# BUSINESS COMMUNICATION ENG301

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# LESSON 01

# COMMUNICATION

**Outline:**

- Why we Study Business Communication?
- What is Communication?
- Importance
- Advantages of Communication in your Career
- Communication & Global Market
- Communication at Workplace

**Why we Study Business Communication?**

You may say that communication is important; you spend a lot of time doing it and you're pretty good at communicating. After all, you talk to people, write notes, read books, and get along with other people which make you informed already. Why should you study communication?"

The apparent simplicity of communication is deceptive. Just because we all communicate every day does not make us good communicators. Just because some aspects of effective communication are based on common sense; it does not mean common sense alone is enough. Skilled communicators draw on an extensive and complex body of knowledge, including semantics (the study of word choice according to their meaning), linguistics (the study of language), rhetoric (the study of writing and speaking effectively), psychology, sociology, graphic design, and even computer science. You will explore and apply the scholarship and research from all of these fields in your study of communication.

"Why then," you may well ask finally, "study business communication specifically? Communication is communication: I've taken plenty of English courses and communicated in every one of my other courses."

Good communication does, in fact, cross disciplines; correct grammar and audible speaking, for example, are as necessary in a geography class as they are in a business communication class. There are, however, at least five ways in which what you will learn that how this course differs from what you have learned, or will learn, in your other classes. First, the subject matter is different: here you will get a chance to practice communicating with concepts and techniques from areas such as accounting, finance, and marketing. Secondly the forms are also different: you will, for example, practice writing memos, letters and business reports – not just term papers, exams and essays. Thirdly, in this class you will have a chance to practice your oral presentation skills, which – according to various studies – you will probably be using extensively in the business world. Fourthly, you may learn a slightly different style; in general, business communication is more objective, systematic, and concise than creative or personal communication. Finally, perhaps the most important difference is that, you will learn to persuade people to accomplish your desired results.

**What is Communication**?

I have been discussing how important communication will be for your success in business. What you might be asked, what does the term communication mean? It is certainly hard to define because it has come to mean practically anything.

**Definition of Communication**

The word communication means the act or process of giving or exchanging of information, signals or messages as by talk, gestures or writing. Technically speaking, in the act of communication, we make opinions, feelings, information, etc. known or understood by others through speech, writing or bodily movement.

**Why do we Communicate?**
The purpose of any given communication may be:

a) To initiate some action;
b) To impart information, ideas, attitudes, beliefs or feelings;
c) To establish, acknowledge or maintain links or relations with other people.

**Initiating Action**
Initiating action may be achieved by two basic categories of communication.

**a) Expressing Needs and Requirements.**

This can range from a baby's cry – or even the bleep of an alarm clock – to an adult's more precious expression of needs and wants. In a business organization, it would include briefings, instructions and procedure manuals. This will only be effective where the other person is willing to satisfy the needs.

**b) Persuading and Motivating Others**

It means to carry out the desired course of action, in other words, giving them a reason (other than one's own want or need) to perform that action. Persuasion of this kind is likely to be a major element in marketing and sales: a sales reply cannot simply ask a customer to buy the product because she, the sale rep, needs success. She must show that there are benefits to the consumer, which will make the purchase worthwhile.

**Imparting Information**
Imparting information, ideas, attitudes, beliefs and feelings may have any number of specific purposes.

- Creating awareness
- Creating understanding
- Persuading others
- Influencing others

Information gathering is a constant activity of human beings. We receive a great deal of data and information in our daily lives, only some of which we seek or consciously absorb. Think about these: news bulletins, books, bank statements, business information, gossip, thing people tell you, things you ask them. This list is endless.

Remember that other people may be seeking information in the messages you 'send' (and in the tone of your voice and other indications of what is 'between the lines'). This information may or may not be something you wish to communicate: you need to be aware of it before your listener/reader.

**Establishing Relations**
Establishing, acknowledging and maintaining relations with other people are vital functions of communication.

**Importance**

Communicating effectively in speaking and writing is useful in all areas of business, such as management, technical, clerical, and social positions as we have just seen.

The ability to communicate well has always given advantages to those who possess it. Communication has a rich history. The ancient world, both the East and the West, depended on oral communication. In ancient Greece and Rome, it was necessary to communicate when dealing with matters in assemblies and the courts. During the Medieval and Renaissance Periods, the oral tradition progressed. As writing became more important as a permanent record of communication, authors and books on written communication principles appeared.

So, we can say that some of today's principles of writing are a mixture of ancient oral and written traditions.

**Advantages of Communication in your Career**

- Your success in your career is based on your ability to do well both in written and oral communication.
- This ability to communicate effectively is a valuable asset for you.
- If your career requires mainly mental rather than manual labor, your progress will depend on how effectively you communicate your ideas to others who need or should receive them.
- Strong communication skills are required in every job description listed by companies' advertising positions. Communication is a primary responsibility in many careers, such as customer relations, labor relations, marketing personnel, public relations, sales, and teaching.
- Communication is also required in government and non-profit organizations. Communication skills play a major role at every level.
- Even if your work is mainly with figures, as in the accounting profession, the ability to communicate to those who read your financial reports is necessary.

**A Quality for Promotion**

As an executive you must have the ability to communicate if you want promotion. Those who cannot communicate effectively in either oral or written communication, remain in the same positions.

Many surveys have borne out the idea that effective communication is essential for success and promotion in every field.

**Communication & Global Market**

The way you communicate both within and outside your own country effects everything you do. Moreover, your ability to speak and write effectively will also make a difference to your organization. These qualities will help you to be successful in dealing with international business people.

Always remember that "To the customer, you are the company". You're dealing with customers, clients and the public reflect the company you represent. Important communications can make a difference to your company because each message communicates the essential quality and culture of your company and can either build goodwill or destroy it.

Messages written to international customers and other business contacts are sensitive to the readers. Your goodwill as well as your organization's is at stake. So be very careful while communicating with international people.

The ability to communicate effectively with others is repeatedly named as a top quality of a successful business person. You as a business person may be very intelligent; but if you can't get your message across to the other, you will be thought of as less intelligent than you are because ideas are common, but the ability to clearly communicate ideas to others is rare.

If you are a better communicator, customers and business associates form better impression of you and your organization. This impression is based solely upon your ability to communicate both oral and written messages. Effective business message builds or retains goodwill which is a priceless commodity. Because the exchange of written communication is vital to a businessman for promoting goodwill, the art of producing effective correspondence will help ensure your success in business.

So, your ability to communicate is, in fact, your trademark. The memos, letters and reports you write, demonstrate your ability, or lack of ability to communicate. Presenting yourself through your communication will project a favorable image as well as promote successful business both internally and externally.

Besides, as a businessman you are required to run the working of your organization smoothly because you are to clearly transfer your objectives, policies, method of working etc. to the people working with you at different levels, so this ability to communicate is very crucial for basic managerial functions.

As a businessman you will regularly plan design and control affairs to maximize your production and minimize your cost. Your ability to communicate effectively is going to help you from the brainstorming step to implementing the objectives that you chalk out for the promotion of your business.

Another factor that is important to achieve the desired objectives is decision making. Here again ability to communicate both orally and in writing helps you make the most of yourself and your organization.
Above all, your ability to communicate helps you in understanding human relationships. Being an effective communicator, you can interact effectively and positively with others. This situation results in an open climate of communication within organization as well as outside it. So, communication is of paramount importance to be successful in the business.

**Developing the Right Attitude**
"To the customer, you are the company." Your attitude when dealing with customers, clients, and the public reflect on the company you represent. Your attitude will reflect your country and your culture.
Each message communicates the essential quality and culture of your company and can either build goodwill or destroy it.
Doing an honest job enthusiastically and competently helps both the doer and the receiver. Answering even routine inquiries should and can be an interesting challenge.

**Preparing Adequately**
Most of the people can learn to communicate effectively for business if they are willing to devote whatever effort is necessary to prepare them adequately. In addition to the proper goodwill-building attitude, the following qualities are desirable:

- Careful, sound judgment when choosing ideas and facts for each message.
- Patience and understanding, even with unjustly insulting persons.
- Integrity, backed up by a valid code of ethics.
- Reasonable facility with the English language.

- Applied knowledge of the communication process and principles and of successful methods for sending and receiving messages.
- Knowledge of the cultural conventions of your audience.

**Cultural Diversity at Work**

Today's workplace is increasingly diverse in age, gender and national origin. Diversity has brought problems to organizations, but it has also brought strengths. The Changing demographics have contributed to change in management styles, making effective communication central to success in carrying out the organization's business.

**Advance in Technology**

The internet, e-mail, voice mail, faxes, pagers, and other wireless devices have revolutionized the way people communicate. Such technological advances are new and better tools to the workplace but also increase the speed, frequency, and reach of communication. People from opposite ends of the world can work together effectively, 24 hours a day. Moreover, advancement in technology makes it possible for more and more people to work away from the office-in cars, airports, hotels and at home. So it is easier to understand why communication is so important.

# LESSON 2

# FLOW OF COMMUNICATION

**Outline:**

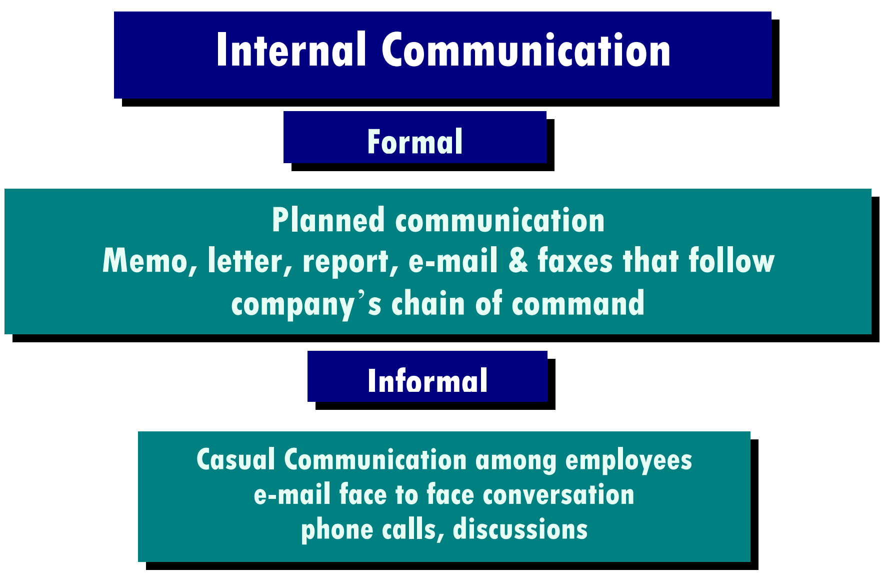
- Flow of Internal Communication
  - Formal Internal Communication
  - Informal Internal Communication
- Direction of Flow within the Organization
- External Communication
  - Various Aspects of Formal External Communication
  - Informal External Communication
  - Ways of External Communication

An organization is a group of people associated for business, political, professional, religious, social, or other purposes. Its activities require human beings to interact and react, that is, to communicate. They exchange information, ideas, plans, and order needed supplies and make decisions, rules, proposals, contracts, and agreements. All these activities require one skill that is communication. So we can say that communication is the "Lifeline" of every organization.

An exchange of information within an organization is called internal communication. It takes place at different levels -- downwards, upwards and horizontal.

To exchange information within and outside the organization, we use a variety of formal and informal forms of communication that carry the flow of information.

**Flow of Internal Communication**

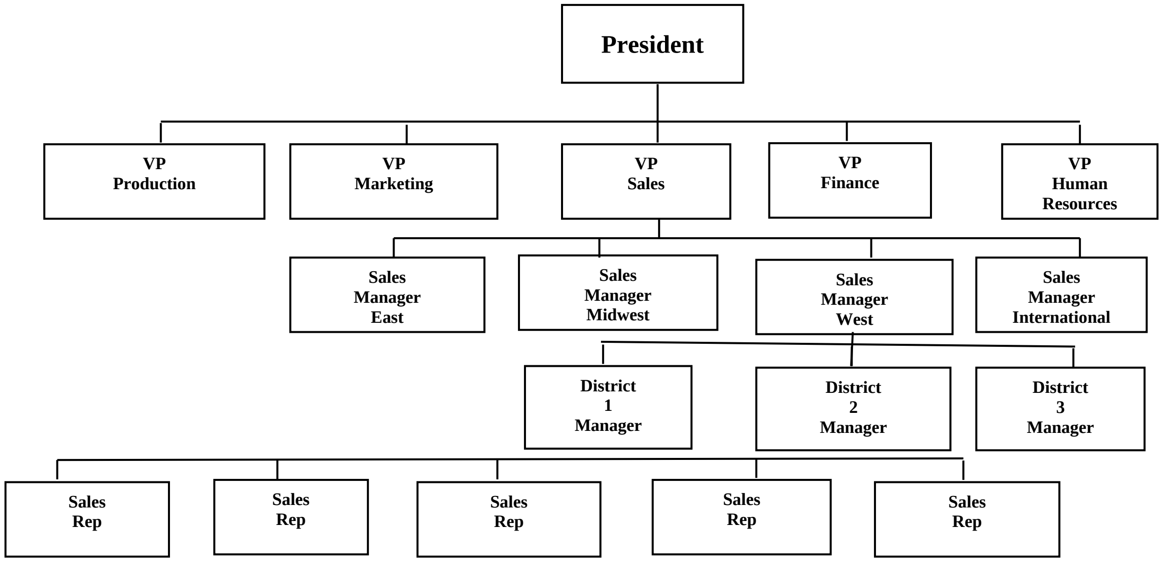



**i) Internal Communication**

The formal Communication Network

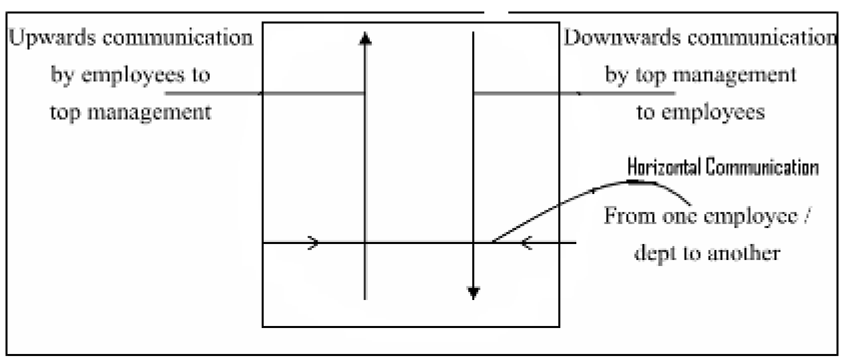
- The formal flow of information follows the official chain of command.

Following is the table to help us understand this official chain of command.




## Direction of Flow within the Organization

### Downward Flow




Organizational decisions are made at top level and then flow down to the people who carry them. When employees receive appropriate downward communication from the management, they become motivated and more efficient. They need clear job directions, safety rules, facts about organizational strategy, products, and viewpoints on important controversial issues. They are also concerned about their benefits such as health care, promotions, pensions, training, etc.

### Upward Flow

To solve problems and make intelligent decision managers need to know that what is going on in the organization. Upward internal communication is also very important. Many executives want comments from employees in addition to the usual periodic reports. Successful managers listen closely to opinions, complaints, problems, and suggestions, especially when these are clearly put forward. They want to know about problem, emerging trends etc.

### Horizontal Flow

Horizontal flow takes place between peers in the organizations in order to solve problems, perform job duties, prepare for meetings, and cooperate on important projects. So, you can imagine that people spend time on listening to and making requests, writing notes and memos, and discussing and writing about projects and they do it through communication.

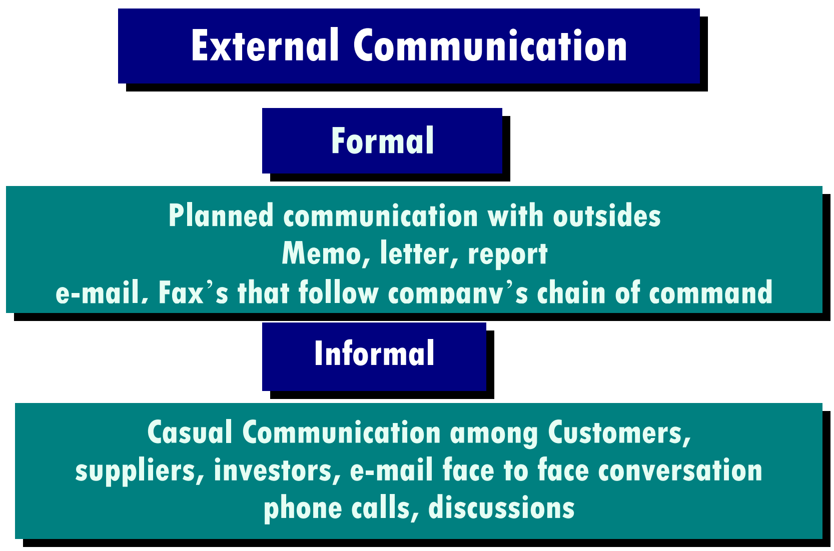
### Informal Internal Communication

Every organization has an informal communication network – a grapevine – that supplements official channel. It is an important source of information. It is casual conversation of an organization.

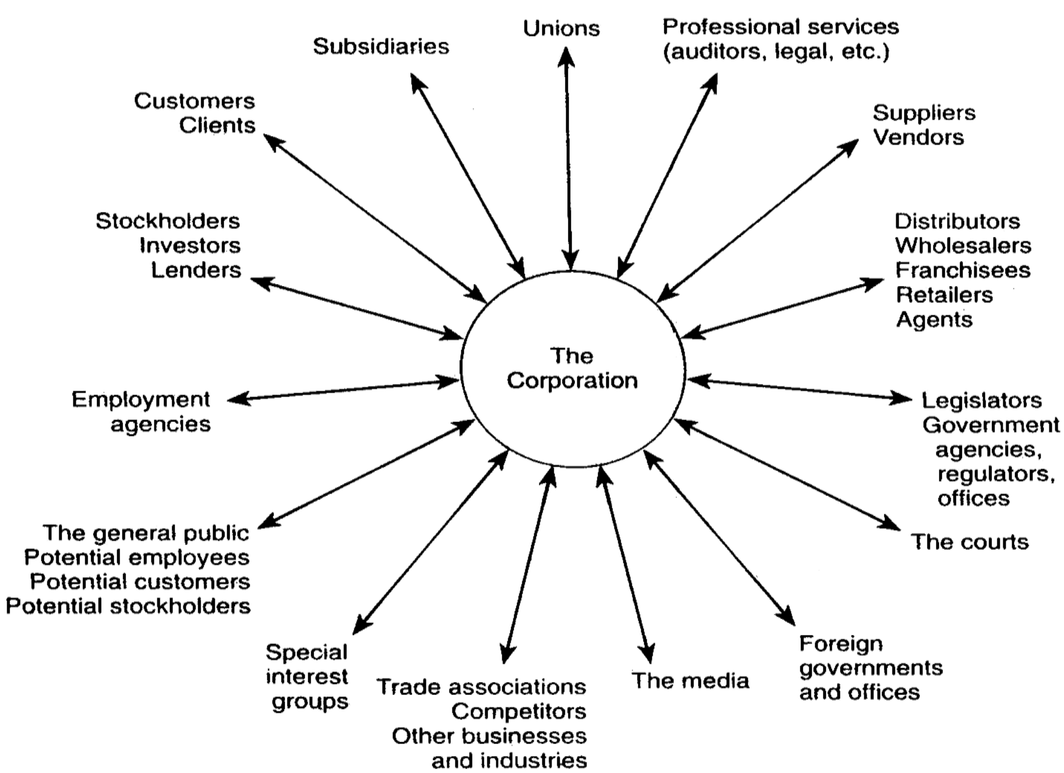
### External Communication

Communication that takes place outside the organization is called external communication. The right letter, proposal, report, telephone call, or personal conversation can win back an angry customer, create a desire for a firm's product or services, encourage collections, motivate performance, and in general, create goodwill.

### Flow of External Communication




### Various Aspects of External Communication



**Informal External Communication**
Although external communication is formal, informal contacts with outsiders are important for learning customer's needs. Plenty of high level manager recognize the value of keeping in touch with "the real world by creating opportunities to talk with and get feedback from customers and frontline companies.

**Ways of External Communication**
Letters, pamphlets, annual reports, interviews with the news media etc. Any of these forms can be used to communicate externally. It depends on the needs of the communication.

Effective communication internally and externally can build a good reputation and have a positive impact on the ultimate success of the individual as well as organization.

# LESSON 3

# THEORIES OF COMMUNICATION

**Outline:**

- Electronic Theory
- Social Environment Theory
- Rhetorical Theory

We have been discussing how important communication will be for your success in business communication. Communication does not occur haphazardly. Nor does it happen all at once. It is more than a single act. It is a dynamic, transactional (two way) process that can be broken into different phases. To have a better understanding of the process of communication, we need to look at different theories of it.

