage, also called a divorce. |
| DIVIDEND | A return on investment on securities such as shares dependent on the profitability of the company. It is distributed through dividend warrants similar to cheques. Alternatively it may be credited to the bank account or Demat account of the shareholder. |
| DOCUMENTS OF TITLE | Documents which provide conclusive evidence of ownership of some asset. Usually denotes non- negotiable documents such as Bills of Lading or Delivery Challans showing the transfer of title to the transferee for a specific period or purpose say transportation. In international trade, usually attached with bills of exchange. |
| DOMICILE | The permanent home of a person. A person may have several residences, but only one domicile. |

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| DRAFT | A document requiring one party, usually a bank, to make payment to another from funds which are held by the former. |
| DUMPING | Selling goods in a market usually overseas, at a price well below cost, usually with an intention to ruin the indigenous market/competition. |
| EARNEST MONEY | A refundable security in the form of demand draft or bank guarantees to keep off non-serious applicants usually for tenders. It is also given by a buyer to the seller to bind the bargain and may be adjusted later with the cost of the purchase. |
| EARNINGS BEFORE INTEREST AND TAXES (EBIT) | EBIT refers to earnings before interest and taxes. |
| EARNINGS BEFORE INTEREST TAXES DEPRECIATION AND AMORTIZATION (EBITDA) | <p>Earnings before interest, taxes, depreciation and amortization (or EBITDA) is equal to the gross margin (the difference between total sales revenue and total direct cost of sales) minus total operating expenses (tax-deductible expenses incurred in conducting normal business operations, such as wages and salaries, rent, and so on), plus any depreciation (The loss of value of assets over time) and amortization.</p> <p>This is similar to earnings before interest and taxes (EBIT). The difference between the two is that EBIT subtracts all expenses, including depreciation, as an expense, and EBITDA subtracts all expenses except depreciation and amortization.</p> |
| ECONOMIES OF SCALE | Economies of scale refers to the benefit that larger production volumes allow fixed costs to be spread over more units lowering the average unit costs and offering a competitive price and margin advantage. |
| ED | Enforcement Directorate, that looks into violations involving foreign exchange. |
| ENCUMBRANCE | Some liability which is attached to a property and thereby, imposes a burden on the owner. |
| ENDORSEMENT | A writing on the back of a bill of exchange i.e. an Order cheque authorising the bank to pay to the bearer or a specified person or prohibit further endorsements. The effect of endorsement is to vary the terms of the document. |
| ENTREPRENEUR | An entrepreneur is someone who starts a new business venture; someone who recognizes and pursues opportunities others may not see as clearly, and finds the resources necessary to accomplish his or her goals. |
| EPS | Earnings per share. A company's net profit attributable to equity/ordinary shareholders divided by the number of such shares that have been issued and paid-up. |
| ESCROW | A legal document kept in the custody of a third party, taking effect or made available only when some conditions are satisfied or some period of time has elapsed. |
| ESOP | Employee Stock Option Scheme. |
| ESTIMATE | A forecast of the total cost of a particular work given before the work is actually undertaken by the person who may be called upon to undertake it. |
| EVIDENCE | Testimony, documents or objects presented at a trial to prove a fact. |

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| EX GRATIA | Some action, normally the payment of money, taken where there is no legal necessity to do so but where some moral obligation is recognised. |
| EX PARTE | Done for, or at the request of, one side in a case only, without prior notice to the other side. |
| EXCHEQUER | The treasury of the Government. |
| EX-DOCK/SHIP/ WAREHOUSE | The prices, which exclude all expenses after the goods have been delivered on the docks, the side of the ship or at the designated warehouse. |
| EXECUTOR | A person named in the Will of the deceased testator to administer/carry out its provisions/ directions. |
| EXPECTED RETURN | The return an investor might expect on an investment if the same investment were made many times over an extended period. The return is found through the use of mathematical analysis. |
| EXTRINSIC VALUE | The amount by which the market price of an option exceeds the amount that could be realised if the option were exercised and the underlying commodity liquidated. Also known as time value. |
| FACE VALUE | A value evident from an examination of the object itself. Usually means the amount printed on the face of a security as opposed to its market value. Also known as nominal value, which may be higher or lower than the market value. |
| FACTOR | A mercantile agent who deals in his own name but enjoys the right to hold and dispose off goods on behalf of the principal at pre-negotiated terms. |
| FEMA | The Foreign Exchange Management Act, which replaced and is considered more liberal than FERA, the Foreign Exchange Regulation Act. |
| FICCI | Federation of Indian Chamber of Commerce & Industry, is also a representative body of Indian industry. |
| FIDUCIARY | Imposing the obligations of a trust. A fiduciary relationship imposes a legal as well as moral relationship. |
| FINANCIAL STATEMENTS | <p>An integral part of the loan application process is furnishing information that shows your business is a good credit risk. The standard financial statement packet includes four main reports: the income statement, the balance sheet, the statement of cash flow, and the statement of shareholders' equity, if you have shareholders.</p> <p>Lenders and investors want to see that your business is well-balanced with assets and liabilities, has positive cash flow, and will have capital to make expected repayments.</p> |
| FINDING | The court's or jury's decision on issues of fact. |
| FIRM | A collective name given to partners in a business. |
| FIRM OFFER | A commitment to sell at a certain price subject to acceptance of offer within a specified time. |