**Electronic Theory**

One of the very influential communication theories is called the mathematical or electronic theory of communication. This idea emphasized the technical problems of transmitting a message from a sender to a receiver. It uses the language of electronics. The message begins with an *information source*, the mind of the sender (writer or speaker), who *encodes* a message into words and sentences. The message is *transmitted* as a signal (marks on paper or sound waves) through a channel, where it may be distorted by *noise* (such as smudged typing or acoustical problems). As a last step, the receiver (listener or reader) *decodes* the message. Look at the following illustration of this theory.

| | Message | |
|---|---|---|
| **Communicator**<br>As "sender" | | **Audience**<br>As "receiver" |

The electronic theory is helpful because it introduces the ideas of senders and receivers and of possible interference. It emphasizes one important aspect of communication: accuracy. Its usefulness is limited, people are not machines. It may be possible to design perfectly an accurate electronic communication system but not a human one. Emphasis on accuracy ignores many other important dimensions of the situation in which we communicate. One may express an idea very accurately, but other may think he does not have the right to talk, so we need to understand other theories too.

**Social Environment Theory**

Social environment theory is of the social and behavioral scientists. It says that we must consider the situation, the social context in which we will work.

When we work and communicate together, we all participate in a social situation, within that situation; each agrees to assume certain roles – such as "compromiser," "initiator," "or "encourager" – based on our part in the activity.

We each have a certain status prescribed officially, such as our job title. We need to understand the rules, or the "culture," of the environment in order to communicate: both the official rules – such as company policies and practices – and those unwritten rules regarding to whom, how, and when, and for how long it is appropriate for us to communicate within a certain organization. Look at the following illustration of this theory.

| | Message | |
|---|---|---|
| Communicator<br>As "sender" | ⟶ | Audience<br>as "receiver" |

Within a certain environment

The social environment theory is helpful because it adds the important dimension of the specific social situation. Too often, inexperienced business people neglect to take into account role, status and rules when they communicate. A nicely tailored message may still fail to achieve its objective if you write to the wrong person at the wrong time.

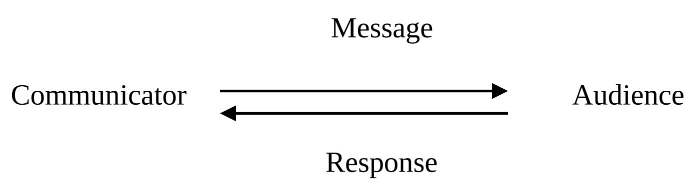
**Rhetorical Theory**

Third set of theorists add more dimensions to our understanding of the communication process: communication is not linear, but circular; not just sending a message to be received, but producing a response; not static, but dynamic.

Rhetorical theorists provide an important addition to a communication model for business communicators.

Many people in business get so much absorbed in the accuracy of their message and appropriateness of the situation that they forget the third crucial variable, producing the desired *response* form their audience. The importance of response in business communication is illustrated in the following figure—which incorporates the ideas of accuracy (from the collective theory) and situation (from the social environment theory).

This model is circular, not linear.




In fact, perhaps the most important difference between business communication and other forms of communication is this circular quality: your business communication effectiveness depends on the result you achieve. How can you achieve desired response? That's what the rest of this course will be about. You will learn not only how to be more correct and accurate, and how to be more sensitive to the situation, but also how to identify your audience's needs in order to become a better communicator.

# LESSON 4

# THE PROCESS OF COMMUNICATION & MISCOMMUNICATION

**Outline:**

- Components of Communication
- Sender / Encoder
- Message
- Medium/Channel
  - Oral Communication
  - Written Communication
- Receiver / Decoder
- Feedback

Communication is a process of sending and receiving verbal and non-verbal messages. Communication is considered effective when it achieves the desired reaction or response from the receiver. Communication is a two way process of exchanging ideas or information. The process of communication has six components: sender/encoder, message, medium, receiver/decoder, and feedbacks.

**Context**

Every message, whether oral or written, begins with context. Context is a broad field that includes country, culture, organization, and external and internal stimuli. Internal stimuli have effect on how you translate ideas into a message. Your attitudes, opinions, emotions, past experiences, likes and dislikes, education, job status and confidence in your communication skills, all influence the way you communicate your ideas, especially important is your ability to analyze your receiver's culture, viewpoint ,needs ,skills, status, metal ability, experience and expectation. You must consider all these aspects of context in order to communicate a message effectively.

**Sender / Encoder**

While sending a message, you are the "encoder", the writer or speaker, depending on whether your message is written or oral, you choose symbols — words, graphic, pictures — that express your message so that the receiver(s) will understand and react as you desire. You decide which symbols best convey your message and which message channel will be the most effective among the oral and written media (letter, memo, telephone, etc.)

**Message**

The message is the main idea that you wish to communicate; it is of both verbal (written or spoken) symbols and non-verbal (unspoken) symbols. First decide exactly what your message is. Also consider the receiver of your message. You must also consider your context and your receiver's as well. How will your receiver interpret your message and how it may affect your relationship?

**Medium/Channel**

It means the way to be used to send your message. You can choose electronic mail, the printed word or sound etc. The choice of medium is affected by the relationship between the sender and the receiver. The urgency of a message can also be a factor in whether to use the written or spoken medium. You may also consider factors such as importance, number of receivers, costs and amount of information; you must also consider which medium is preferred in the receiver's culture. Based on research, the following are some of the characteristics found in oral and written communication.

**Oral Communication**

- The oral communication brings back immediate feedback
- It has a conversational nature with shorter words and sentences
- It stresses on interpersonal relations
- This medium needs less technical details
- Its sentence structures are simple

**Written Communication**

- This medium is more formal with focus on contents
- It can convey any amount of technical information
- It is best for permanent record
- This medium uses longer words and longer sentences.
- It brings delayed feedback.

The internal communication consists of sending messages inside your organization while external communication consists of sending messages outside your organization.

For internal communication, written media may be:

- Memos, reports, bulletins, job descriptions,
- Posters, notes, employee manuals,
- Electronic bulletin boards, even internal faxes

Oral communication may take the form of

- Staff meeting reports, face to face discussions,
- Presentations, audio tapes, telephone chats,
- Tele-conferences, or videotapes

External written communication media may be:

- Letters, reports, telegrams, cablegrams,
- Mailgrams, faxes, telexes, postcards, contracts,
- Ads, brochures, catalogs, news releases etc.

Orally it may be

- face to face discussions, telephone,
- Presentations in solo or panel situations

**Receiver / Decoder**

The receiver/decoder of your message is your reader or listener. He may be influenced by the context and by the external and internal stimuli. The receiver like sender receives messages through the eyes and ears but is also influenced by non-verbal factors such as physical environment, physical appearance, body movements, voice quality, touch, taste, and smell.

All factors of a message are filtered through the receiver's view and experience in the work. Therefore, miscommunication can occur when personal biases and individual values cause the receiver to misinterpret the sender's internal message.

**Feedback**

Feedback can either be oral or written; it can also be an action, such as receiving the mail or an item you ordered. Sometimes, silence is used as feedback, though it is not very useful. Senders need feedback in order to determine the success or failure of the communication.

# LESSON 5

# BARRIERS IN EFFECTIVE COMMUNICATION/ COMMUNICATION FALLOFF

**Outline:**

- Semantic Barrier
  - Denotation
  - Connotation
- Physical Barriers
- Psychological Barriers
  - Emotional Barriers
  - Perception Barriers
    - Abstracting
    - Inferring
- Barriers Involving Values, Attitudes etc.
- Sender's Credibility

People in the world are not exactly alike. Cultures or countries are not the same. These differences, however, can cause problems in conveying your meanings. Each person's mind is different from others. As a result, message sender's meanings and the receiver's response are affected by many factors, such as the following:

a. Semantic barriers(Convention of Meaning)
b. Physical Barrier
c. Psychological barriers
   - Emotional barriers
   - Perceptual barriers
d. Barriers involving values attitudes etc.

**i) Semantic Barrier (Convention of Meaning)**

A basic principle of communication is that the symbols the sender uses to communicate messages must have the same meaning in both the sender's and receiver's minds. You can never be sure that the message in your mind will be clearly sent to your receiver. The world is full with errors, as a result of differences in semantic (meaning) understanding. A symbol is a sign for something that exits in reality. Thus your name is really a symbol or a word which represents you. Only through common experience we learn, in a connection made between the symbol and the word attached to you and the person you are in reality. Anyone with less common experience will not easily relate the symbol (your name) with you. Besides, there are problems in convention of meaning, so you must make yourself familiar with different types of meaning.

**Denotation**

A denotation is usually the dictionary definition of a word. Denotative meanings name objects, people or events without indicating positive or negative qualities. Such words as car, desk, book, house, and water convey denotative meanings. The receiver has a similar understanding of the thing in which the word is used.

**Connotation**

A connotation is an implication of a word or a suggestion separate from the usual definition. Some words have connotative meanings, that is, qualitative judgment and personal reactions. The word man is denotative, father, prophet, brother are connotative. Some words have positive connotations in some contexts and negative meanings in others. For example, slim girl and slim chances.

**ii) Physical Barriers**

The communication does not consist of words alone. Another set of barriers is caused by your own physical appearance, your audience, or the context of the document or the presentation. Your ideas, however good and skillfully imparted, are at the mercy of various potential physical barriers.

For Writing:

There is a whole barrage of possible physical blocks, jammed or jagged margins, fingerprints or smudges, unclear photocopies, unreadable word processor printout, water and coffee or tea spots etc.

For Speaking:

Mumbling, not enunciating, speaking too quickly, noises become of hissing ventilation, blowing air conditioning, ringing telephones, slamming doors etc. are different aspects of physical barriers.

**iii) Psychological Barriers**

In this changing world, everyone has his own concept of reality. Also, human beings' sensory perceptions – touch, sight, hearing, smell, and taste are limited, and each person's mental filter is unique. In our daily interaction with others, we make various abstractions, inferences and evaluations of the world around us.

- **Emotional Barriers**

One possible psychological block is emotional; you may be emotionally blocked when you are announcing a new policy that whether you may become popular or unpopular. Similarly, you may have emotional barrier while making your first presentation or writing someone you dislike.

- **Perception Barriers**

The perceptual problem is that people think differently so as a result their perception of reality is different. The material world provides a special reality to each individual. As human being's sensory perceptions—touch, sight hearing, smell, taste___ are similar, and each person's mental filter is unique. We make various abstractions, inferences and evaluations of the world around us.

**Abstracting**

Selecting some details and omitting others is a process called abstracting. On many occasions abstracting is necessary. Differences in abstracting take place not only when persons describe events but also when they describe people and objects. However, you should be cautious about "slanted" statements.

Slanting is unfair in factual reporting. When presenting some particular facts, you include your own biased ideas into it, you make slanting statement. Try not to let personal preferences affect your factual reporting of information.

**Inferring**

Conclusions made by reasoning from evidence are called inferences. We make assumptions and draw conclusions even though we are not able to verify the evidence immediately. Some inferences are both necessary and desirable; others are risky, even dangerous.

**Necessary Inferences**

When we reach a foreign country, we are sure that we will be treated politely. When we post a letter, we infer that it will reach its destination. When we base our inferences on direct observation or on reasonable evidence, they are likely to be quite dependable. Conclusion we make about things we have not observed directly can often be untrue.

As an intelligent communicator, we must realize that inferences may be incorrect or unreliable and anticipate the risks before acting on them. Be careful to distinguish clearly among verifiable facts, and mere guess work.

**Barriers Involving Values, Attitudes**

Both personality and attitude are complex cognitive process. The difference is that personality usually is thought of as the whole person whereas attitude may be the part of personality. The term attitude describes people and explains their behavior. More precisely an attitude can be defined as a persistent tendency to feel and behave in a particular way towards some object. For example: Naeem does not like night shift, so his attitude is negative towards his work assignment.

A receiver's attitude towards a message can determine whether it is accepted or rejected. The effectiveness is also influenced by the values, attitudes, and opinions of the communicators. The people react favorably when they receive agreeable message. Receivers' views of the information will affect their responses. This response could be what the sender desires or just the opposite. Occasionally people react according to their attitudes toward a situation rather than to the facts.

**Closed Mind**

Some people hold rigid views on certain subjects. They maintain their rigid views regardless of the circumstances. Such a closed minded person is very difficult to communicate to.

**Sender's Credibility**

Credibility of the sender is important in getting a favorable reaction. Often people react more according to their attitude towards the source of information than to the information itself. An effective communication builds credibility by writing and speaking in a fair and just manner and by considering receiver's point of view. Other circumstances, such as environmental stresses, personal problems, and sensitivity affect attitudes, opinions and responses.

# LESSON 6

# NON- VERBAL COMMUNICATION

**Outline:**

- What is the Non-verbal Part of the Message?
- Four types of Non-verbal Messages
  - Personal
  - Common to a Group of People or Culture
  - Universal
  - Unrelated to the Message (Random)
- How to Analyze Non-verbal Communication?
- Different Aspects of Non-verbal Communication
  - Body Movement (Kinesics Behavior)
  - Physical Characteristics
  - Touching Behavior
  - Vocal Qualities (Paralanguage)

**What is the Non-Verbal Part of the Message?**

Non-verbal communication consists of that part of a message that is not encoded in words. The non-verbal part of the message tends to be less conscious and often reveals the sender's feelings and preferences more spontaneously and honestly than the verbal part. If the verbal message does not match the non-verbal communication, people tend to believe the nonverbal message. The nonverbal aspects of communication are so closely intermingled with the verbal part that it is difficult to separate them. People receiving verbal and non-verbal messages combine them with the context in which the communication takes place and interpret the total message.

**Four Types of Non-verbal Messages**

Non-verbal communication can be classified into four types.

1. Personal (to the individual)
2. Common to a group of people or culture
3. Universal (to humankind)
4. Unrelated to the message (random)

Personal non-verbal communication involves kinds of nonverbal behavior that are unique to one person. The meaning is also unique to the person sending the message. For example, someone may work while talking; another person may work in silence. One person may laugh due to nervousness or fear, while another may cry.

Cultural non-verbal communication, by contrast, is characteristics of, or common to a group of people. It is learned unconsciously by observing others in the social group. In aboriginal culture, for example, eye contact is less acceptable than it is in European culture.

Universal non-verbal communication is behavior that is common to humankind. It shows happiness, sadness or deep-seated feelings – for example, a smile or tears.

Unrelated non-verbal communication, such as a sneeze, is unrelated to the verbal message. It can distract from the verbal message, but has little effect on the meaning of the verbal part of the message.

**How to Analyze Non-verbal Communication?**

People communicate non-verbally with body movements and personal relationship behaviors. This non-verbal communication changes or complements the verbal communication. The non-verbal communication always occurs in a context, or framework. The context often determines the meaning of the non-verbal behavior. On different occasions, the same non-verbal gestures may have completely different meanings. Without context and spoken works, non-verbal behavior is almost impossible to interpret with any accuracy.

**Different Aspects of Non-verbal Communication**

Theoretical writings and research classify non-verbal communication into seven main areas:

1. Body movement (kinesics behavior)
2. Physical characteristics
3. Touching behavior
4. Vocal qualities (paralanguage)
5. Space (proximity)
6. Artifacts
7. Environment

**Body Movement**

Body movement, or kinesics behavior, includes movement of the hands, head, feet and legs, posture, eye movements and facial expressions – all these affect the message. Body posture – the way a person stands, leans forward. A person leaning forward, shaking and pointing a finger at someone is seen as trying to dominate the other person. The way this is received by others, and the type of feedback given, determines how the communication will flow. For example, emblems are non-verbal acts learnt through imitation to reinforce or replace the words. The non-verbal signals for 'okay' are a nod or a smile.

**Physical Characteristics**

Physical characteristics such as body shape, general attractiveness, body and breathe odors, weight, hair and skin colour are important parts of non-verbal communication. Because people react and respond to these factors, they all determine their responses in interpersonal encounters. First impressions and images of others can be associated unconsciously with past experiences of people with similar physical characteristics.

**Touching Behavior**

Stocking, hitting, holding or guiding the movement of another person are examples of touching behavior that communicate non-verbally. Each of these adds a different meaning to a message. Touch can console or support the other person and shows a feeling of affection. A handshake, for example, can express dominant equality. A pat on the arm can convey intimacy or control.

**Paralanguage (Vocal Qualities)**

Paralanguage is that part of language associated with but not involving the word system. It consists of the voice qualities and vocalizations that affect how something is said rather than *what* is said.

Voice qualities include:

- Pitch range
- Pitch control
- Rhythm control
- Tempo
- Articulation control
- Resonance.

Vocalizations also give clue to the total message. Three of these are shown in table. The tones of voice, rate of speaking and voice inflection are an important part of the total message. A tired person, for example, will speak more slowly than relaxed one, a disappointed person may speak with a flat tone, while the voice tone of someone excited about a coming holiday reflects excitement.

# LESSON 7

# NON- VERBAL COMMUNICATION

**Outline:**

- Different Aspects of Non-verbal Communication
  - Space (Proximity)
  - Artifacts
  - Environment

| Type | Examples |
|---|---|
| Vocal Characterizers | Laughing, crying, sighing, yawning, clearing the throat, groaning, yelling, whispering |
| Vocal Qualifiers | Intensity (loud/soft); pitch height (high/low). |
| Vocal Segregates | Sounds such a ‘uh-huh’, ‘um’, ‘uh’; silent pauses. |

**Proximity (Use of Space)**

Proximity means nearness, in terms of physical space i.e. how people use their personal space and that of others communicates a message. This response to spatial relationships in formal, informal and intimate settings indicates how that person perceives and feels in that space. People also use their height and weight to convey a message. If you tower over other people in a way that intrudes on their personal space you may cause their discomfort and withdrawal.

Personal space varies according to:
Gender
Status
Roles
Culture
Research has shown that Australians speaking to acquaintances or workplace colleagues leave about an arm’s length of space between themselves and the other person. People speaking to friends and family leave about half an arm or an elbow’s length between themselves and others. People in intimate relationships allow direct and close contact when speaking to each other. The use of space reflects the way people feel about others. Americans keep a distance of 18 inch from other person during a formal conversation.

**Artifacts**

Artifacts are objects used to convey nonverbal messages about self-concept, image, mood, feeling or style. For example, perfume, clothes, lipstick, glasses and hairpieces project the style or mood of the wearer. Many artifacts are common to the group but we also use artifacts, particularly clothing, as an individual form of communication.

Appearance and cloth are important and highly visible parts of non-verbal communication. Consider the difference between the clothes you wear at home, to the beach and the clothes you wear on a job interview. The choice of clothes reflects your mood and your attitude to the occasion. Other people note and place their own interpretation of your dress.
Even if you decide that you will not bother about personal appearance or clothes, others will read this message as part of your nonverbal communication.

**Environmental Factors**

The environment can influence the outcome of a communication. For this reason, organizations give careful consideration to office space, factory layout, the sales area and conference venues. The environment should put people at ease and match with their expectations; an unsuitable environment can produce 'noise' that causes communication barriers and interferes with the communication process.

Certain instincts, such as the desire for privacy, familiarity and security, need to be satisfied. Careful design of the workplace can meet these needs and in doing so improve communication, productivity and morale. Natural and artificial light, colour, temperature, tables, chairs, desks, lounges, plants, sound, artwork, magazines, floor and wall coverings all have an impact on people's perception of an organization.

In the workplace, attention to punctuality or a disregard for it can make a strong nonverbal impact. A disregard for punctuality may, like a sloppy appearance, merely reflects a casual attitude. However, a deliberate decision to keep a contact waiting may be a way to communicate a negative message.

While punctuality is a matter of courtesy, attitudes towards its importance vary between cultures. To be kept waiting for a business appointment, in the Middle East, will not have the same significance as a delay in some European counties where punctuality is highly regarded.

The above discussion of the seven aspects of nonverbal communication provides a theoretical analysis. However, to consider each aspect in isolation is artificial. In practice, what is sent as a total message is a cluster of nonverbal cues in association with the spoken words.

Explain the non-verbal behavior of the following in a formal situation.

| Nonverbal Behavior | Teacher | Student |
|---|---|---|
| Body movement | | |
| Physical characteristics | | |
| Touching behavior | | |
| Vocal qualities | | |
| Use of space | | |
| Artifacts | | |
| Environment | | |

Give your response to the organizations:

| Characteristics | Organization I Like | Organization I Dislike |
|---|---|---|
| Atmosphere | | |
| Use of space | | |
| Smells | | |
| Colour | | |
| Service | | |
| Building | | |
| Inclusions and fittings | | |
| Sounds | | |

# LESSON 8

# TRAITS OF GOOD COMMUNICATORS

**Outline:**

- Perception
- Precision
- Credibility
- Control
- Congeniality
- Careful Creation of the Message
- Feedback

When you learn how to overcome communication barriers, you become more successful as a business communicator. Think about the people you know. Which of them would you call successful communicators? What do these people have in common? Most probably, the individuals you list share fine traits.

Following are the traits of good communicators:

- Perception
- Precision
- Credibility
- Control
- Congeniality

**Perception:**
Communicators are able to predict how you will receive their message. They anticipate your reaction and shape the message accordingly. They read your response correctly and constantly adjust to correct any misunderstanding.

**Precision:**
Communicators create a 'meeting of the minds'. When they finish expressing themselves, they share the same mental picture.

**Credibility:**
Communicators are believable. You have faith in the substance of their message. You trust their information and their intentions.

**Control:**
Communicators shape your response. Depending on their purpose, they can make you laugh or cry, calm down, change your mind or take an action.

**Congeniality:**
Communicators maintain friendly and pleasant relations with you regardless of whether you agree with them or not. Good communicators command your response and goodwill. You are willing to work with them again, despite their differences.

Effective communicators overcome the main barriers of communication by creating their messages carefully, minimizing noise in the transmission process and facilitating feedback.