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| FISCAL | Relating to the raising and use of money by the Government. |
| FIXED ASSETS | Also known as long-term assets or non-current assets, these are things that are of a fixed nature because they cannot be easily converted into cash and often require complex procedures and a significant amount of time before you can have their cash value in hand. For instance, fixed assets would encompass things like land, real estate, machinery and equipment, and furniture. |
| FIXED INTEREST RATE | The interest rate on a loan that is established in the beginning and does not change for the lifetime of the loan is said to be fixed. Loans with fixed interest rates are appealing to small business owners because the repayment amounts are consistent and easier to budget for in the future. |
| FLOATING INTEREST RATE | In contrast to the business finance term and definition fixed rate, the floating interest rate will change with market fluctuations. Also referred to as variable rates or adjustable rates, these amounts may often start out lower than the fixed rate percentages. This makes them more appealing in the short term if the market is trending down. |
| FOREIGN EXCHANGE | A term denoting currency of another country. When held by the State, it constitutes the forex reserves. The rates of different currencies are settled either by market forces or by the State, which may link its own currency with a single or basket of external currencies. |
| FOREIGN EXCHANGE RATE | The price of one currency in terms of the other. |
| FORWARD CONTRACT | A contract where a party agrees to deliver at a specified future time a certain amount of specified securities at an agreed rate. |
| FORWARD DELIVERY | A term implying that goods transacted will be delivered at a future date on agreed terms. |
| FORWARD TRADING | It means deferment of contracts traded at present to some future date at current prices. |
| FREIGHT | A consideration paid for the carriage of goods. An account of freight payable is called Freight Note. |
| FUTURES | The purchase of commodities or currencies or financial instruments for delivery at some future time. It protects the buyer against a possible rise in prices. Trading in futures may carry an element of speculation and is also done as a hedging exercise. |
| GAAP | Generally Accepted Accounting Principles. |
| GDP | Gross Domestic Product - The total value of all the goods and services produced by a country for use within its own borders during a particular period. |
| GDR | Global Depository Receipts. |
| GOODWILL | An intangible saleable asset, such as reputation or location of a business, which makes the business worth more than its book value. |
| GRIEVANCE | A complaint filed against an attorney or judge, claiming an ethics violation. |

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| GROSS PROFIT | This business finance term and definition can be calculated as total sales (income) less the costs (expenses) directly related to those sales. Raw materials, manufacturing expenses, labor costs, marketing, and transportation of goods are all included in expenses. |
| GST | GST is a unified tax system that replaced multiple indirect taxes levied by both the Central and State Governments. Under GST, both the Central and State Governments share the authority to levy and collect taxes on goods and services. This has led to greater harmonization and uniformity in the tax structure across States, promoting economic integration. |
| GUARANTEE | An undertaking by a person in writing to be answerable for the deeds of another. The liability of guarantor or surety is secondary and is invoked only when the original party defaults. |
| GUARANTOR | A guarantor creates a trust which takes the responsibility of repayment of a loan. Usually, a guarantor is not liable for the repayment of the loan. However, in some cases, the liability and responsibility of repaying the loan lie with the guarantor. |
| GUARDIAN | A person who has the power and duty to take care of another person and/or to manage the property and rights of another person who is considered incapable of taking care of his or her personal affairs. |
| HABEAS CORPUS | A court order used to bring a person physically before a court in order to test the legality of the person's detention. Usually, it is directed to the official or person detaining another, commanding him to bring the person to court for the judge to determine if that person has been denied liberty without due process of law. |
| HEDGE | Reducing risk by taking a position which offsets an existing or anticipated exposure in financial operations. |
| HIRE-PURCHASE | An agreement to hire goods for use with an option to transfer the title after payment of the instalments agreed upon. |
| HOLDING COMPANY | A company which controls the activities of one or more companies which are known as subsidiary companies. |
| HYPOTHECATION | The act of pledging or mortgaging movable or immovable assets. |
| IMF | International Monetary Fund. |
| INCOME STATEMENT | <p>The income statement is where you analyze your company's profits and losses. As such, it should come as no surprise that the income statement is also commonly referred to as the "profit and loss statement."</p> <p>This document summarizes the profits and losses incurred during a specified period, which is usually a fiscal quarter or a full calendar year. As such, it provides important information about your company's ability to generate profit by increasing its revenue, decreasing its losses, or a combination of both.</p> |
| INCOME TAX | A direct and graded tax imposed by the government upon income. The tax on income of corporate and other business enterprises may be higher than that of individuals. |

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| INDEMNITY | A contractual obligation to compensate some other person in the event that a loss is suffered by them for a specified cause. |
| INDENT | An order sent to the agent to buy goods. It may mention specific goods or source from which to procure. Alternatively it may be left to the agent. |
| INDENTURE | It is deed signed between two or more parties as opposed to one made by a single party. |
| INFLATION | An increase in money supply without a corresponding increase in production. This leads to an increase in prices. |
| INJUNCTION | It is an order of the court directing a person to act or refrain from acting in a certain manner. Injunctions are often issued to prevent people from harming others. |
| INSIDER TRADING | Trading in a company's shares by a person connected with and having access to its sensitive, unpublished and confidential information. |
| INSOLVENCY | A state where the total assets of an entity are insufficient in value to meet its total liabilities. It may lead to bankruptcy with the pronouncement by a court. |
| INSTRUMENT | A formal, legal document. |
| INSURANCE | It is an arrangement under which the insurer agrees to compensate the insured in the event of a loss on payment of a premium. A proposal form has to be submitted. The premium depends on the extent of cover and the risk perception of the insurer. In the event of default in payment of premium, the contract becomes null and void unless revived. |
| INTANGIBLE ASSET | An asset which has no physical or documentary form. |
| INTELLECTUAL PROPERTY | A valuable intangible asset created by the exercise of human intelligence and imagination. |
| INTEREST | It is a payment made for the use of borrowed funds. It may be either simple or compound. It may be calculated on the basis of a flat rate on the total principal or on the reducing balance of the principal, as per the loan agreement. |
| INTEREST RATE | All loans and other lending instruments are assigned the business finance key term interest rates. This is a percentage of the principal amount charged by the lender for the use of its money. Interest rates represent the current cost of borrowing. |
| INTERNET BANKING | Most banks allow account holders to access their accounts using the internet. You can also perform certain transactions using this system. This is internet banking or online banking or e-banking. |
| INVENTORY | It is a list of items in stock at a given point of time. |
| INVOICE | It is document sent by a seller to the purchaser giving descriptions of goods, their quantity/ number, prices and total amount payable. |
| IRDA | Insurance Regulatory and Development Authority. |
| JUDGMENT | The decision/ruling of a court of law in a civil or criminal litigation. |

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| JUMBO CERTIFICATE | A document issued by consolidating or aggregating a large number of market lots into a single composite share certificate. |
| JURY | It is a body of persons appointed to hear evidence and give their verdict in a criminal trial. |
| KIND | The basis of payment made in the form of goods or services rather than money. |
| LABOUR INTENSIVE | The characteristic of production methods which require large application of labour and uses relatively little capital. |
| LANDING ORDER | It is an order to facilitate the delivery of a ship's cargo issued after the completion of formalities. The loading or the discharge of cargo has to be completed within the lay days failing which a demurrage has to be paid. |
| LAUNDERING | The process of passing funds through a number of transactions with the intention to conceal their origin. |
| LEASE | The right to use a property for a specified term in lieu of lease-money or rent paid periodically. The lessor has to execute a deed in favor of lessee containing terms and conditions of lease. |
| LEGAL TENDER | The form of money that may be legally used to pay for the goods procured or the services used. For example, the currency notes issued by the Reserve Bank of India constitute a legal tender in India. |
| LETTER OF CREDIT | It is a letter addressed by a banker to a correspondent abroad authorising payment of a specified sum on its credit to the mentioned beneficiary under stated conditions, i.e., delivery of goods in a satisfactory condition. Letters of Credit are common in international trade and protect the interest of the exporter. |
| LIABILITIES | A legal obligation, by an individual or a body of persons, expressed in terms of money. Current liabilities are those that have to be discharged in the near future, like bills payable or bank overdrafts. Contingent liabilities are those whose existence or otherwise will be confirmed by the outcome of some future event and at times may not have to be met at all if the event does not occur. |
| LIBEL | Defamatory material in recorded form as opposed from slander which is oral. The victim may file a suit for damages. |
| LICENCE | A document issued by a competent authority granting permission to carry on some activity, which otherwise will be unlawful. |
| LIEN | The right to retain some asset till a claim is settled or a contractual obligation has been fulfilled. A General lien refers to a right to retain any property of the debtor's while a Particular lien permits the retention of the particular property connected with the claim. |
| LIMITED LIABILITY | The liability of a member to contribute to the assets of a company upto the nominal value of the shares held and not paid by him. |
| LIQUIDATOR | An official appointed to conduct the winding up of a company in accordance with due process of law. |

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| LIQUIDITY | Liquidity is an indicator of how quickly an asset can be turned into cash for full market value. The more liquid your assets, the more financial flexibility you have. |
| LITIGANT | A party to a case. |
| MANDATE | Authority given to take some action. |
| MANIFEST | A declaration by the master of the ship about to set sail. It gives details about the crew, cargo, passengers and the port of destination. |
| MARKET LOT | The minimum number of shares, say 100, required for a transaction on a Stock Exchange. Fewer shares constitute an odd lot. In Demat form, even a single share may be traded. |
| MCA | Ministry of Corporate Affairs. |
| MEDIATION | A dispute resolution process in which an impartial third party assists the parties to voluntarily reach a mutually acceptable settlement. |
| MEMORANDUM OF ASSOCIATION | A fundamental document which contains the provisions of the company's constitution, which is filed with the Registrar of Companies at the time of the incorporation of a company. It states the name of the company, its objectives, the amount of capital etc. |
| MERCHANT BANKER | A financial institution that specialises in securities market activities such as underwriting and trading, and in advisory activities such as mergers and acquisitions. Merchant Banking also typically refers to acquisition of equity stakes in companies either for strategic or temporary investment purposes. |
| MERGER | The amalgamation of two or more enterprises which were previously separate usually to achieve greater viability and control. The new entity may retain the old name in full or part thereof for reasons of Goodwill. |
| MINIMUM SUBSCRIPTION | The minimum number of shares for which applications have to be received by a company in a public issue before allotment can be made by it. |
| MONOPOLY | A exclusive right or privilege created through law or by acquiring and exercising control with a view to regulating the price. When used by State for public benefit, a monopoly may be useful but as a matter of principle, it is harmful. |
| MORATORIUM | A freeze on the payment of debts by a government in times of national crisis or an emergency. |
| MORTGAGE | A legal charge on property which holds it as security for a loan. |
| NABARD | National Bank for Agricultural & Rural Development. |
| NASDAQ | National Association of Security Dealers Automated Quotations. |
| NEGOTIABLE INSTRUMENTS | A document in which property may be transferred to another in good faith by simple delivery, for e.g. Cheques, Bank Notes, Treasury Bills, Dividend Warrants. When made to order, they require endorsement but if in favor of bearer, they may be negotiated straightaway. |