**Careful Creation of the Message**

The best way to create an effective message is to focus on your audience, so that you can make them to understand and accept your message. You want to create a bridge of words that leads audience members from their current position to your point of view. If you are addressing strangers, try to find out more about them, if that is impossible, try to project yourself into their position by using more common sense and imagination. Then you will be ready to create your message.

- Give your audience a framework for understanding the ideas you communicate. Tell your audience at the outset what you expect from your message. Let them know the purpose of your message. Even not revealing controversial ideas at the beginning of your message, you can give them a preview of the topic.
- In order to make your message memorable: use words that evoke a physical and sensory impression.
- Use telling statistics.
- Balance the general concepts with specific illustrations. Most memorial words are those which create a picture in your audience's mind by describing colors, objects, scents, sounds and tastes. Specific details such as numbers, figures, and percentages should be vivid.
- The key to brevity is to limit the number of ideas. Keep your message as brief and clear as possible. With few exceptions, one page is easier to absorb than two. In business environment so many messages compete for attention. You're better off covering three points thoroughly than eight points superficially.
- Tie the message to your audience's frame of reference. Show how new ideas are related to ideas that already exist in the mind of your audience. The meaning of the new concept is clarified by its relationship to the old.
- By highlighting and summarizing key points, you help your audience understand and remember the message. You can call attention to an idea visually using headlines, bold type and indenting lists and by using charts, graphs, maps, diagrams and illustrations.

Before concluding your message or even a major section of a long message, take a moment or two to review the points you've just covered. Restate the purpose, and show how the main ideas relate to it. This simple step will help your audience to remember your message and will simplify the overall meaning of complex material.

**Minimize Noise**

The careful choice of channel and medium helps to focus your audience's attention on your message. Even the most carefully constructed message will fail to achieve results if it doesn't reach your audience. Try to eliminate potential sources of interference. Use an attractive, convenient, formal channel and pay attention to such detail as the choice of proper words and quality of type.

**Feedback**

Make feedback more useful by:

- Planning how and when to accept it.
- Being receptive to your audience's responses.
- Encouraging frankness.
- Using it to improve communication.

In addition to minimize noise, giving your audience a chance to provide feedback is crucial. Regardless of whether the response to your message is written or oral, encourage people to be open and to tell you what they really think and feel. Of course, you have to listen to their comment and you must do so objectively. Your goal is to find out whether the people in your audience have understood and accepted your message. Understanding of these aspects will help you to improve your communication.

# Lesson 9

# PRINCIPLES OF BUSINESS COMMUNICATION

**Outline:**

- Clarity
- Choose, Short, Familiar, Conversational Words
- Construct Effective Sentences and Paragraphs

Dear Mr. Naeem,

In accordance with your request of recent date, in which you expressed concern about the damaged merchandise you received on May 18, I have reviewed your case and have reached the decision that full restitution should be made to you.

Sincerely,

Dear Customer,

Now is the time when all smart shoppers are taking advantage of the special money-saving buys at Bright, while our Back-to-School Sale is in progress.

School will be starting soon and crowds of shoppers are trying to buy their children's clothes. Why not come in now while we offer the lowest prices of the year and a pleasant shopping atmosphere.

Sincerely,

Dear Mr. Tariq,

I regret to inform you that we are completely booked up for the week of August 22. We have no rooms available because the Word Processors Association will be holding their convention at our hotel during the week of August 22. As you will surely understand, we have to reserve as many rooms as possible for members of the association.

If you can't change the date of your trip, maybe you could find the double room with bath that you want at another hotel here in Murree.

Cordially,

Dear Mr. Asif,

With reference to your order for our 35 mm camera, we are in receipt of your cheque and are returning the same.

I beg to inform you that, as a manufacturer, our company sells cameras to dealers only. In compliance with our wholesale agreements, we deem it best to refrain from direct business with private consumers.

For your information, there are many retailers in your vicinity who carry cameras. Attached please find a list of said dealers.

Hoping you understand.

Yours truly,

Dear Mr. Ali,

We have received your order for a 35mm camera but, unfortunately, must return your cheque. As a manufacturer, we sell cameras only to dealers, with whom we have very explicit wholesale agreements.

Nevertheless, we sincerely appreciate your interest in our product. We are therefore enclosing a list of retailers in your community who carry a full line of our cameras. Any one of them will be happy to serve you.

Sincerely yours,

Communication is an important part of our world today. The ability to communicate effectively with others is considered a prized quality of the successful business people. To communicate easily and effectively with your readers, you should apply the following Seven 'C' principles:

1. Clarity
2. Conciseness
3. Consideration
4. Concreteness
5. Correctness
6. Courtesy
7. Completeness

**Clarity**

Clarity means getting your message across so that the receiver will understand what you are trying to convey. You may not be able to write clearly if you have not thought about your message first. It is better to write down the main points of the message. A rough draft should be made first and then revised.

Clarity is achieved in part through a balance between precise language and familiar language. Put right word to convey the meaning. Familiar words are often conversational.

Following are some ways to help make your message clear.

**a) Choose, Short, Familiar, Conversational Words**

**Simple Words**

| Complex Words | Simple Words |
|---|---|
| A substantial segment of the population | Many people |
| Affords an opportunity | Allows |

**Concise Words**

| Complex Words | Concise Words |
|---|---|
| Arrived at the conclusion | Concluded |
| At a later date | Later |

Avoid repetitive words. In the following redundant expressions, the italicized words are unnecessary and should be omitted"

| | |
|---|---|
| *Absolutely* free | *Meet* together |
| Adequate *enough* | Over *with* |
| *As to* whether | *Past* experience |
| *At* about | *Personal* opinion |
| Attached *hereto* | *Quite* unique |

**Conversational Words**

| Trite Expressions | Choose these Conversational Words |
|---|---|
| Acknowledge receipt of | Thank you for |
| Agreeable with your desires in the matter | As you suggested |
| Are in receipt of | Have |
| As per our conversation | As we discussed |
| At the earliest possible date | As soon as (you) can |
| At the present writing | Now |
| At your earliest convenience | As soon as you can or when you are ready |

**Clichés**

Here are some of the more popular clichés; use them sparingly– only when you're sure they best express your intent.

- All things being equal
- Break the ice
- By leaps and bounds
- By rule of thumb

**b) Construct Effective Sentences and Paragraphs**

At the core of clarity is the sentence. A sentence moves thought clearly within a paragraph. Clear writing is easy to understand. It requires short and easy words. Generally speaking, a sentence in a business letter should have 3 to 30 words. Each sentence should express unity of thought. The word into a sentence and sentence into a paragraph should be arranged in a way that they become a coherent whole.

Important characteristics are as follows:

- **Length**

The suggested length is 17 to 20 words. You can adopt a range from 3 to 30. Rewrite a sentence of more than 40 words. Sentences under 10 words are overly simple.

- **Unity**

It means that you have one main idea whether you use a simple, compound or complex sentence.

- **Coherence**

.Coherence brings clarity. In it words are correctly arranged so that ideas are clearly expressed.

    - Vague: Being the chief executive, we can expect help from you.
    - Clear:  Being the chief executive, you can surely help us.
- **Emphasis**
    - Little Emphasis: The order was received and the manager started preparing for it.
    - Better Emphasis: As the letter was received, the manager started preparing for it.

# LESSON 10

# CORRECTNESS

**Outline:**

- Correctness
- Conciseness
  - Eliminate Wordy Expressions
  - Include only Relevant Material
  - Avoid Unnecessary Repetition
- Courtesy

The correctness principle is more than proper grammar, punctuation and spelling. A message may be perfect grammatically and mechanically but still lose a customer and fail to achieve the purpose. Though mistakes are never intentional, they spoil our image. Errors in the messages fall in the following categories:

- Mistakes in names, figures, facts, and words.
- Mistakes in punctuation and capitalization
- Mistakes in the level of language

**1. Mistakes in Names, Figures, Facts, and Words**

- Any mistakes in names, figures, facts, etc, can make your message unclear. Such mistakes can also create problems for you. Imagine if you write 2000 where you were supposed to write 200. A good check of data is having another person to read and comment on the validity of material.

In order to avoid such mistakes, one can include figures and facts like as follows:

- Verify your statistical data
- Double-check your totals
- Avoid guessing of laws that have an impact on sender or receiver
- Determine whether a fact have changed over a time

Other factor is the inclusion of right words. Confusion should be avoided, for example.

Example 1: Accept-Except: Here accept means to receive and except means to omit.

Example 2: Biannually-Biennially: Biannually means 2 times a year and biennially means every 2 years.

**2. Mistakes in Punctuation and Capitalization:**

Such mistakes in mechanics can also create confusion in the mind of the reader. In today's world writing has been easier since spell-checkers and various kinds of word formatting are available.

**3. Mistakes in the Level of Language.**

There are two types of writings: formal and informal. In formal writing, our style is non-conversational. In informal writing, we use words that are short, familiar and conversational.

- A formal style is characterized by more complex sentences.
- An informal style is characterized by short words and sentences
  (Thanks a lot for your letter).

- Contraction & abbreviations (I haven't, there's).The simple words are example of informal level of language.

A few examples of formal language are as follows:

| More Formal | Less Formal |
|---|---|
| Participate | Join |
| Procure | Get |
| Utilize | Use |
| Interrogate | question |
| Endeavor | try |

**Reminder:**

• Avoid substandard language.

**Substandard and More Appropriate**

| Substandard | More Appropriate |
|---|---|
| Ain't | Isn't |
| Can't hardly | Can hardly |
| Aim at proving | Aim to prove |
| Stoled | Stolen |
| Irregardless | Regardless |

- Using incorrect words, incorrect grammars, faulty pronunciation all suggest inability to use good English.

**Conciseness**

Conciseness is saying what you want to say in the fewest possible words without sacrificing the other C qualities. A concise message is complete without being wordy. A concise message saves time and expense for both the sender and the receiver. It also increases emphasis in the message. It shows respect for the recipient, by not cluttering them unnecessary information.

To achieve conciseness, observe the following suggestions.

• Eliminate wordy expressions
• Include only relevant material
• Avoid unnecessary repetition

**Eliminate Wordy Expressions**

1) Use single-word substitutes instead of phrases, whenever possible without changing meaning.
Wordy: At this time
Concise: Now
Wordy: Due to the fact that
Concise: Because
Wordy: Have need for
Concise: Need
Wordy: In due course
Concise: Soon
2) Omit trite, unnecessary expressions
Wordy: Please be advised that your admission statement has been received.
Concise: Your admission statement has been received.
3) Replace wordy conventional statements with concise ones.

Wordy: Please find attached the list you requested.
Concise: The list you requested is attached.
4) Replace wordy conventional statements with concise ones.
Wordy: Such refreshing comments are few and far between.
Concise: Such refreshing comments are scarce.
5) Avoid overusing empty phrases.
Wordy: There are four rules that should be observed.
Concise: Four rules must be observed.
6) Avoid overusing empty phrases.
Wordy: It was known by Mr. Usman that we must reduce size our inventory.
Concise: Mr. Usman knew we must reduce our inventory.
7) Omit “which” and “that” clause where ever possible.
Wordy: She bought desks that are of the executive type.
Concise: She bought executive type desks.
Wordy: The receipt that is enclosed documents your purchase.
Concise: The enclosed receipt documents your purchase.
8) Eliminate unnecessary prepositional phrase.
Wordy: The issue of most relevance is teamwork.
Concise: The most relevant issue is teamwork.
Wordy: In most cases the date of the inquiry is indicated in the upper right corner.
Concise: The policy date is in the upper right corner.
9) Limit your passive voice.
Wordy: The total balance due will be found on Page 2 of this report.
Concise: The balance due is on page 2 of this report.
Wordy: The reports are to be submitted by employees prior to 5:00 p.m.; at which time they will be received by Ali.
Concise: Please submit your reports to Ali by 5:00 p.m.

**Include only Relevant Material**

A concise message should not only omit wordy expressions but also irrelevant statements. Observe the following suggestions:

1. Stick to the purpose of the message.
2. Delete irrelevant words and rambling sentences.
3. Omit information obvious to the reader.
4. Avoid long introductions, unnecessary explanations, pompous words and gushy politeness.
5. Get to the important point tactfully and concisely.

**Example:**

Wordy: We hereby wish to let you know that our company is pleased with the confidence you have reposed in us.
Concise: We appreciate your confidence.

**Avoid Unnecessary Repetition**

Unnecessary repetition leads to dullness. The message becomes wordy and boring. Here are some suggestions.

1) Use short names when you have mentioned the long one once. For Shaukat Khanum Memorial Cancer Hospital, use Shaukat Khanum or simply the Hospital.

2) Use initials instead of repeating long names. Instead of using Pakistan International Airlines, use PIA.

3) Cut out needless repetition of phrases or sentences.

Sometimes it is possible to combine two or even three sentences using subordinate clauses or phrases.

**<u>Example:</u>**
The following letter is an example of unnecessary repetition.

"Will you ship us some time, anytime during the month of October would be fine, or even November if you are rushed (November would suit us just as well, in fact a little bit better) 300 of the regular Dell Computers.

Thank you in advance for sending these along in parcel post, and not in express, as express is too expensive."

**<u>Concise Version of the Letter:</u>**
"Please ship parcel post, before the end of November 300 Dell Computers."

Use one word in place of phrases; one sentence in place of two.
Read out loud to listen for wordiness.
Omit outdated trite expressions.
Ask yourself: What material is really relevant?
Look for unnecessary repetition: Does the same word or idea appear too often?

Recognizing incorrect words

**1. Simple Words**
Rewrite the following sentences, substituting simple words for the underlined words and phrases in the sentences

A conference call will <u>afford us an opportunity</u> to <u>interrogate</u> the <u>numerous</u> <u>remuneration</u> proposals and <u>consummate</u> the rumors.

**2. Concise Words**
Delete the extra words and rewrite these sentences.

I want to take this opportunity to thank you for arranging to send me a computer that is exactly identical to the one in my office.

This letter is to acknowledge receipt of and thank you for your check no 389939 in the amount of Rs. 1000.

We have 30 reservations <u>at the present writing</u>, so I am <u>taking the liberty of sending you</u> an updated list.

**3. Correct Words**
Substitute correct words for the underlined words that are incorrect.
<u>Between you and I</u> she has a <u>long ways</u> to go to be a <u>realtor.</u> <u>Irregardless</u> of the <u>person whom</u> you select, I am <u>real pleased</u> with the candidates. I <u>don't have but</u> <u>two pair</u> of shoes.

Hi / Dear Mr. Imran,

Thanks / thank you for your recent letter. We were happy / pleased to hear that you are interested in marketing our range of children garments

But/however, before we make any firm decision make up our mind, we would be grateful if you would provide us with / give us further information concerning / about the organization of your firm, the territory it covers, the number of retail outlets and your market share.

You would have to get us / we would expect a minimum turnover of 600,000 before being in a position to / we could offer you a agency. We would want to get / we would wish to achieve a market share of at least 10% in the first two years.
Anyway/ this said, if you feel your firm is able to meet these targets it would be nice / it would be useful to arrange an appointment to have a chat about / discuss the project in a bit more detail further.

I will be in Karachi from 5 – 12 May and suggest we meet / get together then, if this is convenient /ok to you.

Please confirm with my secretary if this is all right / satisfactory.

I look forward to hearing from you in the near future / hope to get a letter from you soon.

Yours sincerely, /All the best,
Asif

**Courtesy**
Courtesy does not mean the use of old-fashioned expressions such as 'your kind enquiry', 'thank you' and 'please'. Rather, it is politeness that grows out of respect and concern for others. Courtesy is a quality that enables a request to be refused without killing all hope of future business. Courtesy also means replying promptly to all letters. If you feel your correspondent's comments are unfair, try to answer tactfully. In short, the whole letter should have a courteous tone. It is not what you say; it is how you say it.

The following are suggestions for producing a courteous tone:

- Be sincerely tactful, thoughtful, and appreciative
- Use expressions that show respect
- Choose nondiscriminatory expressions

**Be Sincerely Tactful, Thoughtful, and Appreciative:**
Sometimes you have to deal with unpleasant messages. Always remember that by using tact and being thoughtful, you can convey anything, however unpleasant it may be, to your readers.
Tactless: We believe that the extent of your current obligations makes you a bad credit risk.
Tactless: Our credit department believes that, because of your current obligations additional credit might be difficult for you to handle at this time.

**Thoughtfulness and Appreciation**
Writers who send courteous messages of deserved congratulations and appreciations help goodwill.

**Use Expressions that Show Respect**

- Expressions like, 'irresponsible' or 'I do not agree with' etc., are annoying. Use expressions that show respect for your reader and help him think positively about your message. Omit irritating expressions such as the following:

| | |
|---|---|
| Contrary to your inferences | you are delinquent |
| If you care | you claim that |

| | |
|---|---|
| I am sure; you must realize that | you did not tell us |
| Obnoxious | you leave us no choice |
| Why have you ignored | your stubborn silence |

**Choose Non-Discriminatory Expressions**

- Courtesy also requires use of non-discriminatory expressions that refer to any particular, gender, race, ethnic origin, etc.

| Instead of these Gender-Specific Words. | Choose these Bias Free Words |
|---|---|
| Businessman | Business person or business worker |
| Chairman | Chair, chairperson, worker, employee |
| Manpower | Worker, employee |
| Newsman | Newscaster or reporter or journalist |
| Salesman | Salesperson, sales, representative, agent |

Paint.lnk

Singular Pronoun

| He | Plural |
|---|---|
| Each customer will be notified his bill | Customers will be notified on their bills (rewarded into the plural) |

Previously, masculine pronoun in expressions like he or his bill was used. The trend today is to avoid using he, him, instead use either he/she, him/her or reword it into plural.

# LESSON 11

# CONSIDERATION

**Outline:**

- Consideration
  - Focus on 'You' instead of 'I' and 'we'
  - Show Audience Benefits or Interest
  - Emphasize Positive, Pleasant Facts
- Completeness
- Concreteness
  - Use Specific Facts and Figures
  - Put Active Verbs in the Sentences

Dear Mr. Naeem

We have been pleased to sell fine furniture items for more than two decades. We supply the finest products to customers from all over the country. We are proud to be the only dealer in this area for both the AB & Co and BC & Co. Our record shows at least a ten percent increase in sales every year since Classic furniture was founded in 1965.

Consideration means, writing every letter keeping your reader in mind. It also means acting on the 'you attitude'. When we put ourselves in our reader's place, we are considerate. We can understand our reader's desires, problems, circumstances and emotions. This thoughtful consideration is exactly 'you attitude'. Three specific ways to indicate consideration are:

- Focus on 'You' instead of 'I' and 'we'
- Show audience benefits or interest
- Emphasize positive, pleasant facts

**Focus on 'You' instead of 'I' and 'We'**

For writing considerate message, think how your reader will get benefit from your messages. For example,

**'I' or 'We' attitude:** We are delighted to announce…..

**'You' attitude:** You will be pleased to know…….

Showing consideration for the audience involves more than just using you instead of I or we. Messages 'you' can be insensitive in negative situation.

Insensitive: You failed to enclose your cheque in the envelope.

Consideration: The cheque was not enclosed.

**Show Audience Benefits or Interest**

Your reader is likely to respond positively when you show them benefits. Even in conveying unfavorable message to your reader, you can plan it in a way the reader finds some benefit in it.

Benefits must meet recipients' needs, address their concern or offer them reward.

Merely inserting the 'you' does not insure you attitude. For example, you will be glad to know that we now open, till 11.00 pm every day weekday.

Despite we, 'you' in forefront this sentence lacks you attitude. This can be revised with you attitude.

You can now shop till 11.00 pm everyday.

**Emphasize Positive, Pleasant Facts**

Another way to show 'you attitude' for your reader, is to present facts in a positive and pleasant way. For example:

**Negative-Unpleasant**

It is impossible to open an account for you today.
**Positive Pleasant**
As soon as your signature card reaches us, we gladly open an…….

Study the letter on the next page as it is negative and unpleasant.

Dear Mr. Tariq,
I'm sorry that we are presently out of stock of Black Hand bags and will be unable to fill your order at this time.
An order has been placed with the manufacturer in the color you want; we will receive shipment after then days.

I trust this delay will not inconvenience you.

Yours very sincerely,

The same letter is written positively and pleasantly.

Dear Mr. Tariq,
Thank you for order of a Black handbag.
The color you chose proved to be very popular, and we quickly sold all we had in stock. However, we've placed a rush order for more and promised delivery within ten days. Yours will be shipped the same day our new supply arrives.

I know you'll be delighted with the unique carry-on bag Mr. Hassan. It's not only very handsome, but incredibly inexpensive.

Yours very sincerely,

**Completeness**
A business message is complete when it contains all facts that the reader or listener needs for the reaction you desire. Senders and receivers are influenced by their background, viewpoint, needs, experience, attitude, status and emotions. Because of their difference, the receiver needs to be sure that he has included all the relevant information. Completeness is closely related to clarity.
A complete message brings desired result. It does a better job of building goodwill. It helps remove costly lawsuits that may result if important information is missing. Moreover, the communication that seems unimportant can be surprisingly important if the information is complete and effective.
For completeness, keep the following guidelines in mind:

- Provide all necessary information
- Answer all questions asked
- Give something extra when desirable

**Provide all Necessary Information**
It means to provide entire information keeping in mind the readers' point of view for their better understanding. Your reader needs to know how much, what size, what type, and other details. To achieve this clarity, your message should answer the "five Ws and one H"
**Answer all Questions Asked**
Replying to an inquiry or request, answer all questions asked, and even anticipate the reader's reaction by providing other relevant information.
**Give something Extra when Desirable**

- Sometimes, as an intelligent writer, you know what your reader may need to know about any certain thing. In this case, you must include anything that is of your reader's benefit. Use your good judgment in offering additional material if the sender's message is incomplete question.