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| NET PROFIT | The amount remaining after all expenses have been deducted from the gross profit. It may be distributed in the form of dividend. |
| NET WORTH | This business finance term and definition is an expression of your business's total value, as determined by your total current assets less the total liabilities currently owed by the business. With your business's most recent balance sheet in hand, you can calculate the net worth using a simple formula: Assets – Liabilities = Net Worth. |
| NO-DELIVERY PERIOD | The time during which the register of shareholders of a company remains closed. Transactions continue but the trades are settled later. This is done to avoid confusion about the beneficiaries of dividend. |
| NON-CUMULATIVE | Implies that arrears of dividend will not accrue. |
| NON-CURRENT LIABILITIES | <p>Also referred to as long-term liabilities, this category encompasses debts or obligations that your company must repay in over a year's time.</p> <p>For example, non-current liabilities would include things like business loans, deferred tax liabilities, mortgages, and leases.</p> |
| NON-OPERATING ASSETS | Finally, non-operating assets are those that are not critical for a company to provide its product or service, but which are nevertheless essential to establish and run a business. For example, many intangible assets fall into this category, such as brands, trademarks, and patents. |
| NOTARIZE | To formally complete a document by acknowledgement or oath. |
| NOTARY PUBLIC | A person who attests or certifies documents by the authority of the court. |
| NSE | National Stock Exchange. |
| NYSE | New York Stock Exchange. |
| OATH | To swear/affirm to the truth of a statement/document. |
| OPERATING ASSETS | These assets are those that are required for a business to complete its day-to-day functions. In other words, these are things that a company uses to produce its product or service and can include fixed and current assets, as well as tangible and intangible assets. Some of the most common items included in this category are cash, a company's bank balance, inventory, and operating machinery. |
| OPTIONS | The contractual right but not the obligation, to buy and sell a specific amount of a given security at a previously fixed price or at a price fixed at a designated future date. |
| ORDER | A written direction of a court or judge to do or refrain from doing certain acts. |
| OUT-OF-POCKET-EXPENSES | Expenses incurred by a professional carrying out duties on behalf of a client that are to be reimbursed by the client in addition to any fee payable. |
| OVERDRAFT | An amount, which may be drawn from a current account in excess of the balance available. It is a revolving credit negotiated beforehand and unlike a loan, interest is payable on amount used. The banker holds lien on securities offered during the use of the facility. |

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| OVERHEADS | These are the indirect expenses incurred in the production of goods and cannot be put under a specific heading. They represent the difference between the prime costs covering wages plus material and the total cost of a product. |
| PATENT | A right or privilege granted by law to an inventor also called a patentee, to enjoy the fruits of his invention for a specified period. |
| PAYEE | A person to whom the amount is payable or in whose favor the Bill of Exchange is drawn. |
| PAY-IN SLIP | A form filled up to deposit cash or cheque in a bank. The account holder retains the counterfoil. For bulk users, they may be bound in a Pay-in- Book. |
| PERJURY | Making false statements under oath. |
| PERQUISITE | Some benefit which is attached to an employment apart from the wages or salary paid. |
| PERSONAL GUARANTEE | If you're seeking financing for a very new business and don't have a high value asset to offer as collateral, you may be asked by the lender to sign a statement of personal guarantee. In effect, this statement affirms that you as an individual will act as guarantor for the business's debt, making you personally liable for the balance of the loan even in the event that your business fails. |
| PETITION | A formal written request to a court, which starts a special proceeding. In juvenile court, the legal document which specifies the complaint against the juvenile and/or family; it includes the name, age and address of the minor and his/her guardian, as well as the statutory grounds and facts upon which the request for the court intervention is based. |
| PETITIONER | Another word for plaintiff, the person starting the lawsuit. |
| PETTY CASH | A small amount of cash kept to cover day-to-day trivial or miscellaneous expenses. |
| PLACING | A prior arrangement to place or sell shares to select investors such as financial institutions. |
| PLAINTIFF | The person who sues or starts a civil case, also called the petitioner or the complainant. |
| PLEA | An accused persons answer to a criminal charge. For example: not guilty; guilty; no contest. |
| PLEA BARGAIN | The agreement a defendant makes with the prosecutor to avoid a trial. Usually involves pleading guilty to lesser charges in exchange for a lighter sentence. |
| PLEADINGS | The court documents filed with the court by the parties in a civil or criminal case. For example: motion to dismiss; motion for modification. |
| POLICY | A comprehensive document issued by the insurer to the insured setting out detailed terms and conditions governing the cover. It is common to spell out the risks, sum assured, premium payable and the date of renewal or maturity. Once issued a policy is not cancelled. Changes may be made through endorsements. |
| PORTFOLIO | A list of securities owned by a person or an institution. |

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| POST-DATE | To affix a future date while executing a document or issuing a Bill of Exchange. Such an instrument becomes valid or payable only on the date mentioned. Conversely, a document may be antedated i.e carry an earlier date. |
| PRICE BAND | The limits within which the price of a security is allowed to fluctuate. |
| PRICE RIGGING | It is the collective effort of bulls or bears to manipulate the price of a security without any regard for fundamentals of the company. |
| PRINCIPAL | (1) The sum of money lent on which interest is being paid. (2) The party whom an agent represents. |
| PROPRIETOR | A person who owns or has a share in the ownership of a business. |
| PROSECUTE | To carry on a case or judicial proceeding. To proceed against a person criminally. |
| PROSECUTOR | Also called the state's attorney. Represents the state in a criminal case against a defendant. |
| PROSPECTUS | A document issued by a company inviting subscription to the public issue of its securities. It lists information for the use of investors and has to include the risk factors. |
| PROXY | One who acts on behalf of another, usually used to denote a person authorised by a member of a company to be present and vote on his behalf in a meeting. |
| QUORUM | The minimum number of members required to be present in order to transact business at a meeting. |
| QUOTATION | A firm statement of the total cost for which specified work will be undertaken. |
| QUOTE DRIVEN TRADING | It refers to trading in which the brokers quote for buying and selling a security simultaneously. |
| RECESSION | A condition of the economy of a country under which business is conducted at a reduced level. It is also characterised by unemployment and falling prices. |
| RECONCILIATION | An explanation of the difference between two figures which purport to express the same quantity. |
| RECORD DATE | A date on which the records of a company are closed for the purpose of determining the stockholders to whom dividends, proxies, rights, etc. are to be sent. |
| REMITTANCE | An amount of money sent by one person to another, usually by post. |
| REPO RATE | Repo Rate or the Repurchase Rate is the rate at which a bank borrows money from the Reserve Bank of India (RBI). The bank pledges or sells government securities to the RBI for the same. Also, these loans are usually for a period of up to two weeks. Hence, it refers to short-term loans. It is different from the Bank Rate with respect to the tenure of the loan. |
| RESERVE | An amount set aside out of profits or surpluses to meet contingencies. |

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| RESERVE PRICE | The minimum price set in advance, that is acceptable to the auctioneer, so as to ensure that the object for sale will not be sold at too low a value. |
| RETAIL TRADE | The sale of goods to the final consumer. |
| RETAINED EARNINGS | Just like it sounds, this term represents any profits earned that are retained in the business. This can also be referred to as bootstrapping. |
| RETROSPECTIVE | Taking effect as though it had occurred at an earlier date. |
| REVERSE REPO RATE | When banks have surplus funds and they deposit them with the RBI for short periods, the RBI offers them a Reverse Repo Rate. |
| REVOLVING CREDIT | The facility to borrow money up to a certain specified amount and to replace one borrowing that has been paid off with another so long as the overall limit is not exceeded. |
| RIGGED MARKET | Manipulation of share prices to attract buyers and sellers to the rigger's advantage. |
| ROYALTY | Payment made to the owner of a property for permission to use it. |
| RUMMAGING | A thorough search of a ship by custom officers to detect contraband or undeclared dutiable cargo. |
| SALVAGE | Recovering items from a site of destruction. |
| SAMPLING | A method of drawing conclusions about the whole by examining portions of it selected at random. |
| SCAM | A fraudulent activity where usually small sums of money is obtained from a large number of persons, so that the activity is not detected. |
| SEBI | Securities and Exchange Board of India. |
| SECURED LOAN | Many lenders will require some form of security when loaning money. When this happens, this business finance term and definition is a secured loan. The asset being used as collateral for the loan is said to be "securing" the loan. In the event that your small business defaults on the loan, the lender can then claim the collateral and use its fair-market value to offset the unpaid balance. |
| SEGMENTAL REPORTING | Reporting on the various segments of a business's activity. |
| SET-OFF | A claim of one party when adjusted against an amount payable to another, so that only the balance remains payable or the whole debt is paid off. |
| SETTLEMENT | It is the scrip-wise netting of trades by a broker at the end of the trading cycle. |
| SHARE | A unit of capital in a limited company. Preference shares are entitled to a fixed rate of dividend. After their claim is exhausted, Equity shares become eligible to get returns. Bonus shares are allotted without any payment to existing shareholders out of accumulated profits. Rights shares are issued on pro rata basis and have to be paid for. |
| SHARE CERTIFICATE | A certificate issued to shareholders in paper or physical form. Besides the names of the holders, it carries the certificate, folio and distinctive numbers. |

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| SHAREHOLDER | A person holding shares of a company. His rights include an invitation to attend and vote in Annual General Meetings, to receive a copy of audited results and receive dividend whenever declared. |
| SPLITTING | Sub-division of a share of large denomination into shares of smaller denominations. Also means sub- division of holdings. The opposite process of combining shares of a small denominations into one of higher denomination is called consolidation. |
| SPOT | Spot Cash means payment is due immediately. Spot Price indicates the price on as is where is basis. Spot Sale promises an instant delivery. Spot Trading implies delivery and payment of shares on the day of purchase or the next. Spot Delivery implies delivery and payment on the same day of the contract or the day following the day of the contract. |
| STAG | (1) An applicant, for a new issue of shares, who hopes to sell the shares on allotment at a profit once trading commences in the secondary market;(2) A speculator who buys and sells stocks rapidly for fast profits. |
| STAMP DUTY | The ad valorem duty paid, evidenced by the affixing of revenue stamps on the instrument, to give legal effect to the same. For e.g. for transfer of shares. |
| STANDING ORDER | An instruction, which remains in force till withdrawn. It is useful to order routine and regular payments such as to an insurance company. |
| STATUTORY BOOKS | Records mandatory to be maintained under some law, such as those relating to charges, members, minute book for directors and shareholders' meetings etc. |
| STOCK EXCHANGE | An organised market for the sale and purchase of securities. In India stock exchanges are regulated by the Securities & Exchange Board of India. The movement in prices of select active scripts is reflected in Sensex. Trading in major exchanges is Screen-based these days where buying & selling is done online. |
| STOP TRANSFER | It is an instruction given by an account holder to his banker not to encash any payment for cheque/ demand draft from his account in case of loss, theft etc. of the same. |
| SUB JUDICE | A matter pending decision by a Court is called sub judice. Parties to such a matter should not to do anything that would affect the outcome of the case. |
| SUBROGATION | The legal principle that entitles an insured only the actual loss sustained in cases of pure indemnity. |
| SUMMONS | A legal paper that is used to start a civil case and get jurisdiction over a party. |
| SUOMOTO | The Court may take action on its own when facts requiring legal intervention reach its notice. The Court is then said to be acting suo moto. |
| SWAP | A financial transaction which exploits arbitrage opportunities between markets and in which two counter parties agree to exchange streams of payments over time according to a predetermined rule. |
| TAKEOVER | The acquisition of control of a company by another company achieved by the purchase of the majority of its shares. |