- How come my request for an interview letter did not receive a response?
- When was the letter sent? To whom was it sent? Such a letter would require a return letter to answer the above questions, so take care to make your message complete.

**Concreteness**

Concreteness means that a message is specific, definite and vivid. If a message lacks these qualities, it will be vague and general. To achieve concreteness, denotative words will be used instead of connotative words. By using concrete facts and figures, you can make your reader to know exactly what is required or desired. Concrete messages are more richly textured. They avoid vagueness.

The following guidelines should help you compose concrete, convincing message.

- Use specific facts and figures
- Put active verbs in the sentences

1. **Use Specific Facts and Figures**

Always use specific facts and figures in your messages. For example:

**Vague:** Please send us the following items by the end of this month.
**Clear:** The following items should reach us on or before 21 August.

2. **Put Active Verbs in the Sentences**

Active verbs make writing forceful and more interesting to read or hear.
**Passive:** The proposal was approved.
**Active:** The general manager approved the proposal.

Active verbs also make sentence specific, personal and concise.

1. Specific. "The chief executive decided" is more explicit than "A decision has been made."

2. Personal. "You will note" is both personal and specific; "it will be noted" is impersonal."

3. Concise. The passive requires more words and thus slows both writing and reading. Compare "Figures show" with "it is shown by figures."

4. Emphatic. Passive verbs make an action dull. Compare "The students held a contest" with "a contest was held by the students."
However, a positive sentence is preferred to an active when situation demands. Following are few examples:

1. *When you want to avoid personal, blunt accusations or comments.* "Attendance at the meeting is required" is less harsh than "you must attend".

2. *When you want to stress the object of the action*. "You are invited" is better than "we invite you"
3. *When the doer isn't important in the sentence*. "People were asked to take their seats".

**Put Actions in Verbs not Nouns**

Use verbs not nouns
Seven verbs be, give, have, hold, made, put and take may be avoided as they introduce an action hidden

- Action hidden

The function of this office is collection of bad debts.

- Action in the verb

This office collects bad debts.

**Put Action in Verb, not in Infinitive**

- Action in infinitive:

The main function of this machine is to speed up production.

- Action in the verbs:

The machine speeds up production.

# LESSON 12

# INTERCULTURAL COMMUNICATION

**Outline:**
- Intercultural Communication
- Background to Intercultural Communication

**Intercultural Communication**

| **The Country** | **The People of the Country** |
|---|---|
| Land and climate<br>History and government<br>Economy<br>Education<br>Transportation<br>Health | Population<br>Language<br>Religion<br>Holidays<br>Attitudes |

| **Life Styles of the Country** | **Cultural Customs** |
|---|---|
| Position of the family<br>Social and economic levels<br>Business hours<br>Food | Methods of greeting, one another<br>Nonverbal behavior |

1. What do you think of a culture in which people sign their last names first?
2. What is your reaction when two signatures appear at the bottom of a business letter?
3. Why don't people put the month first, then the day, rather than day first, then the month?
4. What is your impression of a foreign letter that is intentionally not concise?
5. Some salutations are overly formal; so are endings. Is that a concern when your letters have been more casual?
6. How do you react to long sentences in letters when you were taught to write shorter sentences?
7. What's your reaction when a letter ends without a clear statement of purpose or action?
8. What is your feeling toward a meeting in which there is little discussion and little comment until a senior and usually older person speaks and recommends an answer?
9. How do you react when writing problems such as errors in choice of verb tense, prepositions, and articles frequently occur in writing?

Globalization means that for a Company to survive, it must establish markets not only in its own country but also in many foreign countries. Thus employees must understand other cultures as well as their own country's ethnic diversity
You are being introduced to three fundamental topics as a basis for communicating effectively with people from the other countries.
1. Background to intercultural communication
2. National cultural variables
3. Individual variables

**Background to Intercultural Communication**

Many personal and national variables affect both the senders and the receivers of messages.
For an understanding of the total communication process, it is important to have the concept of background which means those aspects that can either impede or aid effective communication: Language, Culture, Status, Education and Age etc.

Each person and each country has its own written and unwritten rules of behavior including instructions in communication.

It is more comfortable to work with the people of your own country but international communication demands dealings with people from foreign countries.

# Lesson 13

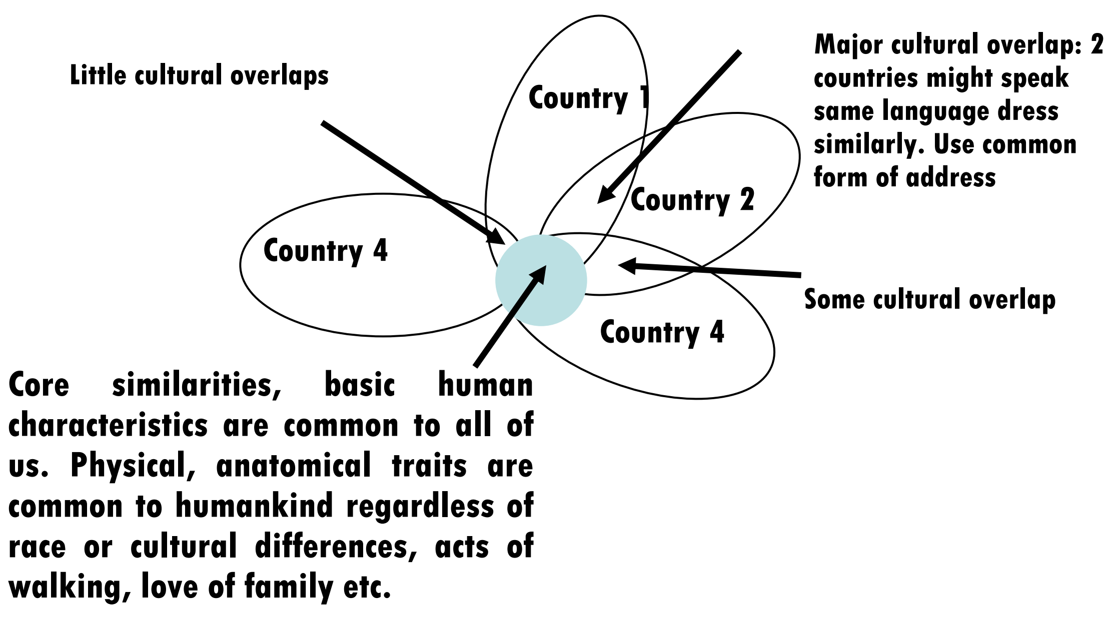
## INTERCULTURAL COMMUNICATION

**Outline:**
- A Concept of Culture
- An Intercultural Communication Model
- Cultural Variables
- National Cultural Variables
- Individual Cultural Variables
    - Time
    - Space

**A Concept of Culture**
Culture refers to the behavioral characteristic typical of a group. This definition implies that communication, verbal and nonverbal within a group is also typical of that group and is unique.

**Ethnocentrism**:
Judging other group or countries by the cultural standards, of your group is known as Ethnocentrism. Cultural generalizations applicable to an entire national level are impossible. Knowing core characteristics of a country are basic to the better international communication.

**An Intercultural Communication Model**
Studies have long determined that all of us are more comfortable with persons we know and who hold similar beliefs. Let's look at the figure:




Ethnic diversity within a country plays a part. Before drawing conclusions from cultural data, it is necessary to consider many factors a single cause rarely produces a valid conclusion.

While communicating the message, the sender and the receiver both are affected by external and internal stimuli. Communicating with business people in a foreign country you must realize that overall national and individual cultural differences within the culture further affect these stimuli.

Following are the global or macro constrains and variables that the communicators must face while working with foreign receivers of their messages.

| United States | Other Cultures |
|---|---|
| Concern with diversity | Less tolerance for diversity |
| Tendency to be obsessed with time | Time is flexible |
| Expect answers, quickly to faxes, letters, or email | Fax and E-mail are slowly increasing in developing countries. |
| Few vacation periods | Many vacation days (about 17 in some countries). |
| Legalistic letter | More informal; a handshake is as good as a letter |
| Early starting time for work | Start working later in the day |

| United States | Other Cultures |
|---|---|
| Much use of slang | Less use of slang |
| Prefer deductive: it gets to the point more quickly. | Prefer inductive: it is less arrogant |
| Prefer paragraph headings and visual divisions | Prefer bullets or numbers |
| Rank is less important | Rank is important. |

| **National Variables** | **Individual Cultural Variables** |
|---|---|
| Education | Time |
| Regulation | Space |
| Economics | Food |
| Politics | Accepted Dress |
| Social Norms | Manners |
| Language | Decision Making |

**National Cultural Variables**

**Education**
Many managers in foreign countries are not very well educated. Most Asian and Chinese managers have had a less formal education than American and European managers.

| Education levels | Chinese | Asian | ` US |
|---|---|---|---|
| Less than high school | 5.4 | 2.5 | 0.1 |
| High school graduate | 31.8 | 12.4 | 3.2 |

| | | | |
|---|---|---|---|
| Some college | 34.5 | 19.4 | 16.9 |
| Undergraduate degree | 27.6 | 65.4 | 79.8 |
| Postgraduate degree | 0.7 | 25.0 | 30.0 |

Before drawing conclusions from date, it is necessary to consider many factors. Percentage of managers recommending specific courses is very important preparation for general management.

| Course | US | Asian | China |
|---|---|---|---|
| Oral Communication | 79.5% | 71.8% | 8.6% |
| Written Communication | 78.0 | 69.7 | 8.0 |

**1. Attitudes towards Education**
a. What is the level of education of middle managers?
b. To what degree is education of women supported in the country?
c. Does education constitute a significant portion of the national budget?

**Law and Regulations**
In both the developed and developing nations, various government regulations affect business communications and the sale of the products. For example, advertising directed at children is restricted in the United States, Canada, and Scandinavia. Other countries such as France, Mexico, and the Province of Quebec have a restriction on the use of foreign languages in advertisements.
In some Muslim countries fashion magazines are not allowed and in many countries, cosmetic makeup is also prohibited.

**Laws and Regulations: Degree of Formality**
a. To what extent are the laws of the country codified?
b. Is there uniform enforcement for the laws and regulations of the country?
c. Are the laws and regulations of your country accepted and enforced?

**Economics**
Availability of capital, transportation and the standard of living per capita vary from nation to nation. The opportunity to borrow money, the rate of inflation, and the exchange rates influence business and a country's ability to communicate concerning that business.

In the US free enterprise system competitors usually set their own prices. In contrast, OPEC (Organization of Petroleum Exporting Countries), as a Cartel, sets oil prices.
Some Japanese businesses check with the government before initiating major production and trading changes.

**Economics: Past History and Projections**
a. Which economic changes have occurred within the past 5 years that will affect the future?
b. Is the government supportive of the economic changes occurring?
c. How are the outside investors welcomed in your host country?

**Politics**
The concepts of democracy will vary as interpreted in Korea, the Philippines, or Great Britain. The sweeping political changes in government will affect future business relations.

Events – such as antigovernment demonstrations, arrests, assassinations, elections, exile, general strikes, guerrilla warfare, government crises, revolutions and riots – are important in determining the stability of a country.
a. Which political changes have occurred within the past 5 years?
b. How supportive is the government of outside investors or of joint ventures?
c. What are the protocols and the conventions that individuals must respect in the host country?

**Religion**
Be careful of religious beliefs in foreign countries. Although some basic beliefs overlap, yet there are some major differences. In connection with religion, there is a great need for tolerance. Buddhism, Hinduism, and Moslem religions are found in many parts of the world, affecting the values (and attire) of people professing these faiths. For instance, these three religions forbid consumption of alcohol.
Religious holidays affect international communication, interrupting work schedules or delaying responses to requests.
Be aware too that religion can affect the status of women; their positions within an economy and even their buying patterns and habits of dress.

**Religion: Homogeneity and Diversity of Belief Structure**
a. Are you aware of the major religious beliefs that could affect your business relationships?
b. Will the religious holidays affect your rhythm of conducting business?
c. What personal behavior is acceptable and unacceptable?

**Social Norms**
In various ways any national environmental constraints – education, law and regulations, economics, politics, religion – affect a nation's social norms. In many countries a male line of the family profoundly influences some business decisions. Decisions, buying patterns, pooling of resources, special interests affect behavior and business communication.
Beyond the immediate family a bond may exist between persons, based on caste, class, age, or even special interests. Be aware of a nation's social norms.

**Social Norms: Importance of Family and Role of Past Colonial Influences**
a. Are you aware of the social hierarchies of the country?
b. Is there a rank order of importance for participants at meetings?
c. Who will really make the business decision?
d. Is the previous colonial influence still evident in the host country?

**Language**
An important constraint that supersedes all the preceding variables is language. Obviously, unless both sender and receiver understand a common language, the opportunities for successful business communication are significantly limited.
English is a world language – and to a major extent the language of business. Language problems are often core to communication misunderstanding.

**Language: Use of English and other Languages used in Business Relationships**
a. Is it necessary to have an interpreter at business sessions?
b. Is English understood at the oral or written level?
c. Is there a protocol to follow for formal and informal communication?

**Individual Cultural Variables**
He or she exhibits a unique lifestyle of personal habits and ethnic diversity. Thus, within each culture, on the micro and more personal level, are differences in verbal and nonverbal cues expressed through varying concepts of time, individual speech, food, acceptable dress, manners at home and at work, decision-making patterns, and other nonverbal variations.

**Time (Chronemics)**
Persons in Latin America and in the Middle East treat time more casually than do Americans who prefer promptness. Similarly, Germans are time-precise. In Latin America and in Buddhist cultures – you may wait an hour; just reflecting a different concept of time; arriving late is an accepted social custom.

Even when referring to seasons of a year, countries differ. It should not take you long to recognize which is the time conscious culture and which is the one less concerned with precision in time. Knowing cultural perceptions of time help you understand why some responses are slow – by your standards.

**Perceptions of Time**
a. Is the concept of time considered linear or circular?
b. What impact will time have upon business decisions?
c. Is time considered valuable or an intangible asset?

| Culture I | Culture II |
|---|---|
| "Let's get on with it."<br>"Time-saving devices".<br>"In how many minutes can you get here?"<br><br>"Let's set a phone appointment for 8:15."<br>"The future is now."<br>"Live for today."<br>"8:15"<br>"You're late."<br>"Dinner at eight." | "Manana" (tomorrow)<br>"Efficient devices".<br>"What will be will be."<br>"We'll give you a call."<br>"The old way is a good way."<br>"Traditions should be honored."<br>"Some time tomorrow"<br>"Oh? Didn't know I was."<br>"See you when we get there." |

**Space (Proxemics)**

How close may strangers stand to you?

How do you react in Saudi Arabia when someone's breath intentionally brushes you in conversation?

How do you like being literally pushed into a train in Tokyo?

How would you react to the people hanging onto the outside of a bus in Pakistan?

How do you react to the cold stare of a German as your eyes invade the privacy of his or her yard?

Some cultures consider those who stand close to you as intrusive, rude, pushy and overbearing.

Concepts of office space also differ.

**Perception of Space** – What is the average acceptable personal space between natives of the host country?

(This topic is continued in lesson 14.)

# LESSON 14

# INDIVIDUAL CULTURAL VARIABLES

**Outline:**

- Individual Cultural Variables
  - Food
  - Acceptable Dress
  - Manners
  - Decision Making
- Verbal and Non-verbal Communication
- Process of Preparing Effective Business Message
  - Define the Purpose of the Message
  - Analyze Your Audience – Readers or Listeners

**Food**

It may be a good idea, prior to visit your host country, to visit various ethnic restaurants in your home country. Then you'll have an initial idea as to the kinds of foods available: how they are served, fixed or eaten.

**Perceptions of Food**

a. Are you aware of the eating habits of your hosts?
b. Are there table conventions you should be aware of?
c. Are there foods you might find disagreeable?

**Acceptable Dress**

It is better to ask about the mode of dress for an occasion in your host country than to risk making an embarrassing mistake.
In most American businesses, men wear the business suit whereas women wear dresses or tailored suits.
Some British people might still wear the bowler along with a dark suit and carry an umbrella.
In Middle East long cotton coats are acceptable.

**Perception of Dress**

a. How much skin may be exposed in both an informal and in a formal situation?
b. Are certain colors disturbing?
c. Will the Western attire be accepted?

**Manners**

Knowing about the manners of the host country is also very important. Children shake your hand in Germany, hug you in Italy, and often stay in the background in Pakistan/India. In fact, the ritual of the greeting and the farewell is more formal in many countries with children and adults. You avoid gifts of red roses in Germany or white chrysanthemums in France, Belgium and Japan. Be prepared to sit close together in Asia. In Saudi Arabia, sons defer to their fathers. At the heart of their system is the family.

**Perceptions of Manners**

a. What is the protocol regarding the introduction of persons in a business situation?
b. What are the "rules" of gift giving?

**Decision Making**

Patience – above all – is needed in intercultural communication, in doing business with other countries. Americans are typecast as moving too quickly in asking for a decision. They give more thought to inductive communication.

American are accused of being brisk, curt, impolite; they wish to get to the point – fast, "Getting down to business" is a trait of the Western culture. The Germans, Singaporeans, Swiss, Dutch, and Scandinavians are similar, quickly getting to the issue. Chinese, Pakistani, French, and British prefer more pleasuring social amenities.

In Japan, decision time is held back as group consensus moves toward a decision.

Your understanding of the decision process – adds to your success in dealing with foreign business people.

**Perceptions of Decision Making**

a. Is the pattern for making decisions consistent from one company to another?
b. Is placement of the major decision maker consistent in meeting situations?
c. Is an inductive or a deductive pattern of decision making preferred?

**VERBAL AND NONVERBAL COMMUNICATION**

A kind of **verbal sparring** occurs when strangers meet each other, seeking to determine which topics are acceptable and uncontroversial. The tone of voice of one's initial words can influence your initial perception of whether the meeting is positive or negative. For example, 'see you later' can mean the same day to the Asian workers or some indefinite time in the future to the Americans.

Arabs are loud and some Japanese use little volume. Chinese languages named as Cantonese, being a tonal language, demands more volume to suggest changes in word meanings.

**A. Accept Cultural Differences**

1. Studying your own culture.
2. Learn about other cultures through books, articles, videos, and other resources.
3. Encourages employees to discuss their culture's customs.
4. Avoid being judgmental.
5. Create a formal forum to teach employees about the customers of all cultures represented in the firm reader's forum.
6. Train employees to see and overcome ethnocentric stereotyping.

**B. Improve Oral and Written Communications**

1. Define the terms people need to know on the job
2. Emphasize major points with repetition and reap.
3. Use familiar words whenever possible.
4. Be concise.
5. Don't cover too much information at one time.
6. Adjust your message to employees' education level.
7. Be specific and explicit – using descriptive words, exact measurements, and examples when possible.
8. Give the reason for asking employees to follow a certain procedure and explain what will happen if the procedure is not followed.
9. Use written summaries and visual aids (when appropriate) to clarify your points.
10. Demonstrate and encourage the right way to complete a task, use a tool, and so on.

11. Reduce language barriers: Train managers in the language of their employees, train employees in the language of most customers and of most people in the company, ask bilingual employees to serve as translators, print important health and safety instructions in as many languages as necessary.

**C. Access how well you've been Understood?**

1. Research the nonverbal reactions of other cultures; then be alert to facial expressions and other nonverbal signs that indicate confusion or embarrassment.
2. Probe for comprehension.
3. Encourage employees to ask questions in private and in writing.
4. Observe how employees use the information you've provided, and review any misunderstood points.

**D. Offer Feedback to Improve Communication**

1. Focus on the positive aspect by explaining that what should be done rather than what shouldn't be done.
2. Discuss a person's behaviors and the situation, rather than making a judgment about the person.
3. Be supportive as you offer feedback, and reassure individuals that their skills and contribution are important

Judging people to a great extent by their voice is a type of **verba**l sparring. Some native languages demand many tonal variations, giving the impression to a non-native of loudness, even arrogance.

A Myriad of **nonverbal** symbols exists for every culture, even in subcultures. Knowing the major desirable and undesirable cues helps knowing both intended and unintended communication errors.

**PROCESS OF PREPARING EFFECTIVE BUSINESS MESSAGES**

While preparing a written or an oral business message, you need to plan, organize, compose, edit and revise it. The message must also be proofread and corrected before it is mailed. Apart from the steps mentioned above the writer must take care of seven C qualities and also of legal aspect. Careful preparation of communication is important, even if the writer / speaker has the modern technology. The basic planning steps are as follows:

**Five Planning Steps**

Before writing a message, the following steps are necessary for effective communication.

1. Define the purpose of the message.
2. Analyze your audience – readers or listeners.
3. Choose the ideas to include.
4. Collect all the facts to back up these ideas.
5. Outline – organize – your message.

**1. Define the Purpose of the Message**

Following are the two purposes of writing a business message:

**a. General Purpose**

General purpose is to inform, to persuade, to collaborate with your audience. This deters the amount of audience participation and amount of control your have over your message.

**<u>To Inform:</u>** Your control is high; you inform what you need from this interaction. Audience absorbs or rejects the information
**<u>To Persuade:</u>** You require a moderate amount of participation / moderate amount of control.
**<u>To Collaborate:</u>** With audience you need maximum participation / you control is minimal.

**b. Specific Purpose**

Specific purpose is the purpose for which you are going to write a letter. For example, for seeking information or answering some inquiry or the kind of letter you are going to write.
So, you must know:
Is you purpose realistic?
Is this the right time?
Is the right person delivering the message?
Is your purpose acceptable to you organization?

## 2. Analyze your Audience – Readers or Listeners

It is very important to write the message to the recipient's views and needs. You might or might not have met the recipient. It is better to visualize the individual. Try to picture that person – business or professional person or labourer, superior (boss) colleague, or subordinate, man or woman, new or longtime customer, young, middle-aged, or elderly client. Also, consider the person's educational level, attitudes, and so on. If the message is for many people, try to find some common characteristics. In all communications, the areas must be considered on which the recipient is likely to be well informed or uniformed, pleased or displeased, positive, negative, or neutral, interested or uninterested and unreceptive.
Ask yourself some key question about your audience
1. Who are they?
2. What is their probable reaction to your message?
3. How much do they already know about the subject?
4. What is their relationship to you?

**Audience Profile**

1. Who is your primary audience?
2. How big is your audience?
3. What is your audience's composition?
4. What is your audience's level of understanding?
5. What is your audience's probable reaction?

# LESSON 15

# PROCESS OF PREPARING EFFECTIVE BUSINESS MESSAGES

**(Continuation of Lesson 14)**
**Outline:**

- Process of Preparing Effective Business Message (Continued)
  - Choose the Ideas to Include
  - Collect all the Facts to Back up These Ideas
  - Outline – Organize – Your Message
- Organizational Plan
  - Direct or Deductive Organizational Plan/ Approach
  - Indirect or Inductive Organizational Plan/ Approach
- Beginnings & Endings
  - Close Paragraph
    - Make Action
    - End on a Positive, Courteous Thought
    - Keep Last Paragraph Concise and Correct

**3. Choose the Ideas to Include**

While answering a letter, one can underline the main points to discuss and get the ideas briefly on a pad. If one is writing unsolicited or a complex message, one can begin by listing ideas as they come to mind. Then the most important facts can be changed into message. It is better that the message written to welcome a customer should have other incentives or policies what the firm offers.

- Consider your reader's viewpoint (be in his place)
- Read company's document
- Talk with your colleagues, customer etc.
- Ask your audience for input

**4. Collect all the Facts to Back up these Ideas**

After the main ideas, the writer/speaker should ask himself what specific facts, updated figures or quotations he needs. The knowledge of the company's policies, procedures, and product details is necessary for an effective communication. A brochure, table picture, or product sample is also useful to enclose.

Find out and be sure about the following:

- Be sure that the information is accurate
- Be sure that the information is ethical
- Be sure that the information is pertinent
- Select an appropriate channel

**5. Outline – Organize – your Message**

The order in which the ideas are to be presented is as important as the ideas themselves. Disorganized writing reflects disorganized, illogical thought process or careless preparation. Choose the organizational plan after the purpose has been finalized by collecting all the necessary facts. Ask yourself: *"How will the reader or listener react to these ideas?"*

**Organizational Plans**:

**1. Direct (Deductive) Organizational Plan**

**Direct (Deductive) Approach:**
When you think that your audience will be interested in what you have to say or willing to cooperate with you, you can use the direct or deductive plan to organize your message. It means you present request or the main idea in the beginning, which follows up necessary details and then you close your message with a cordial statement of action you want. We use this approach when the request requires no special tact or persuasion. Close to direct request is the good-news plan that is used to grant requests, announce favorable or neutral information and exchange of routine information within or between organizations. Look at the outline of direct organizational plan and good-news plan.

| Direct-Request Plan |
|---|
| 1. State the request or main idea. |
| 2. Give necessary desirable details for easy reading. |
| 3. Close with a cordial request for specific action. |

Look at the following letter which is a request to the seller and requires no special tact or persuasion.

Dear Sir,
We intend to purchase a new office copier. We would like to consider a BHP copier and wonder if you have a model that would suit our needs.
Our office is small, and a copier would generally be used by only three secretaries. We run approximately 3,000 copies a month and prefer a machine that uses regular paper. We rarely need to run off more than 25 copies at any one time.
We would also like to know about your warranty and repair service. We hope to hear from you soon.

Yours truly,

| Good-News Plan |
|---|
| 1. Best news or main idea. |
| 2. Explain necessary and desirable details with any helpful material. |
| 3. End positively and friendly stating clearly the desired action and offering any further help. Give date of action if necessary. |

An example having main idea in the beginning is as follows:

Dear Mr. Gul,
In a courier service, I am sending you the six copies of our catalog, “Prime Gifts”. I am very pleased that you want to circulate it.

The catalog explains everything but I do want to say that for quantities of 20 or more gifts we offer an attractive discount.

Please let me know if I can be of help in other ways.

Yours cordially,

Supplying detailed information on a service though the writer is complaining, the letter has a direct-request plan.

Gentlemen,

Please repair or replace my calculator watch, Model C863, and send it to me at the address above.

After six months of use, the musical alarm has quit working.

Enclosed is my watch, a copy of the sales receipt showing the date of purchase and your warranty which guarantees material and workmanship for one year.

Yours sincerely,

Another example of direct request plan is:

Dear Mr. Hafiz,

I am delighted to know that you are interested in our Executive Book Club and am happy to answer your questions about it.

Between 30 and 40 new books in the field of management are made available each year to the members of the Executive Book club and, as you have mentioned, the topics treated very widely. From four to six of these belong to personnel administration; in addition, a similar number of general management books carry some aspects of personnel management.

Although we have several specialized book clubs but there isn't yet one in personnel administration. Considering the increasing demand, it is possible that we will one day establish a club in personnel. Certainly, there is a growing interest in this field.

The Circular enclosed contains complete information about the Executive Book Club. Please note that the average price of books distributed by the club, if purchased separately, is about Rs.300. However, as a member, you would pay only about three-fourth of that amount.

I do hope you will want to become a member of the Executive Book Club, Mr. Hafiz. You can do so by filling out the coupon on the back of the circular.

Yours truly,

**2. Indirect or Inductive Organizational Plan**

**Indirect (Inductive) Approach:**

If you think that your message might upset your reader or listener, you use the indirect plan to ease your audience into the part of your message that shows you are fair-minded and eager to do business with him on some other terms. This approach consists of four parts:

| | Organizational Plan<br>Bad-News Plan |
|---|---|
| 1 | Buffer (using positive, pleasant rather than negative statement. |
| 2 | Explanation (reader's benefit, reasons supporting the negative decision) |

| | |
|---|---|
| 3 | Decision (expressed or implied in clear but tactful manner) |
| 4 | Helpful, friendly and positive stressing on goodwill. |

Dear Mr. Hassan,
You are right to expect high-quality merchandise from The Automatic Door Company; we try to give you the best for your money and to stand behind our products when they fail as a result of defects in material and workmanship, as our warranty states.

We appreciate your sending the door opener to us for analysis. It appears that the opener has got wet. Excess moisture over a period of time causes this defect.

Our service manager estimates that cleaning and repairing your door opener would cost Rs. 250.

Since your door opener is several years old, you may want to consider buying a new one. We have made many improvements to our door openers since yours was manufactured, including a sealed circuit board that would prevent the possibility of damage from moisture. A new door opener, which costs Rs. 3500.00 postpaid, should give you even longer service than your old one did.

Please let us know whether you want us to repair or replace your opener.

Yours sincerely,

**Persuasive Request Plan**
As good-news plan is similar to direct-request plan, so is persuasive plan to bad-news plan. Persuasion is the attempt to change a reader's attitude, beliefs or action in your favour. This plan is used to influence the readers who may resist otherwise. One way to organize persuasive messages is the AIDA plan, which is of four stages:

1. Attention
2. Interest
3. Desire
4. Action

In the attention stage, you convince the reader that you have something interesting or useful for him. In interest stage, you explain how your message is related to your reader. In the desire stage, you provide relevant evidence to prove your claim drawing attention to any enclosures. In the action stage, you close the message with an action ending that suggests a specific action the reader may take.

THE FIRST PUNJAB LIBRARY
Muslim Town, Lahore,
The most comprehensive selection of Quaid-e-Azam's speeches, public writings, and private letters ever published!
YOURS FOR JUST RS.500
Quaid-e-Azam was not only the founder of Pakistan but also a great orator.
Here are all of Quaid's speeches, from the early days in his politics, including all his addresses to the students of different institutions. It also includes Quaid's personal and political correspondence.
Above all, here is Quaid's absolutely distinctive language, resonant with dignity, wit, and the uniquely patriot flavor.

Write today for your copy of the book. You'll be awfully glad.

Sincerely yours,

**Beginnings & Endings**

The way you begin your message makes it clear whether your reader will respond favorably or unfavorably to the message. When you are sure that your message has something favorable or neutral for the reader, you must begin your message with the main idea or good-news in the beginning. The opening must be impressive in a way that it captures the attention of the reader. So, always choose appropriate openings that suit the purpose of your message. The following openings are desirable in direct-request, good-news and neutral messages.

**Main Idea:** The goods which you ordered on March 5 have been sent to you by passenger train.

**Request:** So that your order can be filled promptly, please send another copy of the requisition.

**Announcement:** Now you can take an air – conditioned coach from Lahore to Islamabad any hour.

<u>Whenever required, employ 5Ws and one H to give clarity to your messages.</u>

**Buffer:** If you have bad news, begin your message with a buffer. A buffer is a statement, that helps you bring your reader in a positive frame of mind, and the message becomes readable for the reader. But "buffer" should be neutral in tone. You should also avoid misleading the reader into thinking that the message is good.

**Poor:** It is impossible to open your account unless you send us the following information.
**With Buffer:** The moment you send us the following information your account will be opened.

**Poor:** We never exchange damaged goods.
**With Buffer:** We are happy to exchange the merchandise that is returned to us in good condition.

In persuasive request (sales letter), begin the message with an attention-getting statement. An experienced writer uses some common technique to attract the reader. Consider some of attention-getting statements:

**A challenge:** Don't waste another day wondering how you're going to become the success you've always wanted to be!

The writer should avoid using trite and stereotyped expressions. Make your openings considerate, courteous concise, and clear. Keep your first paragraph short and use simple conversational language. Never open your letter with an incomplete sentence like:

***Reference to your letter of March 6 regarding opening of a current account***

Make opening specific
**Poor:** Thank you for your order.
**Specific:** Thank you for you order for 200 writing pads.

**Close Paragraph**
An effective ending will motivate the reader to act as requested. If no direct request is required, leave the reader with some expression of regard, assurance, appreciation or willingness to help. Always remember that closings should be strong, clear and polite. They should leave a sense of closure and goodwill with the receiver.

1. Make your request clear and complete with Five Ws and the H.
2. Include your phone number and extension if you want the reader to phone you.
3. Enclose a form (card, order, blank, or questionnaire) and an addressed reply envelope (perhaps with postage paid) if you want the reader to furnish something.
4. Give complete instructions regarding *how* and *where* if you do not include a form and an envelope.
5. State your office hours and location if you want the reader to come to you in person. Do you have a free parking lot? Where?

**1. Make Action Clear**
Vague: I look forward to hearing from you regarding this matter.

Better: So that we can make appropriate arrangements for your visit, please call me at 541000, before Friday, November 16, anytime between 9 A.M. and 5 P.M.

**2. End on a Positive, Courteous Thought**
Include apologies and negatives (if any) before the last paragraph. Study these examples:

Negative: I’m sorry we can’t be more encouraging at this time.
Positive: We wish you success in your search for a position.
Be Friendly:  Offer to help the reader further, if that is appropriate. Words like *please* or *will you* help soften commands.
Good: If there is any further way we can assist you please call 555-4567 Monday through Friday between 9 A.M. and 5 P.M.

Avoid: Thank you in advance for distributing these questionnaires to your employees.

Say: I will appreciate your distributing these questionnaires to your employees.
Give my regards to your lovely family. I enjoyed meeting them during the October conference.

**3. Keep Last Paragraph Concise and Correct**
Trim your last paragraph to five or fewer lines of complete sentences. Avoid unnecessary repetition. In short letters, the writer often gives his message and stops without any special formality: Make your opening and closing paragraph shorter than average because the most important location in a letter is the opening. The second most important is the closing. (Continued on the next page….)

# LESSON 16

# THE APPEARANCE AND DESIGN OF BUSINESS MESSAGES

**Outline:**

- Composing the Messages
- Revising your Message
- Editing & Proofreading your Messages
- The Appearance and Design of Business Messages
  - Stationery
  - Standard Parts of the Letter
  - Optional Parts of the Letter

### Composing the Messages

You have gone through the planning steps. You are ready to compose. Composing is the process of drafting your message. Your first draft is a bit difficult to write but at least you have brought the most important information on paper. If you have time, look for the opportunities to improve your ideas. When you feel confident that you can achieve your purpose, begin to write.

While composing the message, no two people do it the same way. Some people follow the outline and move from one point to another. Others go in a more circular style, putting their ideas down in a less fixed organization. The best equipment available nowadays is a computer which allows you to make changes.

Style is the way you use words to achieve a certain overall impression. The right choice depends on the nature of your message and your relationship with the reader.

### Revising your Message

If possible, let your writing "cool off" for a while before you begin to evaluate and revise. In this process you add necessary information and remove unnecessary one. You also look at the organizational approach and check all seven Cs in it. Besides, ask the following questions to yourself:

1. Does your message accomplish its purpose?
2. Have you chosen the most effective organizational plan?
3. Are your points supported by adequate material?
4. Is your language complete, concise, considerate, concrete, clear, courteous, and correct?
5. Have you used variety in your sentence structures?

### Editing & Proofreading your Messages

Editing means; revising your message that is in a rough draft. It not only involves correct spelling, grammar, punctuation and similar errors but also means much more. Editing requires looking at a written message critically to see if revising the content will improve it. Proofreading means checking the final copy to make sure that it is free from errors.

Editing your message also means checking all paragraphs for good topic sentences and sound structure, grammar, spelling and punctuation. Sometimes, you will proofread your document several times to be sure that you have not missed any errors. Even minor mistakes, such as typographical errors, can reduce the effectiveness of your message and undermine your credibility.

Those, writing in a second language, can take one more step in proofreading the material. Read your written material aloud. Most people who speak a second language are more competent in oral communication in their second language than in written.

If you identify weaknesses in these areas and correct them, you will be making the final touches which ensure that your written communication will be as close to perfection as possible.

**The Appearance and Design of Business Messages**

The electronic revolution is changing the way we communicate, and these changes include formats and conventions of written communication. In the more traditional forms of written communication, your receiver will form an impression of you based on the overall appearance and format of the message. The medium used most often for written messages to person outside your organization is business letters. Elements of appearance that help produce favorable reactions are appropriate stationery and correct letter parts and layouts.

**Stationery**
A good company uses a paper which is most often at least 25 percent cotton content. Its quality is usually 20-pound weight. The standard size is 8½ by 11 inches. Some legal firms use 8½ by 14 inches. The colour should be white, cream, or light gray.

**Letterhead**
A letterhead is a printed paper with the name and address of a person or an organization. Modern letterheads usually occupy no more than 2 inches at the top of the page. Letterhead information should include the name, address, telephone number, etc. Sometimes nature of the business and name of department are also included.

**Azad**
**69 Garden Road,**
**The Mall Karachi, 74000 Ph 111111**

**Envelope**
Return addresses of the senders, often printed like the letterhead or, if necessary, typewritten, should be in the upper left corner of the envelope. Address should always be typed in block form with all lines aligned. Information in the address should be listed in the following order:

1. Name & title of the receiver
2. Name of the department
3. Name of the organization
4. Name of building (if relevant)
5. Street address & flat number or post box number.
6. City, state & zip code or postal code.
7. Country (if outside the country)

**Standard Parts of the Letter**
Most business letters have the following parts:

**1.** Heading
**2.** Date
**3.** Inside address

**4.** Salutation
**5.** Body
**6.** Complimentary close
**7.** Signature
8. Reference section

**Standard Parts of the Letter**

**1. Heading**
A heading shows where the letter comes from. If letterhead stationery is not used, the address, not your name, is typed above the date 2 inches from the top.

**2. Date**
Usually the date is typewritten two to six lines below the last line of the letterhead. Date sequence preferred in America is month, day, year - March 6, 1998 - with the month spelled out. Others prefer day, month, and year –6 March, 1998. Date in figures - 3/5/98- should be avoided as it can create confusion.

**3. Inside Address**
The inside address should begin with the addressee's name preceded by a courtesy and/or professional title. It is written two spaces below the date on the left hand margin. The order of items is

**(1)** Courtesy title
**(2)** Name
**(3)** Executive or professional title, if any.

All parts are typed single-spaced. For example:

Mr. Ahmed Hassan, Principal,
Government College,
Lahore

**4. Salutation**
Salutation is typed two spaces below the inside address and two spaces above the body of the letter. It is an expression of courtesy to put your reader in a friendly frame of mind. Some salutations are as follows:

| | **For Men** | **For Women** |
|---|---|---|
| **Most Formal:** | Sir, | Madam, |
| **Formal:** | My Dear Sir, | My Dear Madam, |
| **Less Formal:** | Dear Sir, | Dear Madam, |
| | My Dear Mr. Khan, | My Dear Mrs. Khan, |
| **Friendly:** | My Dear Haleem, | My Dear Mah Noor, |
| | Dear Naeem, | Dear Sara, |

A comma or colon should be used after the salutation. Gentlemen should be used in writing to a company, organization or any group of men and women. “Mesdames’ ‘or’ Ladies’ should be used when writing to an organization made up entirely of women.

**5. Body**
Most letters are typed single-spaced, with two spaces between paragraphs, before and after the salutation and before the complimentary close. A short letter could be double-spaced with additional blank line spaces before and after the date and within the signature area. When second page is used, addressee’s name, page number and date are written at the top.

**6. Complimentary Close Body**
If the letter begins with a formal salutation (Sir, Dear Sir) it will close with “Yours faithfully”.

If it begins with a personal name Dear Mr. Khan, it will close with “Yours sincerely”, “Your truly” or “cordially”.

Informal closes as warm regards, best regards/wishes are also used. A comma is used after complimentary close.

It is related to the salutation so the same degree of formality should be used in it. For example:

| **Salutation** | **Complimentary Close** |
|---|---|
| Dear Sir, | Yours sincerely, |
| Dear Madam, | Yours sincerely, |
| Sir, | Yours respectfully, |

It is written two spaces below the last line of the body. In full block format, it is written on the left hand side of the page.

**7. Signature**
Always type your name after the hand written signature and the position in the firm. It is better to give courteous title (Mr., Miss, etc.) to avoid confusion. A letter should always be signed in INK.

Very truly yours,
*Ahmed Hassan*
(Mr.) Ahmed Hassan
General Manager

Four spaces should be given between the complimentary close and name.

**8. Reference Section**
The reference section may include information about the message composer, the typist and sometimes word processing data. Only initials are used. They are typed two spaces below the name and positions of the person signing the letter.

AS / mb

It means Ahmed Shibly composed the message and Mahmood Bilal typed the letter.

**Optional Parts of the Letter**
When appropriate, any of these optional parts can be included:

1. Attention line
2. Subject Line
3. Enclosure(s)
4. Copy Notation
5. File or account number and mailing notation
6. Postscript

**1. Attention Line**
To send a letter direct to a person or department, attention line is used especially when we don't know a particular person or know only the person's surname. Attention line is written between the inside address and salutation two spaces below and above respectively.

**2. Subject Line**
It helps the reader to know at a glance what the letter is about. The subject line may include or omit the word subject. It is placed below the salutations. It may be started from left hand margin or indented. The typing may be capitals or lowercase and underlined or all capitals. For example;
Subject: Monthly Report

**3. Enclosure(s)**
An enclosure or attachment notation is included to remind the reader to check for additional pages of information. The enclosure is typed single or double space below the reference initials.

**4. Copy Notation**
When persons other than the addressee will receive a copy of the message, it is noted by writing 'C', 'PC', 'Copy' or 'CC' followed by the names of these persons just below the reference initials or the enclosure notation.

**5. File or Account Number and Mailing Notation**
File or account number and Mailing Notation to aid in filing that file, loan, or account number are typed above the body of the letter.

**6. Postscript**
Sometimes an extra message is added at the end of a letter. It may be something important or some personal comment. Write 'PS' or 'Ps' and leave two spaces before the first word of the postscript.

The following are accepted postscript styles:

m / s
Enclosure
Ps. Mail the card today!

(The topic '**The Appearance and Design of Business Messages'** is continued in Lesson: 17)

# LESSON 17

# THE APPEARANCE AND DESIGN OF BUSINESS MESSAGES

**(Continuation of Lesson 16)**
**Outline**

- The Appearance and Design of Business Messages (Continued)
    - The layout of a Business Letter
        - The Block-form / Modified – Block
        - Full Block
        - The Semi-Block
        - AMS (Administrative Management Society)
    - Punctuation Styles
        - Close Punctuation
        - Standard Punctuation
- Format of Inter office Memorandum

**The Layout of a Business Letter**
Written messages to persons outside the organization are business letters. Appearance of the letter conveys non-verbal impression that affects a reader's attitude. Business letters are usually arranged in different styles or layouts. The style or format is determined by certain conventions.