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| TANGIBLE ASSETS | As the name implies, tangible assets are those assets that you can see and touch. This can include items that may also be referred to as current or fixed assets. For instance, cash — a current asset — is a tangible asset because it's something you can physically touch. Most fixed assets are also tangible assets for the same reason. Land, real estate, machinery, equipment, and furniture are, after all, things you can see and touch. |
| TARIFF | A list of applicable rates of duty under excise or customs. |
| TAX HOLIDAY | A period of time established under statute, during which a business is not required to pay tax on its earnings. |
| TAX LIEN | If your business fails to pay taxes owed to the designated government entity, namely the IRS, you may find your assets seized by the claim of a tax lien. The government can not only seize your assets for liquidation to resolve the tax debt, but they can also charge you penalties on the amount you own. |
| TENDER | Usually an offer to provide goods or services at mentioned prices and understated conditions in response to a notice published in a newspaper. The sealed bids are opened and contract awarded to the lowest bidder. |
| TERM LOAN | These are debt financing tools used to raise needed funds for your small business. Term loans provide the business with a lump sum of cash up front in exchange for a promise to repay the principal and interest at specified intervals over a set period of time. These are typically longer term, one-time loans for start-up expenses or costs for established business expansion. |
| TESTIMONIAL | A certificate issued by a responsible person to an individual about his conduct, ability, qualifications or credit. |
| TITLE | Legal recognition of the ownership of property, usually proven by a document. |
| TORT | A civil injury or wrong to someone else, or their property. |
| TQM | Total Quality Management. |
| TRADE DISCOUNTS | A discount given by one business to another which is making a purchase for resale to ultimate customers thereby enabling the buyers to earn profits. Sellers may adjust trade discounts to counter price fluctuations without having to change the catalogue prices. |
| TRADEMARK | A distinctive mark or sign or symbol protected by law and placed on goods to identify the manufacturer. |
| TRAI | Telecom Regulatory Authority of India. |
| TRANSMISSION | It is the process of transferring the ownership of securities after the death of the holder to the legal heirs. |
| TREASURY BILLS | A short term bearer discount security issued by Governments as a means of financing their cash requirements. Treasury Bills play an important role in the local money market because most banks are required to hold them as part of their reserve requirements and because central bank open market operations undertaken in the process of implementing monetary policy are usually conducted in the treasury bill market. |

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| TRESPASS | To enter someone's land or property without their permission. It is an offence which is punishable in law. |
| TRUSTEE | A person who holds property in trust for another for the use or benefit of another. |
| TURNOVER | The total value of goods and services sold or provided in a given period, usually during a year by a trading organisation. |
| UNDERWRITER | One who undertakes in return for a commission to purchase shares offered to public and not subscribed for, up to an agreed number. |
| UNSECURED LOANS | Loans that are not backed by collateral are called unsecured loans. These types of loans represent a higher risk for the lender, so you can expect to pay higher interest rates and have shorter repayment time frames. Credit cards are an excellent example of unsecured loans that are a good option for small business funding when combined with other financing options. |
| USURY | The unlawful practice of lending money at an exorbitant rate of interest. This occurs usually when the borrower is in desperate need of money and not in a good position to negotiate. |
| VAKALATHNAMA | Document by which an advocate is authorized to represent a party in court. |
| VENTURE CAPITAL | Capital invested in a business on the basis that the investor receives a share in the outcome of the enterprise rather than an agreed fixed rate of return. |
| VISA | It is an endorsement made on the passport of the traveller by the envoy of the country to which he intends to travel. |
| VOUCHER | A document or some such evidence of some transaction, usually payment of money. |
| WAGES | Remuneration paid to manual workers. |
| WARRANT | A tradable instrument giving the holder the right to buy from the issuer a fixed income security or equity stock under specified conditions after some period of time. |
| WARRANTY | A contractual obligation, which entitles the injured party to seek damages but not to cancel the contract. |
| WATCHDOG | A general term applied to a person or group appointed or set up to safeguard the interests of a particular group. |
| WINDING UP | Liquidating an asset with a view to distributing the receipts among creditors. It is the process that brings to a conclusion the life of a company. |
| WINDOW DRESSING | A manoeuvre engaged in by companies, banks, mutual funds etc., at the end of the accounting period in order to impress stock holders who will be receiving the report showing that funds are better managed and invested than what might have been drawn up. |
| WINDOW SHOPPING | Looking at things in shops without intending to buying anything. |
| WORKING CAPITAL | Working capital, also known as net working capital (NWC), is the amount of money a company has available to operate after deducting its current liabilities from its current assets. Current assets are items like cash, accounts receivable/customers' unpaid bills, and inventories of raw materials and finished goods. Current liabilities are items such as accounts payable and debts. |

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| WRIT | A document issued by the court directing the respondent to do or not to do some specified act. |
| WRIT & WRIT PETITION | A writ is a direction that the Court issues, which is to be obeyed by the authority/person to whom it is issued. A petition seeking issuance of a writ is a writ petition. |
| WRITE OFF | It is to extinguish or cancel a debt, treating it as if it has been paid by debiting it from the profit and loss account. |
| ZERO COUPON BOND | A bond that pays no interest while the investor holds it. It is sold originally at a substantial discount from its eventual maturity value, paying the investor its full face value when it comes due, with the difference between what he paid initially and what he finally collected representing the interest he would have received over the years it was held. |

LESSON ROUND-UP

- Clear business terminology minimizes ambiguity and ensures accurate understanding across teams, boosting efficiency and productivity.
- It enables smooth communication in diverse fields like accounting, banking, taxation, marketing, law, and management.
- By standardizing language, it builds professionalism, reduces errors, and supports effective decision-making.