There are different styles in fashion and it is difficult to say which one is the best. Nowadays firms use the following type of styles and formats:

1. The Block-form / Modified – Block form
2. Full-Block form
3. The Semi-Block form
4. AMS (Administrative Management Society)

**1. The Block Form / Modified – Block Form**
This form is named so because inside address, salutation and paragraphs are blocked not indented in this form. If plain paper is being used, heading, date, complimentary close and signature are typewritten at the horizontal centre of the page. They are placed so that they end near the right hand margin. Double spaces between two parts are given while single space is used within the paragraph. In Pakistan, closed punctuation is used. This form is a time saver as no part is indented in it.

**2. Full Block**
This format is considered to be the most modern. All the essential parts, in this form, are started from the left-hand margin. Open punctuation should be used in this form. This form saves time more than any other form.

**3. The Semi-Block**
This form is much used in Pakistan. Heading, date, complimentary close and signature sections begin at the horizontal of the page or are placed so that they end near the right-hand margin. First line of each paragraph is indented five to seven spaces. Only closed form of punctuation is used in this form. This letter style is attractive on the page.

**4. AMS (Administrative Management Society)**

It has been in use since 1950, AMS is a simple style. It uses full-block form and open punctuation. No salutation or complimentary close is used. Reader's name is used in the first and last sentence. Subject and writer's name are typed in capitals.

**Punctuation Styles**

**1. Close Punctuation**
Parts of heading, date, inside address, salutation and complimentary close are punctuated.

**2. Standard Punctuation**
No line of heading or inside address is punctuated. After salutation and complimentary close a comma is placed.

**3. Open Punctuation**
It requires no punctuation even after the salutation and the complimentary close.

## Block /Modified Block Form (1)

| | | |
|---|---|---|
| Heading or Letter | | Public Bank, |
| Head | | 30, The Mall, |
| | | Lahore. |
| Date | | March 7, 2002 |
| Inside Address | The General Manager, | |
| | Allied Traders, | |
| | 13, Empress Market, | |
| | Karachi. | |
| Salutation | Dear Mr. Ali, | |
| Body | | |

| | |
|---|---|
| | ______________________ |
| | _________ . |
| | ______________________ |
| | ______________________ |
| | _________ . |
| Complimentary Close → | Yours sincerely, |
| Signature Area → | Ali Hassan<br>Sale Manager |
| Reference Initial → | MA/na |

**Full - Block**

| | |
|---|---|
| Heading or Letter Head → | Public Bank<br>30, The Mall<br>Lahore |
| Date → | March 7, 2002 |
| Inside Address → | The General Manager<br>Allied Traders<br>13, Empress Market<br>Karachi |
| Salutation → | Dear Mr. Ali |
| Body → | ______________________<br>______________________ |

| | |
|---|---|
| Complimentary Close | Yours sincerely |
| Signature Area | Ali Hassan |
| Reference Initial | Sale Manager<br>MA/na |

**Semi Block Form**

| | | |
|---|---|---|
| Heading or Letter Head | | Public Bank,<br>30, The Mall,<br>Lahore. |
| Date | | March 7, 2002 |
| Inside Address | The General Manager,<br>Allied Traders,<br>13, Empress Market,<br>Karachi. | |
| Salutation | Dear Mr. Ali, | |
| Body | | |

Complimentary Close Yours sincerely,

Signature Area Ali Hassan

Sale Manager

Reference Initial

MA/na

**Parts of the Memorandum**

MEMO TO:

FROM:

DATE:

SUBJECT:

**Interoffice Memorandum**

**TO:** **Distribution** **From:**
Dept: Dept:
Floor: Floor & Ext:
Subject: Date:
_______________________________________________
_______________________________________________

Distribution 2 August 14, 2006
_______________________________________________
_______________________________________________

Distribution:
1.
2.
3.

Memorandum (Company name)
Date: ______________ Form: ____________
To: ________________ Telephone: ________
Dept.: ______________
Subject: ____________

*For your*
*Message, comment, or reply* Approval Information Comment

| | |
|---|---|
| Write it * Date it * Sign it. | Oral messages waste time, cause annoying interruptions and are likely to be misunderstood or forgotten. |

**Parts of the Memorandum (1)**

ABC Company Interoffice Communication

To: _________________________ Plant/department: ________

From: _______________________ Plant/department: ________

Subject: _____________________ Date: ___________________

Message ____________________________________________
___________________________________________________
___________________________________________________
___________________________________________________

Signed ______________________________________________

Reply: ____________________________________________
_________________________________________________
_________________________________________________
_________________________________________________
_________________________________________________

Date: ____________________ Signed: __________________

# LESSON 18
# COMMUNICATING THROUGH TECHNOLOGY

**Outline:**

- Challenges to the Organization Made by New Technologies
- Email
  - Using email
  - Understanding how Email Works
  - Email Etiquette
  - Advantages and Disadvantages of Email
- Elements of a Good Online Writing Style
- Faxes
- Voice Mail
- Other Communication Technologies
  - Groupware
  - CD-ROM database
  - Teleconferencing
  - Videotape
  - Computer Conferencing
- Editing an Online Document

## Challenges to the Organization Made by New Technologies

### Email

Email refers to messages sent over computers and includes everything from casual notes to friends to multimedia presentations sent across the world.
Electronic mail (email) lets you send a message to a person without your making direct contact or knowledge where the person is located. Subscribers to electronic mail services are called users, and as a user, you can access messages on your system from your home, office, hotel, or anywhere you happen to be.

Several basic components make up email systems including:

1. Users
2. Messages
3. Senders' and recipients' addresses
4. Protocols
5. Messaging transports
6. Gateways
7. Value-added networks
8. Directory systems

**1. Users**
Users are often people, but users can also be other computer application programs.

**2. Message**
A message is the actual information send by one user to another.

**3. Addresses**
Part of the email information included in a message is the addresses of both the sender and the receiver, which include their unique identification codes along with another identifier such as the email systems, the mailbox number, or the organization.

**4. Protocol**
Each email system uses a protocol that describes the structure of the message, generally with a header of TO; FROM and SUBJECT; followed by the body, which may include text, images, graphics, video and audio.

**5. Message Transport**
The software that moves the message from one system to another in called the transport.

**6. Gateways**
If the message sent from one system must get to a user on another system. It must pass through a gateway to be delivered. A gateway is an application program that translates between two protocols of different email system.

**7. Valued-added Networks (VANs)**
Valued-added Networks (VANs) are public telecommunication companies, such as AT&T or PTCL, that handle email services to users for a fee.

**8. Directory Systems**
As a user, you can access directory that contains names, addresses and sometimes other information about each user to find the email address you need to send a message.

**Using Email:**

With email, you can reach individuals, groups, or other computers anywhere in the world to share information, files of data, spreadsheets, videos, music and anything else that can be sorted on a computer. Email can save your time in printing, copying and distributing your message. You can use email to send and receive faxes and telexes. Email is also useful in your personal communications.

Writing conventions for email are still developing, but one character is its being informal. The traditional conventions of writing are not followed in email. Capitalization can vary from one email user to another; all punctuation and capitalization except for periods at the ends of sentences are omitted. The immediacy and perceived informality of email compose rambling messages.

**Understanding how Email Works**
To send an email message, you do the following:

**Log on**

This means connecting to a computer, network, or email program. It requires the user's name and a password. Choose the receivers of your message. For this step, you need to know the email addresses of your recipients. Compose the message and instruct the program to send the message.

Email offers speed, low cost, better access to other employees, portability, and convenience (not just overcoming time-zone problems but carrying a message to many receivers at a time). It's best for communicating brief, noncomplex information that is time sensitive, but its effectiveness depends on user's skills. As the turnaround time can be quite fast, email tends to be more conversational than traditional paper-based media.

**Email Etiquettes:**

**Planning**

Be clear, concise and polite when you send an email message. Plan your email like letters and memos. Follow the following points while planning:

- Decide on the purpose
- Decide on the content
- Write all the ideas in point form
- Put these ideas into sequence appropriate to the purpose

**Advantages and Disadvantages of Email**

| Advantages | Disadvantages |
|---|---|
| Email is a faster and more efficient channel than regular mail (sometimes referred to as snail mail). Most messages reach anywhere in the world within minutes of being sent. | It can be difficult to distinguish between casual and formal messages because of their similar layout. |
| It can be sent at any convenient time. | There may be a time lag if the receiver does not read his email for a few days. |
| It can be sent to different receivers at the same time. | The system is inaccessible to those who are computer illiterate or not online. |
| Email can be stored and sent at off-peak telephone rates. | Its contents may reappear later in a variety of printed forms. |
| It saves paper. | It lacks nonverbal communication cues to add meaning. |
| A message can be written and edited quickly by several people before it is sent. | It can be overused. |

**Elements of a Good Online Writing Style**

| Key element | Purpose | Strategies |
|---|---|---|
| Clarity | To communicate clearly | Create single-subject messages whenever possible.<br>Open the email message with a sentence that either connects it to previous correspondence or identifies its purpose or reflects an awareness of the reader's needs.<br>Focus on the subject and purpose.<br>Show the readers how the content affects them.<br>Present new ideas clearly.<br>Arrange ideas in a logical sequence. |

| Key element | Purpose | Strategies |
|---|---|---|
| Readability | To make information accessible | Use about 15 to 20 words per sentence.<br>Limit each sentence to one idea.<br>Use complex sentences of 25 to 35 words sparingly as they require a high level of reading skill.<br>Bring variety in the length of sentences to add rhythm and interest to your writing.<br>Use the active voice.<br>Avoid slang.<br>Remove ambiguous and unnecessary words.<br>Avoid technical terms unfamiliar to the reader. |

| Key element | Purpose | Strategies |
|---|---|---|
| Positive language | To create a positive impression | Use direct and courteous language.<br>Choose positive rather than negative words. |
| Punctuation | To keep the meaning clear | Start a sentence with a capital letter and end with a full stop.<br>Check that the sentence is not too long.<br>Separate ideas by using paragraphs.<br>In general, use more full stops than commas. |
| Tone | To establish the communication climate | Avoid emotional responses (called 'flaming' in ITs).<br>Use a courteous and tactful tone.<br>Use an appropriate level of formality. |

**Faxes**

A facsimile machine scans a printed page, converts it to a signal and transmits the signal over a telephone line to a receiving fax machine. Although faxes have been available for many years, until recently they were slow and expensive.

The oldest type of fax machine needs to be connected to a machine of the same type and the transmission took several minutes. Today's fax machines do not require the same kind of machine at the receiving end and they can transmit a page in less than 1 minute. The newest fax machines use digital transmission, which makes it possible to use a computer program as a receiver. These new faxes are also much faster.

**Voice Mail**

Voice mail records messages on a computer disk for later retrieval by the receiver. When an incoming call is not answered, the system responds by telling the caller how to leave a message or how to reach someone else. The receiver of the call can then either listen to the machine upon returning to the office or access the message via telephone. This process eliminates the problem of telephone tag, which can be so frustrating.

**Voice mail is Useful because:**

- It replaces short memos and phone calls that need no response.
- It is most effective for short, unambiguous messages.
- It solves time-zone difficulties.
- It reduces a substantial amount of interoffice paperwork.
- It is a powerful tool when you need to communicate your emotion or tone.
- It is especially useful for goodwill and other positive messages.

**Other Communication Technologies**

**Groupware**

Groupware allows several people to use software at the same time to create documents, keep track of projects, route messages and manage deadlines. Groupware enables a supervisor to manage work flow via individual computers instead of physically moving from place to place or having face-to-face meetings.

**CD-ROM database**

Compact Disk – Read Only Memory (CD-ROM) has been available for several years and is becoming more popular. It is powerful tool for putting masses of information in a form that is easy to digest. Some kinds of information typically found on CD-ROMs are encyclopedias, dictionaries, telephone directories and articles and abstracts on various subjects. A CD-ROM can store more than 100,000 pages of text. It will continue to grow.

**Teleconferencing**

It is a rapidly developing technology that will eventually change the way companies do business. Teleconferencing is the best for informational meetings, ineffective for negotiation and efficient alternative to a face-to-face meeting. It discourages the "secondary" conversations, helps a participant to focus on a topic but prevents participants from sharing valuable information.

**Videotape**

Videotape is often effective for getting a motivational message out to a large number of people. By communicating non-verbal cues, it can strengthen the sender's image of sincerity and trustworthiness; however, it offers no opportunity for immediate feedback.

**Computer Conferencing**

Computer conferencing allows users to meet and collaborate in real time while viewing and sharing documents electronically. It offers democracy because more attention is focused on ideas than on who communicates them. But overemphasizing a message (to the neglect of the person communicating it) can threaten corporate culture, which needs a richer medium.

**Editing an Online Document**

After writing the electronic message, you must edit it for certain reasons. Ask yourself the following questions:

Have I considered the the following things relevant to the receivers?

- Viewpoint
- Experience
- Knowledge
- Need
- Position in the company
- Cultural differences
- Technology

Have I presented the following things in my message?

- A clear purpose statement
- A logical order of information
- An appropriate, concise and complete message
- A clear and readable writing style
- Positive language
- Paragraphs focused on the ideas
- A courteous and confident tone
- Perfect grammar and spellings etc.

Have I met the following things?

- The reader's need to understand the information
- The document's purpose
- The writer's need to convey particular information

# LESSON 19
# BASIC ORGANIZATIONAL PLANS

**Outline:**

- Direct (Deductive) Approach
- Basic Organizational Plans
- Indirect or Inductive Organizational Plan
- Indirect (Inductive) Approach
- Persuasive Request Plan

## Direct (Deductive) Approach

When you think that your audience will be interested in what you have to say or willing to cooperate with you, you can use the direct or deductive plan to organize your message. It means you present the request or the main idea in the beginning, which follows up the necessary details and then you close your message with a cordial statement of action you want. We use this approach when the request requires no special tact or persuasion. Close to direct request is good-news plan that is used to grant requests, announce favorable or neutral information and exchange routine information within or between organizations. Look at the outline of direct organizational plans and good-news plans:

## Basic Organizational Plans

| **Direct-Request Plan** | **Good-News Plan** |
|---|---|
| **1.** State the request or main idea. | **1.** State best news or main idea. |
| **2.** Give necessary desirable details for easy reading. | **2.** Explain necessary and desirable details with some helpful material. |
| **3.** Close with a cordial request for specific action. | **3.** End positively and friendly stating clearly the desired action and offering any further help. Give date of action if necessary. |

Look at the following letter which is a request to the seller and requires no special tact or persuasion:

***Dear Sir,***

We intend to purchase a new office copier. We would like to consider a BHP copier and wonder if you have a model that would suit our needs.

Our office is small, and a copier would generally be used by only three secretaries. We run approximately 3,000 copies a month and prefer a machine that uses regular paper. We rarely need to run off more than 25 copies at any one time.

We would also like to know about your warranty and repair service. We hope to hear from you soon.

**Yours truly,**

Following is an example of a letter having main idea in the beginning:

**Dear Mr. Gul,**

In a courier service, I am sending you six copies of our catalogue, "Prime Gifts". I am very pleased that you want to circulate it.

The catalogue explains everything but I do want to say that for quantities of 20 or more gifts we offer an attractive discount.

Please let me know if I can be of any help in other ways.

**Yours cordially,**

Supplying detailed information on a service, though the writer is complaining, the letter has a direct-request plan:

**Gentlemen,**

Please repair or replace my calculator watch, Model C863, and send it to me at the address mentioned above.

After six months of use, the musical alarm has quit working.

Enclosed is my watch, a copy of the sales receipt showing the date of purchase and your warranty, which guarantees material and workmanship for one year.

**Yours sincerely,**

Here is another example of direct request plan:

**Dear Mr. Hafiz,**

I am delighted to know that you are interested in our Executive Book Club and am happy to answer your questions about it.

Between 30 and 40 new books in the field of management are made available each year to the members of the Executive Book club. As you have mentioned, the topics treated vary widely. From four to six of these belong to personnel administration; in addition, a similar number of general management books carry some aspects of personnel management.

Although we have several specialized book clubs yet there isn't one in personnel administration. Considering the increasing demand, it is possible that we will one day establish a club in personnel. Certainly, there is a growing interest in this field.

The Circular enclosed contains complete information about the Executive Book Club. Please note that the average price of books distributed by the club, if purchased separately, is about Rs.300. However, as a member you would pay only about three-fourth of that amount.

I do hope you would like to become a member of the Executive Book Club, Mr. Hafiz. You can do so by filling out the coupon on the back of the circular.

**Yours truly,**

In the **goodwill letter, you** will probably be successful when you can answer 'yes' to the following questions:

1. If you were the reader, would you honestly like to receive this letter?
   A goodwill letter does its job only when it makes the reader feel good.

2. Will the reader feel that you enjoyed writing the letter and that you meant everything you wrote?
   If the reader gets bored or feels an indifferent tone, he or she may doubt your sincerity and interest.

3. Did you keep the spotlight on the reader?
To make the reader feel important, put your organization and yourself in the background and convince the reader that you have written the letter *just for him or her.*

4. Did you omit specific sales material?
The reader will feel let down if your personal good wishes are only a prelude to a sales pitch.

**Indirect or Inductive Organizational Plan**

**Indirect (Inductive) Approach**
If you think that your message might upset your reader or listener, you use the indirect plan to ease your audience into the part of your message that shows that you are fair-minded and eager to do business with him on some other terms. This approach consists of four parts:

| | Organizational Plan<br>Bad-News Plan | Persuasive Request Plan |
|---|---|---|
| 1 | Buffer (using positive, pleasant rather than negative statement) | Attention<br>('You' oriented theme containing reader's benefit) |
| 2 | Explanation (reader's benefit, reasons supporting the negative decision) | Interest<br>Explain the opening theme in greater details using psychological appeal. |
| 3 | Decision (expressed or implied in clear but tactful manner) | Desire<br>Give relevant evidence to prove your claim. |
| 4 | Helpful, friendly and positive, stressing on goodwill | Action<br>Close with a clear action ending that suggests a specific action the reader may take. |

**1. Buffer:**
Buffer is a statement that is meant to bring the reader to a positive frame of mind. It can be of the following types:

1. Agreement
2. Appreciation
3. Assurance
4. Compliment
5. Cooperation
6. Fairness
7. Good News
8. Understanding

**Agreement**
Find a point on which you and the reader share similar views. For example;
*We both know how hard it is to make a profit in this industry.*

**Appreciation**
Express sincere thanks for receiving something. For example;
*Your cheque for Rs.25000/- arrived yesterday. Thank you.*

**Cooperation**
Convey your willingness to help in any way you realistically can. For example;
*Employee Service is here to smooth the way for all of you who work to achieve company goals.*

**Fairness**
Assure the reader that you've closely examined and carefully considered the problem, or mentioned an appropriate action that has already been taken. For example;

*For the past week, we have carefully monitored those using the photocopying machine to see whether we can detect any pattern of use that might explain its frequent breakdowns.*

**Good News**
Start with the part of your message that is favourable. For example;
*A replacement knob for your range is on its way, shipped February 10 via TCS.*

**Understanding**
Demonstrate that you understand the reader's goals and needs. For example;

*So that you can more easily find the printer with the features you need, we are enclosing a brochure that describes all the Panasonic printers currently available.*

When writing a buffer, you need **to avoid** certain things. Examine the following:

1) *Avoid saying no.* An audience facing the unpleasant news right at the beginning usually reacts negatively to the rest of the message, no matter how reasonable and well phrased it is.

2) *Avoid using a know-it-all tone.* When you use phrases such as "you should be aware of …" the audience expects your lecture to lead to a negative response and therefore resists the rest of your message.

3) *Avoid wordy and irrelevant phrases and sentences.* Sentences such as "We have received your letter," "This letter is in reply to your request," and "We are writing in response to your request" are irrelevant. You make better use of the space by referring directly to the subject of the letter.

4) *Avoid apologizing.* An apology weakens your explanation of the unfavorable decision.

5) *Avoid writing a buffer that is too long.* The point is to briefly identify something that both you and your audience are interested in and agree on before proceeding in a businesslike way.

**Choosing the Best Approach**
Each of the following problems states a purpose for writing a letter. Read each purpose then tell (1) what the reader's reaction will be (pleased, displeased, neutral, little interest) and (2) which approach you as a writer would take like direct, indirect, or persuasive:

1. To confirm a reservation.
   Reaction: ________________ Approach: ____________________

2. To refuse a request for credit.
   Reaction: ________________ Approach: _______________

3. To send a brochure that a client requested.
Reaction: ________________ Approach: _______________

4. To ask for an opportunity to demonstrate your new energy-saving device.
Reaction: ________________ Approach: _________________

5. To decline a speaking invitation
Reaction: ________________ Approach: ________________

6. To thank a customer for placing a large order.
Reaction: ________________ Approach: ________________

7. To interest a potential customer in advertising in your magazine
Reaction: ________________ Approach: ________________

8. To replace a defective product
Reaction: ________________ Approach: ________________

9. To reject a job applicant
Reaction: ________________ Approach: _________________

10. To ask for more information about a product advertised on TV.
Reaction: ________________ Approach: _________________

11. To compromise on an adjustment
Reaction: ________________ Approach: _________________

12. To collect an overdue account
Reaction: ________________ Approach: _________________

13. To congratulate a former classmate on a promotion.
Reaction: ________________ Approach: _________________

# LESSON 20
# INQUIRIES AND GENERAL REQUESTS

**Outline:**
- Guidelines to Write Inquiries and General Requests
- Difference between Inquiries and General Requests
- How to Write Appointments/Recommendations/Requests for Letter Writing

Let's look at two very common guidelines necessary for writing general requests and inquires and then examine a few examples.

**Guidelines**
1. Use common courtesy in your request – ask rather than demand.
2. Include all the information the recipients will need in order to give you maximum help, but don't waste the readers' time with irrelevant details.

**Letter (A)**
Dear Sir,

Send me the latest catalogue of your office supplies.

Yours sincerely,

**Analysis of the Letter (A)**
What do you think of Letter A? Very poor, isn't it? Why?
The letter demands rather than asks (Guideline 1).
The writer has not supplied sufficient information (Guideline 2). So you can see that such a letter cannot fulfill its purpose.

Now look at the following letter and see whether this is written according to the guidelines given:

**Letter (B)**

Dear Sir,

In consulting our files of catalogs of office equipment and supplies and checking them off against various manufacturers and distributors, I discovered that I do not have your latest catalogs and price lists and other information concerning your products. (I have some materials, of course, but they are out of date).
I have just been promoted to the position of office services manager of Bright Associates, and I think one of the first things I must do is to build a good reference source for me and my staff to use in selecting appropriate equipment, materials, and supplies. For this reason I would like to request that you send me your latest catalogs and price lists and other product information you may have in your possession at your earliest convenience. In addition, I would be most grateful if you put my name on your mailing list so that I receive all new materials.

Thanking you for your cooperation,

Yours sincerely,

**Analysis of the Letter (B)**

Letter B accomplishes certain guidelines well while others not at all.
1. Certainly, B satisfies the first guideline: it is courteous. If you were the recipient, you would quickly be able to sense the writer's sincerity and gratitude.
2. On the other hand, the writer has completely ignored the second guideline – brevity. There is no reason for writers to tell their life's story in a simple request letter. Although the recipients will not be offended, their time will be wasted.
3. This letter is full of deadwood and hackneyed expressions: "For this reason I would like to request" (say "Please"); "I would be most grateful if you would put" (say "I would appreciate your putting"); "Thanking you for your cooperation, I remain" (say "Thank you").

Now look at the same letter written according to the guidelines.

**Letter (C)**
**Dear Sir**

May I have your latest catalogs and price lists and other information about your office supplies and equipment? I would also like to be placed on your regular mailing list so that I will receive all new sales and promotional literature.

Thank you

Yours sincerely,

**Analysis of the Letter (C)**
Letter C meets the two guidelines for simple request letters.
1. It is courteous.
2. The writer has given all the necessary information without overwriting.

**Inquiries and General Requests**
An inquiry asks for information about products or services the writer is interested in purchasing whereas in a general request the writer seeks information without intention to buy or sell. When you write either of these letters use the direct plan. Different types of letter are written under these letters. Following are a few types of them:

**Appointments/Recommendations/Requests**
While making requests for appointments include five Ws and the H, day and date, time, place etc. Moreover, explain the Purpose of the appointment or meeting. The following direct approach is used for writing these messages.

**State the purpose of the appointment you're requesting up front. If you need to "sell" the meeting idea to the other person, be sure to state the purpose in terms of benefits to the other person. See the following:**

- May we talk? I have a couple of ideas that could save us some money–ideas about how you can....
- A colleague of mine and yours, Ahmed Hassan, mentioned you and I should get together to discuss our mutual interest in distributing our products in Multan. I have some information you may find useful, and I'm sure you, too, can share some insights with me about appropriate markets.

- I need to talk to you about the production costs for the engine oil. You asked me to keep you informed every step of the way, and I think now is the time to go over several key details.

**Suggest a meeting place, date and time but show concern for the reader's own schedule by asking for him or her to confirm or to suggest an alternate time, if possible. See the following:**

- I can be at your office at 11:00 Monday morning if that's convenient for you. If not, call me with another suggestion.
- If this date is not acceptable, let me know when you're free, and I'll arrange my schedule accordingly.
- If this is inconvenient for you, give me a call, and we'll discuss another possibility for a meeting time.
- If you have an alternate suggestion, let me know. I can meet you almost any time on Monday or Tuesday of next week.

**Give all the details for the reader to confirm the appointment. For example:**

- Would you mind phoning my secretary to confirm?
- If I don't hear from you, I'll see you in your office on May 15 at 4:00.

**Let the reader know if the appointment is mandatory or optional and how to contact you if there's a conflict. For example:**

- We hope you'll be able to join us.
- Mr. Malik Hassan has requested that we get together to discuss these issues before the end of the month.

**Confirm all other details of the appointment, including any preparation that anyone of you needs to make for the meeting. For example:**

- I've enclosed an agenda. I'd like your comments particularly on the dry cleaning project.
- Please bring the annual report with you in the meeting.
- I'm looking forward to your comments about the contract clause in dispute.
- Could you be ready to present your opinion about the new labour policy?
- Please review the enclosed report as a basis of our discussion.
- Would you please calculate your expenses for the past nine months with regard to the Shopping Mall Project? If you can be as exact as possible, we can identify some specific points for further investigation.

**Writing Request**

- Be specific about what type of information you are seeking. Consider your needs before you write. When contemplating the purchase of a product or service, detail precisely the criteria you will consider before making a decision. The more specific you are in your requests, the more knowledgeable you appear.
- If your request is an urgent one, indicate that within your correspondence. Provide specific details as to why your request is more important than anyone else's.
- When comparing shopping, make sure, you have asked the same questions to each company. This will allow you to make an informed decision.

- Request a written proposal or quotation. In response to your inquiry, a company may take the opportunity to sell you on their product. This is understandable, but your ultimate goal is to gather information, not to be “sold” on the spot.
- When asking for a proposal or quotation, include the information necessary for a company to respond appropriately. For example, when inquiring about medical plans, detail the type of coverage in which you are interested.
- Adopt a tone appropriate to your correspondence.

Study the following examples:

**Example 1:**

Dear Ahmed,

As we discussed in Islamabad several weeks ago, I would like to stop by your office when I’m in Karachi in June to discuss our magazine’s project. I’ll be available all day May 6 and the morning of May 7. Would you let me know where and when it would be convenient for you? I’ll be confirming travel arrangements on Tuesday, so I’d appreciate a call before then.

See you in Karachi,

**Example 2:**

Dear Naeem,

Could we get together for lunch about 12:30 August 21 at the Pearl across the street from your office? I now have available the latest figures on the project cost and need your comments about.

Please call my office them to confirm you will be able to make lunch that day. If not, would you please give me an alternative date?

Regards,

**Example 3:**

Dear Mr. Ali,
I would like to demonstrate our new XEL Fax machine to you in your office on Monday, March 21, at 3 p.m.

You will be able to judge the accurate performance of this new model as described on the enclosed brochure.
I’ll call you next week to make sure this

Yours faithfully,

**For Reservation**

Gentlemen,
Please reserve a room with one double bed for one adult for six nights – Sunday, March 21, Through Friday, April 29.
I would appreciate receiving written confirmation before March 9.

Sincerely yours,

In request for reservations include the following details:

- Number of adults and number of children
- Number of rooms
- Number and size of beds per room
- Duration of stay
- Arrival and departure times, days and dates

You may wish to request a corporate rate when you make the reservations if your reservation is business related.

# LESSON 21
# INQUIRY/REQUEST

**Outline:**

- Persuasive Requests
- Replies to Inquiries
    - Give the Exact Information Requested
    - Express Appreciation for the Inquiry
    - Sell Your Organization or Product
    - End with a Positive Closing
- Replies to Persuasive Requests
    - Start with a Cheerful “Yes”
    - Confirm Details of the Request and Acceptance
    - Offer to Do More than Requested
- Refusal to Inquiries / Requests
    - Start With a Friendly Buffer Paragraph
    - Tell the Reader Why You Cannot Say Yes
    - Avoid a Negative Refusal
    - Give Encouragement And, When You Can, Give Help
- Model Letters
- Letters of Recommendations
- Writing appreciation Letters
- Writing Letters of Congratulation
- Writing Announcement, Invitation, and Welcome Letters
- Writing Get-Well Wishes and Sympathy Letters

**Persuasive Requests**

A request for cooperation, gifts or favors, without any intention to buy or sell, is a persuasive request. This type of letter attempts to persuade the reader to spend time or money or to go to some trouble to help the writer – usually without benefit to the reader.

1. Begin with something that will interest the reader
    - Altruistic Appeal
    - Reader-benefit appeal
    - Individual responsibility appeal
    - Personal experience appeal
2. Follow through with the reason for the request
    - Emphasize an advantage to someone other than the writer
    - Compliment the Reader
3. State the request in definite and specific terms
4. Stimulate action with closing remarks
5. Reflect an optimistic outlook

Study the following letter has a persuasive request:

Dear Residents,

The Welfare Society of G-Block is conducting a survey of our members in an attempt to obtain information which will help in improving the quality of our services and thereby benefiting our worthy members. The information received from you will help us in identifying the problem areas.

In addition, our project Review Committee can benefit from information regarding strength and weaknesses of our programming as well as suggestions for improving them.
Other members and I eagerly await your reply. Please return the survey in the enclosed envelope by September 20.

Yours sincerely,

**Replies to Inquiries**

Use the direct plan when you say 'yes' to an inquiry or request, and be sure to follow the suggestions listed here in your reply:

**1. Give the Exact Information Requested**

- State in the first sentence that you are granting the request or answering the inquiry. A common error in answering inquiries is failure to answer some of the questions asked. Prevent this common error by *marking on the letter of inquiry the points or questions to be addressed.* Before you send your reply, double-check with the original letter to see that each point or question has been adequately covered.
- When answering 'yes' to a request for an appointment or reservation, repeat in your letter all the details such as date, time, and place.

The following letter shows an answer to a request for a reservation:

Dear Mr. Ali,

We are happy to receive your registration form and deposit for the 21st Century Marketing Conference to be held April 3-7 in Lahore.
The Lahore Hilton has set aside a block of rooms at a special discounted rate for conference attendees. The rate is Rs. 1000 for a single, Rs. 1500 for a double. To make reservations, call 00 – 11 - 22 before February 1.

Pakistan International Airlines is offering conference attendees up to 40 percent off the regular fares. To make flight reservations, call 800-684-4000, and refer to identification number J0969.

When you arrive at the conference, be sure to register before noon on Monday, April 3, so that you can attend the 1:00 p.m. special roundtable discussion by market analysts.

Yours truly,

**2. Express Appreciation for the Inquiry**

Tell the customer, either directly or by implication that you are glad he or she has written to you about one of your organization's products or services. Write in the spirit of service and goodwill. The tone of your reply should express your appreciation.

**3. Sell Your Organization or Product**

Put "sell" into every letter you write. An inquiry tells you that the customer was interested when he or she wrote, but what guarantee do you have that the interest is still "hot"? Stress the benefit of converting interest into action.

**4. End with a Positive Close:**

If appropriate, offer to give further assistance and end with a goodwill closing. When inquiries are clear, concise, and specific, they are easy to answer.

Look at the following example. Immediately after the request was received, the following reply was written. Since all the customer's questions could be answered positively, the writer used the direct approach.

*Enclosed are samples of the paper we recommend for letterhead stationery. We are happy to answer the questions in your June 15 letter because the content and design of your organization's letterhead create a first and lasting impression of your organization………….*

Study this example:

Dear Mr. Hassan,

Thank you very much for your letter of May 21 in which you requested us to send you the latest Catalogue and pricelist of our office supplies and equipment. I sent them this morning, by First Courier Service.

The Catalogue gives complete details of our products I am sure you would find them suitable to your requirements as usual.

I am looking forward to hearing from you soon.

Yours sincerely**,**

**Replies to Persuasive Requests**

It's easy to answer a persuasive request when you can say "yes". A smiling "Here it is" or "I'll be glad to" just about sums up the reply. Follow the direct plan and use the suggestions listed here.

**1. Start with a Cheerful "Yes"**

Open your letter with the good news that will make your reader happy:
*"I'll be at the seminar to help in any way I can. The solution to the problem of tax increases is important to me too, and I'm glad you planned the seminar".*
If the request is granted grudgingly or with reservations, you will probably lose the goodwill you could expect to gain by saying yes.

**2. Confirm Details of the Request and Acceptance**

The confirmation can be included with the "Yes" in the first paragraph, as in this opening sentence: *We are pleased to enclose the entrance requirements to our graduate business program.* Otherwise, the confirmation should follow in the next paragraph and should repeat the details of the request to be sure that reader and writer agree. For example, a letter accepting an invitation to give a talk at a meeting should confirm the day and date, time, place, subject, and length of the talk. Or, if a contribution is enclosed, the letter should state the amount and purpose.

**3. Offer to Do More than Requested**

The "something extra" may be an offer to do more than request.
For example, a professor is invited to speak at a convention in Islamabad, with expenses paid but no fee. The professor not only accepts but also offers to come at no expense to the nonprofit organization:

*Since I will be in Islamabad that week on other business, I shall be happy to speak to the convention on Monday, May 1, or Tuesday, May 2, at no expense to your organization.*

Study the following model letters, both inquiry and replies to it:

Gentlemen,

A few days ago I visited the office of a large corporation in Karachi, and was much impressed with the layouts of their various departments in which modular furniture is displayed. During my visit, I inquired about manufactures of such equipment and was told that you have an entire building in which various modular furniture and equipments are displayed.

I would like very much to visit your Exhibit Building. I can come any time that is convenient for you. If I do not hear from you to the contrary, I will plan to visit you on Thursday, March 8.

Cordially yours,

**Reply to the above Inquiry:**

Dear Mr. Abid,

I am delighted to know that you are planning to visit us on Tuesday, March 8. The Exhibit Building is open from 8:00 a.m. to 5:00 p.m., so you can come anytime.
I thank you for your interest.

Sincerely yours,

**Refusal to Inquiries / Requests**

When you must say no, use the indirect plan and deliver the bad news gently and tactfully. Strive to convey courtesy and thoughtfulness through your letter. A gracious refusal is much like a persuasive request – you are asking your reader to accept your decision as the only fair answer under the circumstances.
Approach the letter as an opportunity to "talk it over"
Give your reader whatever encouragement you can. Don't say a plain "No" like, "I must decline this invitation or this order or refuse this request," you will probably write negatively. But you will probably write constructively if you think. "What can I do to encourage this person even though I have to say no?"

Remember that a "no" letter has two purposes:

1. To say no
2. To keep the goodwill of the reader

To accomplish both purposes, consider the suggestions listed below:

**1. Start with a Friendly Buffer Paragraph**
When you receive a letter that begins, "It is my unpleasant duty to inform you that…" or "I'm sorry to tell you that we cannot grant your request…" in such situations don't you immediately close your mind to whatever else the writer may say? You think that the writer is not interested in helping you in building goodwill or in keeping your friendship. The writer seems concerned only with saying no and getting an unpleasant task completed. But suppose the letter begins this way:

*Your proposal for a joint meeting of the faculty and Future Business Leaders of Pakistan (FLP) is exciting.*
Aren't you more likely to read the rest of the message with an open mind?

**2. Tell the Reader Why You Cannot Say Yes**
In your explanation, imply that you would rather say yes than no. And try to compliment the reader in some way.

**3. Avoid a Negative Refusal**
Give explanation of your refusal in the beginning. A blunt "No" should be avoided. If your letter does good job of explaining, the reader will realize that you cannot do what he or she has asked – the "No" is inferred. If you must state your refusal (to be sure your reader knows you are not granting the request), avoid emphasizing it or putting it in negative terms. Sometimes limiting expressions, such as *only* or *exclusively,* may substitute for negatives such as *regret, apologies, cannot,* and so on. Notice how this actual business letter gives the negative and almost avoids the positive points:

Dear Sir,

We are very sorry that your portrait has been damaged. This rarely happens to Malik photos.
I regret to inform that we cannot hold negatives for a long period of time, because we lack sufficient storage space; therefore, we will not be able to reprint your portrait. I am, however, processing a refund in the amount of Rs. 500/-, which you should receive within the next six weeks.
Please accept our apologies for this problem, as we greatly value your patronage.
With kindest personal regards

Yours sincerely,

Now study the following letter. It shows interest in the reader and tries to keep the business while refusing the request.

Dear Mr. Babar,

We were happy to hear that your family was very pleased with your portraits. And we are sorry that one was damaged. Because our storage space is limited; however, all negatives are destroyed ten days after an order has been filled.
A refund in the amount of Rs. 500/- is being processed and you will receive it soon. Please do let us know if there is anything else we can do for you.

Yours sincerely,

**4. Give Encouragement Aand, When You Can, Give Help**
Sometimes you can take the sting out of a "No" with a helpful suggestion. For example, a department store representative, in declining an order for an article not carried by the store, may tell the customer where he or she can make the purchase. The reservations manager of a hotel, not able to make the reservations requested, suggested:

If you can conveniently defer your arrival in Murree until May 15, we shall be glad to reserve a double room for you and your wife. If you must be here on May 10, you might write for help to the Greater New Hotel Murree at 105 the Mall, Murree.

**Model Letters**

**(1)**
Gentlemen,
Please send me two copies of your free catalogue, “Prime gifts” which was advertised in the March issue of Ad Vision International. I plan to keep a copy and send the other to my friend.

Thank you
Yours very truly,
**(2)**
**(The situation is same)**

Gentlemen,
I am impressed by your advertisement in the March issue of Ad Vision International concerning your free brochure, “Prime Gifts.” This seems like the answer to the most popular question, “What shall we give our outstanding employees when we want to reward them?”
I’d like six copies one for myself and one for each of our general managers in Lahore, Karachi, Peshawar, Quetta and Islamabad.
Thank you very much.

Sincerely yours,

**Reply to the above Letter**

**(3)**

Dear Mr. Gul,
In a courier service, I am sending you six copies of our catalog, “Prime Gifts”. I am very pleased that you want to circulate it.
The catalog explains everything but I do want to say that for quantities of 20 or more gifts we offer an attractive discount.
Please let me know if I can be of help in other ways.

Yours cordially,

**Letters of Recommendations**

When facts are mainly favorable or neutral, follow these guidelines:

1. Main Idea
    - State the applicant’s full name and what his or her relationship is to you as an employee, customer, friend, etc. Mention dates, length of time, and type of job, credit, to whatever is relevant.

    - Add an expression of pleasure to your letter.

2. Explanation
    - Answer all questions, direct or understood.
    - Support your statements of evaluation (excellent, outstanding, etc.) with specific facts about performance record.
    - For a job applicant:
        a) Tell specific job duties that applicant performed.
        b) Discuss those duties relevant to the position for which the applicant is a candidate, if known.

c) Mention, when desirable, work habits that show personality characteristics.

3. Ending

- Include, if possible, a friendly statement of your personal opinion about the applicant's probable fitness for the position or for credit, etc.
- Be sure to correlate your opinion with documented facts.

**Writing Appreciation Letters**

Just as you can find many occasions for writing personal thank-you messages, you will also find many opportunities for writing thank-you letters to build goodwill of your organization.

Letters of appreciation are often sent to:

- A new customer for a first order.
- An established customer for a particularly large order.
- The payment of an overdue bill.
- The last installment of a special-account purchase.
- An individual or an organization that responds to a special appeal or completes a good job.
- Someone in your own organization who makes a suggestion that proves worthwhile or who does something extra.

Occasionally (it should happen much more often!) such letters are also sent to:

- Customers who order regularly and pay their bills on time.
- Employees who continually do their work well.
- Individuals and organizations that cooperate on everyday jobs but get little attention.
- Other opportunities for sending thank-you messages include special occasions, special services, and extra responsibilities.
- Consider the following example; it is a thank you letter to a guest speaker.

Dear Raheel,

Thank you for the time and effort you put into your presentation for the Association of Charted Accountants meeting yesterday. I felt your talk was very well received by the members of the association.

I appreciate your willingness to make this public appearance as a representative of Community College. You handled the topic very well, and your professional approach was an example:

Sincerely,

Here is another thank-you letter to the old customers:

Dear Customers,

As the New Year begins, Rehman stores thanks you for your friendship and for the business you have given us during the past year.

The expansion of our store will be completed in a few weeks. We can then offer you the variety of household items in the city.

During the coming year we will do our best to serve you in every possible way.

We hope that the New Year will be a happy and successful year for you.

Cordially,

**Writing Letters of Congratulation**

A message of congratulation or commendation is much like a message of appreciation:

- Each recognizes and expresses interest in a worthwhile achievement.
- A letter of appreciation says ‘thank you” and implies “well done”.
- When your friends celebrate special events or receive honors, you want to congratulate them. In the same way, business people use congratulatory letters on such occasions as **anniversaries, graduations, births, marriages, new businesses** or homes, promotions, elections, retirements, and various awards and rewards. These letters convey a pleasant message and keep a favorable image of you and your organization in the recipient’s mind.

For instance, this brief congratulatory note was sent to an executive who recently became president of the company:

Dear Shahid,

Congratulations on your recent promotion to president of Community Bank. It is well deserved.

I am sure that the business will grow and prosper under your capable leadership.