TEST YOURSELF

Explain the following business terminologies

- 1) EARNEST MONEY
- 2) FACE VALUE
- 3) INSOLVENCY
- 4) JURY
- 5) OATH
- 6) VAKALATHNAMA
- 7) ZERO COUPON BOND
- 8) WARRANT
- 9) TRESPASS
- 10) TAX LIEN

LIST OF FURTHER READINGS

- Glossary of Business and Management Terms by James Persaud

[illegible]

WARNING

Regulation 27 of the Company Secretaries Regulations, 1982

In the event of any misconduct by a registered student or a candidate enrolled for any examination conducted by the Institute, the Council or any Committee formed by the Council in this regard, may suo-moto or on receipt of a complaint, if it is satisfied that, the misconduct is proved after such investigation as it may deem necessary and after giving such student or candidate an opportunity of being heard, suspend or debar him from appearing in any one or more examinations, cancel his examination result, or registration as a student, or debar him from re-registration as a student, or take such action as may be deemed fit.

It may be noted that according to regulation 2(ia) of the Company Secretaries Regulations, 1982, 'misconduct' in relation to a registered student or a candidate enrolled for any examination conducted by the Institute means behaviour in disorderly manner in relation to the Institute or in or around an examination centre or premises, or breach of any provision of the Act, rule, regulation, notification, condition, guideline, direction, advisory, circular of the Institute, or adoption of malpractices with regard to postal or oral tuition or resorting to or attempting to resort to unfair means in connection with writing of any examination conducted by the Institute, or tampering with the Institute's record or database, writing or sharing information about the Institute on public forums, social networking or any print or electronic media which is defamatory or any other act which may harm, damage, hamper or challenge the secrecy, decorum or sanctity of examination or training or any policy of the Institute.

CSEET

BUSINESS COMMUNICATION – TEST PAPER

PAPER 1

(This test paper is for practice and self-study only and not to be sent to the Institute)

Time allowed: 3 hours

Maximum Mark: 100

Note:

1. Attempt: Q.No.1 which is compulsory and any 5(five) questions from Q.No.2 to Q.No.8.
2. **The contents and structure of this test paper is indicative only.**

Question 1

- (a) Meera has recently joined *Zenify Technologies* as a Management Trainee. On her first project, she is asked to coordinate between the design team, finance department, and the client. Meera sends a series of emails explaining the project requirements, but she soon realises that different team members have interpreted her messages differently.

- The design team feels the instructions were unclear and incomplete.
- The finance team says they did not receive the cost-related details they needed.
- The client becomes confused because Meera's message lacked proper structure and clarity.

Her manager points out that Meera must improve her communication skills if she wants the project to run smoothly. He tells her that communication is not just about sending information, but ensuring that it is understood correctly by the receiver.

Based on the above case, explain what do you understand by the term 'communication'? Identify and explain the main features of effective communication that Meera failed to apply in the given situation.

(5 Marks)

- (b) Raj works as a Customer Support Executive at BrightConnect Services. His job requires him to listen carefully to customer concerns and provide suitable solutions. One morning, he receives a call from a frustrated customer whose internet connection has been unstable for the past three days. As the customer explains the issue, Raj keeps interrupting with assumptions about the problem. He does not pay attention to the details the customer is trying to share, such as the specific time the issue occurs or the error message displayed. Raj also misses the customer's emotional cues because he is busy typing notes instead of listening attentively. As a result, he gives a solution that does not match the customer's actual problem. The customer becomes even more irritated and asks to speak with Raj's supervisor.

Later, when the supervisor reviews the call, she tells Raj that effective listening is not just hearing the words, but understanding the message fully. She advises him to work on improving different types of listening skills to become more effective in his role.

- i. In light of the statement "Listening skills are skills that contribute to your ability to accurately receive information when communicating with others," explain the types of listening skills.

- ii. Explain barriers in effective listening with reference to the situation. What barriers to listening are evident in Raj's behaviour?

(5 Marks each)

- (c) Alex manages the social media accounts of a fashion startup. Initially, she posts content without a clear plan and responds to comments inconsistently. As a result, follower engagement is low, and some customers complain about delayed responses to queries. After analyzing the situation, Alex decides to implement strategies for effective social media communication. What are the strategies for Effective Social Media Communication?

(5 Marks)

(Total 20 Marks)

Question 2

- (i) (a) Choose the correct one-word substitute for any two of the following:

- i. Market situation in which a few producers dominate the market. (Monopoly/Oligopoly)
- ii. Reduction in the exchange value of your currency vis-a-vis euro. (Devaluation/Revaluation)
- iii. Exporting goods to another country at prices below cost. (Pumping/Dumping)
- iv. Smithkline of America and Beecham of England agreed to unite to form a new company — Smithkline & Beecham Co. (Merger/Acquisition)

- (b) Answer the following questions:

- i. If the gender of the receiver of a letter is female and you are not sure of her marital status, what kind of courtesy title would you use for addressing her?
- ii. If you are addressing a letter straight to the firm instead of a person or a position, what kind of salutation would you use?
- iii. In a letter if salutation is – 'Dear Mr. Maniar', what would be the formal close?
- iv. Make sentences using any three following pairs of words to bring out the difference in their meanings: (i) Principal — Principle

(1 mark each)

(Total 8 Marks)

- (ii) Write a letter to Special Sub-committee on License Approval, Ministry of Telecommunications, Government of India, New Delhi, as you wish to present testimony at the forthcoming hearing on 1st December, 2025 for grant of licences to small and medium-sized companies providing cellular communication services.

(8 Marks)

(8+8=Total 16 Marks)

Question 3

- (a) Read the passage carefully and answer the questions below:

Global warming refers to the gradual increase in the Earth's average temperature, mainly due to human activities. The burning of fossil fuels such as coal, oil, and natural gas releases large amounts of carbon dioxide into the atmosphere. This gas traps heat from the sun, creating the "greenhouse effect." As a result, the planet becomes warmer than before.

The consequences of global warming are visible across the world. Glaciers are melting at a faster rate, leading to rising sea levels that threaten coastal cities. Many regions are experiencing extreme weather conditions such as intense heatwaves, heavy rainfall, droughts, and forest fires. These changes affect not only human life but also plants and animals, disturbing the balance of nature.

To reduce global warming, countries and individuals must work together. Using renewable energy sources like solar and wind power can reduce dependence on fossil fuels. Planting trees, conserving electricity, reducing pollution, and promoting eco-friendly habits can also make a big difference. If timely action is taken, the harmful effects of global warming can be controlled, ensuring a safer planet for future generations.

- i. Global warming is mainly caused by:
 - a) Growing more forests
 - b) Human activities
 - c) Drinking contaminated water
 - d) Rotation of the Earth
- ii. Which gas is responsible for trapping heat from the sun?
 - a) Oxygen
 - b) Nitrogen
 - c) Carbon dioxide
 - d) Hydrogen
- iii. Melting glaciers lead to:
 - a) Decrease in sea levels
 - b) Rise in sea levels
 - c) More snowfall
 - d) Lower temperatures
- iv. Which of the following is a solution to reduce global warming?
 - a) Using more fossil fuels
 - b) Cutting down trees
 - c) Using solar and wind energy
 - d) Increasing industrial pollution
- v. Identify the noun in the sentence:

“Global warming refers to the gradual increase in the Earth’s temperature.”

 - a) Refers
 - b) Gradual
 - c) Increase
 - d) In

vi. Choose the correct adjective from the passage:

- a) Melting
- b) Faster
- c) Power
- d) Reduce

vii. Select the correct verb form:

Glaciers _____ at a faster rate.

- a) melt
- b) melts
- c) melting
- d) melted

viii. Pick the correct preposition:

Carbon dioxide is released _____ the atmosphere.

- a) on
- b) into
- c) from
- d) at

(1 Mark each)

(Total 8 Marks)

- (b) Your company, GreenTech Solutions, tested a new energy-saving device across five office branches. After a 3-month trial, the branches reported a 12% reduction in electricity consumption. The management asks you to prepare a Business Report summarising the findings and recommending whether the device should be installed company-wide.

As the Company's trainee executive Mention the essential components you will include in the Business Report and draft the structure of an effective Business Report.

(Total 8 Marks)

Question 4

(a) Attempt the following questions as per instructions in the brackets:

- i. i agree of course that we must reach a decision soon. (Punctuate the sentence.)
- ii. The corrugated boxes are rectangular in shape. (Eliminate the redundant word/s.)
- iii. The Office of Profit Bill was signed by the President. (Change into active voice.)
- iv. He has went to check on last year's records. (Correct the sentence.)
- v. We require _____ (Fewer/Less) sales people. (Fill in the blank with suitable word.)
- vi. What does 'e.g.' stand for ? (so that/that is /for example.)
- vii. To make impure by the addition of some inferior substance.
(Give one word substitute.)

viii. The more you practice, ____ you improve.

(a) more (b) the more (c) much more (Choose the Correct word)

(1 Mark each)

(Total 8 Marks)

(b) What is a 'memorandum'? When should it be used?

(4 Marks)

(c) Dressing aptly displays professionalism and respect. Explain the importance of Business Attire.

(4 Marks)

Question 5

(a) Draft an office memorandum granting permission and special leave to an employee for participating in the State level cricket tournament.

(5 marks)

(b) You ordered office stationery from Bright Supplies Pvt. Ltd., but the items have not been delivered even after the promised delivery date. Write an email to the customer support executive complaining about the delay and requesting immediate action. Draft a polite, professional email.

(5 Marks)

(c) The Board of Directors of Sunrise Textiles Ltd. held a meeting on 20th October 2025 at 11:00 AM to discuss:

- Approval of previous meeting minutes
- Proposal for opening a new manufacturing unit
- Appointment of Internal Auditor
- Any other business

Draft the Minutes of the Board Meeting.

(6 Marks)

Question 6

(a) Explain the importance of business meeting etiquette in maintaining professionalism within an organisation.

(4 Marks)

(b) How does telephone etiquette contribute to the image of an organisation?

(4 Marks)

(c) A leading food company, "FreshBite Foods," faces a sudden crisis when a viral social media post claims that one of its packaged snacks contains harmful ingredients. Customers start posting negative comments, and news channels begin reporting the issue. The company's sales drop sharply within two days.

- i. Identify the PR function that FreshBite needs to use immediately.
- ii. Advise the PR Manager on Tools of PR

(4 Marks each)

Question 7

- (a) Explain why intercultural communication is important in today's globalised business environment.

(4 Marks)

- (b) State, giving reason, whether the following statements are true or false. Your answer to each statement need not exceed 30 words.

- i. Face to face interactions is better than electronic communication to create mutual understanding and trust.
- ii. In a normal conversation between two persons, non-verbal communication plays a greater role.
- iii. Use active verbs and active voice in your sales letters.
- iv. Business letters must convey accurate information to the reader.
- v. Oral communication saves time.
- vi. If you have to convey your inability to execute an order, you should mention it in the first line of your reply.

(2 Marks each)**Question 8**

- (a) You are the Admin Manager of Zenith Infocom Pvt. Ltd. Due to scheduled maintenance work, the office internet services will remain unavailable on 2 December 2025 from 10:00 AM to 4:00 PM. Employees must be informed in advance and requested to plan their work accordingly. Draft a circular informing all employees about the temporary suspension of internet services.

(6 Marks each)

- (b) You are the Finance Head of MetroBuild Constructions. You have observed repeated delays by the Procurement Department in submitting monthly expense statements, causing issues in financial reporting. You want to remind the department to submit statements by the 5th of every month without fail. Draft an internal memorandum addressed to the Procurement Department reminding them of the timely submission requirement.

(6 Marks each)

- (c) A well-defined hierarchy contribute to smooth communication and effective management Explain the importance of workplace hierarchy in an organisation.

(4 Marks each)

[illegible]

[illegible]

[illegible]