Yours sincerely,

**Study Another Example:**

Dear Mrs. Rafi,

Congratulations on being named to the Governor’s task Force to Study Equal Opportunities in Business, Industry, and Government. I was very pleased to read that you have been chosen as one of the ten executives for this task force.

If anyone at Ahmed Textile can help you and the other members of the task force, please let me know. We will be delighted to be of service

Yours sincerely,

**Writing Letters that Announce, Invite, or Welcome**

**Announcements and Invitations**

Goodwill announcements and invitations include:

- Announcements of a new business, a new location, or an expansion or reorganization of facilities.

These usually include an invitation to visit.

- Announcements of the appointment of a new official or a new representative of the organization.
- Announcements of a new service or policy, often inviting the reader to use it, for instance, when a store announces that it will be open an extra evening each week.
- A bank announces a new direct deposit plan.

**Welcome Letters**

Welcoming letters are written for many occasions. These messages may be morale builders. Usually they have a definite sales flavor, as:

- New members of a club.
- New customers.
- New subscribers.
- New charge account customers.
- New dealers.

These messages discuss organization services and products and invite readers to call or visit, but they avoid specific sales promotion.
Notice the friendly tone and service attitude of this letter from a bank president to new customer:

**Writing Get-Well Wishes and Sympathy Letters**

When a personal friend or a business acquaintance is ill, a letter from you is welcome. If the illness is not serious and recovery is expected, you can send a humorous get-well card or a cheerful, happy letter. If the illness is serious or the person is getting over a major operation, then send a more subdued letter. That person will not be in a mood for jokes!

Be optimistic when you write to someone who is ill. Mention once at the beginning of the letter how sorry you are that the person is ill. From then on talk about a return to normal life, as the writer of the following letter did:

Dear Mr. Naeem,

I am sorry to hear that you're in the hospital and hope that with rest and care you'll be up and about again soon.
Meanwhile, if there's anything I can do for you, just give me a call. I wish you a speedy recovery and quick return to the office.

Sincerely yours,

Dear Mr. Ali,

The management of PDS School is interested in leasing 2 economy vans to provide transportation facility to their students within the Lahore City area. We were referred to your company by Bright Associates and would like to inquire about the terms of your leasing contracts as well as monthly leasing rates.
Please send detailed information concerning mileage limits, maintenance requirements, and corporate discounts to the mailing address above. If possible, we would prefer to receive the above information electronically at our e-mail address listed above, as this would speed up our information-collecting and decision-making process.

We hope to hear from you soon.

Sincerely,

Study the following:

Dear Ms. Ahmed,

We are in the process of setting up a new office in Lahore and would like to compare prices from the local office furniture companies.

We will need 12 desks and 24 chairs, six metal filing cabinets, a 4.5’ x 6’ dry erase board, and a conference table that seats ten. The conference table and ten of the chairs should be of high quality wood. As the office is opening on September 6, we would need the furniture delivered by the 2nd. We are looking to spend no more than Rs. 100,000.00.

If you would like to offer a quote or discuss our needs in more detail, please call me. We hope to have all our quotes by next Monday.

Sincerely,

# LESSON 22
# LETTER WRITING

**Outline:**

- Placing Orders
  - Give the Information in a Clear Format
  - Write Orders, Not Just Hints
  - Give a Complete Description of Each Item
  - Tell How You Will Pay for the Order (Mode of Payment)
  - Tell Where, When, & How you Want the Merchandise Shipped
- Organizational Plan for Order Letter
  - Direct Statement of the Request
  - Justification, Explanation, and Details
  - Courteous Close with Request for Specific Action
- Acknowledging an Order
- Model Letters for Acknowledging an Order
  - A Customer's First Order
  - An Incomplete or Unclear Order
  - Orders for Products Sold Only Through Dealers
  - Acknowledging a Large Order
  - Orders Requiring a Delay in Shipment
  - Orders for Products Sold Only Through Dealers
- Asking for Substitute Delivery
- Refusing an Order
- Model Letters for Refusing an Order
  - Delayed Shipment
  - Unexpectedly Out of Stock
  - Error in an Invoice

**Placing Orders**

An order letter is a contract of selling and purchasing or services. Orders are considered one of the simplest types of direct request. While placing an order, you need not excite your reader's interest; just state your needs clearly and directly.

Many companies use special forms for ordering merchandise or service. They may use their own, called a *purchase order,* or one provided by the seller, called an *order form.* These forms have blank spaces to ensure the inclusion of all necessary information. Their advantage is that they enable a company to number and so carefully file all expenditures.

Nevertheless, there will be times when an order must be put into letter format. At such times, you must be sure to include COMPLETE, ACCURATE INFORMATION because incomplete orders result in delayed deliveries, and inaccurate facts result in receipt of the wrong merchandise.

Here are some suggestions for writing effective order letters:

**1. Give the Information in a Clear Format**

To make your letter easy to read, do one of the following:

- Write a separate, single-spaced paragraph for each item, with double spacing between paragraphs.
- Arrange your order in a tabular form similar to an order blank.

When several sets of numbers, items, and prices are given, tabular form is clearer than writing the information in sentences.

**2. Write Orders, Not Just Hints**

Legally, an order letter is the "offer" portion of a contract. The "acceptance" portion of the contract is completed when the seller sends the merchandise. Use specific and direct openings such as "please send me" Or "Please ship…" rather than vague phrases such as "I'm interested in ….'' Or "I'd like to…."

**3. Give a Complete Description of Each Item**

Include the following information in your order letter:

1. Quantity ordered.
2. Catalog (or model or stock) number
3. Name of product
4. Description of product, including as much of the following as is appropriate (1) colour (2) size (3) material, (4) grade or quality, (5) pattern, (6) finish, and (7) any other details available.
5. Unit price
6. Total price for desired quantity
7. Any other information that you have, including where you saw the product advertised.

**4. Tell how you will Pay for the Order (Mode of Payment)**

Give the mode of payment to be used (personal cheque, COD, money order, or credit card). Be sure to add any shipping charges and sales tax that may be part of the total cost. If you want the item charged to a credit card, give the credit card number and the expiry date. Also, if the printed name on the credit card differs from the signature and typed name on the letter, be sure to give the exact name of the cardholder.

Merchandise is shipped *FOB destination* or *FOB shipping point.* The initials *FOB* stand for "free on board." If merchandise is shipped FOB shipping point, the buyer pays shipping charges over and above the cost of the merchandise. If merchandise is shipped FOB destination, the seller pays the shipping charges and they are included in the price of the merchandise.

5. **Tell Where, When & How you Want the Merchandise Shipped**

Give the shipping address, or say that you want the merchandise sent to the address above (your return address) or below (if your address is typed below your typed signature).

If you need the order by a certain date, be sure to include that date in your order letter. And if you have a preference, include the method of shipment. Otherwise, the seller will choose the shipping method and will send the merchandise when it is convenient. For example, you may need the merchandise in a hurry and be willing to pay the extra cost of air express.

Study the following letter. You will note that such letter with incomplete information would run into trouble.

Dear Sir,

Please send me one of your weather vanes which I saw advertised for Rs. 1000. We have recently repainted our garage, and a weather vane would be a wonderful finishing touch.

My cheque is enclosed.

Sincerely yours,

Keeping in view the above point you must plan your order letter thus:

**A. Direct Statement of the Request**

- Use wording that indicates an order rather than a request: "Please send me" or "please ship" instead of "I want" or "I need," which are neither polite nor legally appropriate for a business order.
- Open with a general description of your order that encompasses all the details.

**B. Justification, Explanation, and Details**

- For complex orders, provide a general explanation of how the requested materials will be used.

- Provide all specifications: quantity, price (including discounts), size, catalog number, product description, shipping instructions (date and place), arrangements for payment (method, time, deposits), and cost totals.

- Use a format that presents information clearly and makes it easy to total amounts.

- Double-check the completeness of your order and the cost totals.

**C. Courteous Close with Request for Specific Action**

- Include a clear summary of the desired action.

- Whenever possible, suggest a future reader benefit of complying with the order.

- Close on a cordial note.

- Clearly state any time limits that apply to your order, and explain why they are important.

**Look at another Example:**

Dear Sir,

Thank you for your letter of March 23 along with the catalog for computer hardware. Please send us the following goods by TCS Land Cargo Service.

| | | |
|---|---|---|
| **i.** | Hard Disk (60 GB) | 6 Nos |
| **ii.** | Ram (256 MB) | 6 Nos |

The consignment may please be packed in strong cases. The book receipt may be sent with other document through our bank from which you will receive the payment in cash. Please make sure to send the consignment before April 3.

Yours truly,

**Acknowledging an Order**

Acknowledging an order is a profitable practice. An order acknowledgment does several important functions. A letter acknowledging an order provides an excellent opportunity to resell your product and your organization. Some organizations think such replies unnecessary. However, orders may not be a matter of routine for the buyer. The acknowledgment completes a valid contract between buyer and seller.

An acknowledgment should always be sent promptly. An acknowledgement is usually sent as a formal reply in the form of:

1. A postal card
2. An acknowledgment form
3. A duplicate invoice
4. An individual letter

While answering an order use the following plan:

1. Thank/appreciate the customer.
2. Restate the order to illuminate any likely misunderstanding.
3. Tell the customer that his order is being processed and should reach him within the given time frame.
4. Express your pleasure in serving him

In several situations an acknowledgment letter becomes a must. These situations are listed here:

**1. A Customer's First Order**

Never miss the opportunity to make your first impression on a customer. You want to welcome the customer and encourage him or her to buy from you again.

Dear Mr. Naveed,

We are pleased to have received your order of September 15 and would like to welcome you as our new customer.

Your order (No. 62997) for one dozen spark plugs is being processed and will be ready for shipment on September 21, it will be delivered to your workshop by our own van, and payment will be c.o.d. (our policy for all orders under Rs. 1000).

We are sure you will appreciate this item of our auto line. Mr. Gul, your sales representative, will call on you soon with a catalog and samples.

Cordially,

**2. An Incomplete or Unclear Order**

When information is missing in an order, it is important not to throw the mistakes of the writers (your customers) in their faces. Don't tell your customers what they forgot – just ask for the information you need to fill the order and encourage a quick response by enclosing a reply envelope. Consider the following:

Dear Mr. Ali,

Thank you for your order of October 22 for 6 shirts in black color. We are eager to deliver order No 129 to your store as soon as possible.

But first, please let us know which collar size you'd like. These shirts are made both in free size and different sizes, small, medium, large. If you note your preference on the bottom of this letter and mail it back to us today, we can have your order ready by the beginning of next week. We're sure you'd like to receive your purchase without further delay.

Sincerely yours,

**3. Acknowledging a Large Order**

**Situation:**

The Sales Manager Ravi Publishing Company Mr. Waseem has just received a big order from Mr. Kamran for accounting textbooks. Waseem writes to acknowledge the order:

Dear Mr. Kamran

Thank you for your large order for Ideal Accounting 10/12. The Ideal accounting is very popular.

I think you will find Ideal's materials very easy to teach from, and I hope that you will receive outstanding results, better than any of those of its competitors.

We are now in the process of developing a film for the Ideal programme, and I'll see that you get advance information on it. I'm sending you an advance copy of an article which will appear in the October Issue of Business Teacher, "Bookkeeping and Accounting Are Not the Same." I hope you enjoy it.

Please let me know if anything else is required. Thank you again for your confidence.

Cordially yours,

**4. Orders Requiring a Delay in Shipment**

Occasionally an item will be out of stock and shipment will be delayed. You can help keep the customer's goodwill by telling when shipment can be expected. Consider the following:

Dear Sir,

Requests for our book, "Effective English Grammar & Composition," have been overwhelming. As a result, we are temporarily out of copies.

Nevertheless, the new printing is presently being prepared, and I have added your name to the mailing list to receive a copy as soon as it is available.

In the meantime, you may find a book by Professor Shibly to be of some help–the book entitled "Common Errors in English" published by us.

Yours faithfully,

**5. Partial Delivery**

When a partial shipment can be made, the customer must be informed that certain items have been back ordered. Again, the letter should assume the customer's willingness to wait. But it should also make an attempt to "resell" the merchandise by stressing its finer features without emphasizing the missing items. Consider the following example:

Dear Mr. Ali,

Thank you for your recent order, number 622. We are always especially delighted to serve an old friend.

Your six pairs of Chinese earrings (Item 15b) and one dozen Primrose necklace (item 8a) have been shipped by TCS and should arrive at your boutique within the week.

Unfortunately, our stock of Chinese bangle bracelets (item 9d) has been depleted because of a delay in shipments from China. Our craftsmen have been at great pains to keep up with the demand for these intricate and finely wrought bracelets. We have put your one dozen bracelets on back order and hope to have them on their way to you before the end of the month.

Very truly yours,

**6. Orders for Products Sold Only Through Dealers**

Although it may be your policy to sell your products only through dealers, it is never a good idea to use the phrase "it is our policy" -- a customer's reaction may be that you should change your policy. Just explain what your policy is. If you get this idea across, say "it is our practice", instead. That phrase isn't quite as strong.

**Asking for Substitute Delivery**

Dear Mr. Ahmed

Thank you very much for ordering Parveen Shakir's outstanding collection. As you know, in the five years since its first publication, it has become a great appeal everywhere.

Sadly, 'Khushboo' is no longer in print, and I am returning your cheque for Rs. 200. But to satisfy your interest in poetry, I would like to suggest 'Sadburg' another fine book of the poetess, as an alternative.

If you would like a copy of 'Sadburg' which costs only Rs. 200, please let me know, and I will immediately send it to you.

Yours faithfully,

**Refusing an Order**

Some orders must be refused. It may be the policy of your organization to sell only through dealers. Or the customer's account may be in unsatisfactory condition for you to ship the merchandise on credit.

Letters refusing orders call for the ***indirect plan,*** or the "sandwich approach," with the bad news in the middle. Use the following outline for these letters:

**1. Start with a "Buffer"**
Thank the customer for the order, and repeat the details.

**2. Give an Explanation**
In a positive way, tell *why* you cannot complete the order and stress what you *can* do, along with the advantages to the reader. Offer to help the reader in any way you can -- give the name of the nearest dealer, explain credit terms, or offer an alternate solution.

**3. Say No**
Many times your explanation will imply the "No" that is coming. Be sure the refusal is clear.

**4. End with a "Buffer"**
Resell your organization and your products.

In the following example see how the writer suggests a substitute in place of an ordered, discontinued item:

Gentlemen,

Many thanks for your order of April 12 for Sea breeze window air conditioner. You can be sure that your decision to buy a Sea breeze was a decision to buy the best in the market.

Your order cannot be filled as the line has been discontinued. However, we offer you, latest range of split air conditioner. This latest model has several improvements and new features. We now stock the new split air conditioners. This model has these improved features.

Remote controlled
Heavy – duty compressor
Noiseless
Available in 3 sizes

Enclosed is our latest catalogue. We hope you would certainly like these new models. We look forward to hearing from you soon.

Sincerely yours,

**Delayed Shipment**

**Situation:**
The manufacturer of institutional uniforms and supplies received an order on July 14 from General Hospital for 20 uniforms. Fifteen days late, the hospital writes that the uniforms did not arrive. The uniforms were sent to another hospital in Lahore City. In the response, the manufacturer tries to set things right and retain the hospital's goodwill:

Dear Mr. Bari,

The 20 uniforms you ordered on July 14 are being sent to you today and should be at your place by Friday of this week.

When I investigated the original shipment, I was astounded to learn that your uniforms were sent to another hospital. It's hard to account for such an error, and the only excuse I can offer is that we've had several part-time warehouse people this month to fill in for some of the regular crew who are on vacation.

I hope that this special shipment will compensate in part for the trouble we have caused you. Please do let us know if we can do anything more for you.

Best personal wishes.

Sincerely yours,

**Unexpectedly Out of Stock**

**Situation**:
Mr. Rasheed, a sales representative for Five Star Publishers, has just visited a Bookstore in Multan (Mr. Sultan owner) and promised Mr. Sultan that he would receive 16 copies of *Business English*. Upon arriving at company headquarters, Rasheed learned that there are no copies left due to the unexpected purchase of the entire inventory by a foreign publisher. The Vice President of Five Star Publishers writes to Mr. Sultan to apologize for Rasheed's unfulfilled promise.:

Dear Mr. Sultan,

When you placed an order with Mr. Rasheed last week for 16 copies of the Business English, he promised immediate shipment.

I would have made that promise, too Mr. Sultan, because our inventory of this handbook seemed adequate for at least six months. However, neither of us was prepared for the news that, just three days ago, a European distributor cleaned us out of stock.

Of course, we immediately put in a large order for the handbook, and have been promised 2000 copies by October 22. The same day we get our copies we will send yours to you, and if everything goes right you should have your copies by October 24.

We're feeling very good about our professional handbook series. I'm mailing you today a booklet describing the books in this series. In the meantime, Mr. Rasheed joins me in wishing you a smashing fall season at your Bookstore.

Sincerely yours,

**Error in an Invoice**

**Situation:**
Galaxy, Inc. is a manufacturer of Plymouth electric stoves. The sales representative for Galaxy calls upon a retailer, Mr. Malik and sells him six Plymouth Deluxe stoves. There is a sale on these stoves at the price of Rs.177.75 compared with Rs.215.35, which is the regular price. However, when the invoice arrived, the amount was Rs.1292.10-a difference of Rs.225.60 more than the anticipated amount. Malik writes the manufacturer about the mistake:

Gentlemen,

When your representative, Mr. Arif, called on me in late April, he told me that you were offering a special price of Rs.177.75 on the Plymouth Deluxe stove. I ordered six. However, the invoice I received showed the amount due as Rs.1292.10 -- a difference of Rs.225.60.

I'm enclosing a cheque for Rs.1066.50. Unless I hear from you to the contrary; I will assume that this is the correct amount. If this is not the case, I would like to cancel three of the stoves.

Very truly yours,

**Response Regarding Error in an Invoice**

**(In the same situation)**

Dear Mr. Jaffar,

I'm sorry about the mistake we made in our January 17 invoice. You are right, and the fault is mine. I have entered the amount on your ledger sheet as Rs.1066.50 (thank goodness, the Rs.1292.10 had not been posted).

I can't really account for this mistake, Mr. Jaffer and I am delighted that you caught it. Thank you for writing.

Cordially yours,

**Acknowledging the First Order**

Mr. Adil, Sales Promotion Manager for Royal Furniture has just learned that Raheel Arif, owner of National Interiors, has placed a big order. This is Royal's first order from National Interiors, and Adil decides to write Raheel a special welcome letter:

Dear Mr. Raheel,

Thank you for your order for furniture and the cheque that accompanied it. The furniture is being shipped today by special instructions from me.

Our sales representative will call on you within the next couple of weeks to thank you in person. I think you'll like Noman. He is extremely knowledgeable about our line of furniture and will be anxious to learn how he can be of help to you.

In a separate mailing, I'm sending you our just released pamphlet on our new line of patio furniture, "Outside Living at its Very Best."

Sincerely yours,

# LESSON 23
# LETTER WRITING

**Outline:**

1. Letter Writing II
   - Claim and Adjustment Requests
   - Organizational Plan for Claim Letters
     - Direct Statement of the Request
     - Justification, Explanation, And Details
     - Courteous Close With Request for Specific Action
   - Adjustment letter
   - Writing Letters Granting Adjustments
     - Tell the Reader That Full Adjustment Is Gladly Granted
     - Express Sincere Appreciation for the Reader's Adjustment Request
     - Stress Your Organization's Effort to Prevent Further Customer Dissatisfaction
     - End the Letter Positively

**Claim and Adjustment Requests**

Ideally, everything runs smoothly in the operation of an organization; no mistake, no problems, no defects, and no misunderstandings. However, even in the best-managed organizations, dissatisfactions are bound to occur. In recent years both buyers and sellers are more aware of problems caused by business errors. When a product or service does not meet customers' expectations, the customers are disappointed and usually file a complaint.

Their complaints should not be called *complaint letters*, because *complaint connotes irritation*, *unpleasantness*, *negativism*, and even *anger*. Using a word with such negative connotations could lead to a bad attitude towards customers. Letters about such complaints should be called ***claim letters.***

Countless aspects of business dealings can break down, but the most common causes for claims are:

1. An incorrect bill, invoice, or statement
2. A bill for merchandise ordered but never received
3. Delivery of unordered merchandise
4. Delivery of incorrect merchandise
5. Delivery of damaged or defective merchandise

Two other more specialized types of claims are:

1. A request for an adjustment under a guarantee or warranty
2. A request for restitution under an insurance policy.

A claim is written to *inform* the company of the problem and *suggest* a fair compensation. No matter how annoying the nature of the problem, how great the inconvenience, the purpose of a claim is NOT to express anger, but to get results.

Therefore, it is important to avoid a hostile or demanding tone. A claim must be calm and polite though, of course, also firm.

A claim should begin with the facts, first explaining the problem such as the condition of the merchandise or the specifications of the error made. Then all the necessary details should be described in a logical order. These details may include the order and delivery dates, the order or invoice number, the account number, the method of shipment, etc. A copy of proof of purchase, such as a sales slip or an invoice, should be included whenever possible. (Always, of course, keep the original.)

In most cases, and especially in your first letter, assume that a fair adjustment will be made, and follow the plan for direct requests. Begin with a straightforward statement of the problem, and give a complete, specific explanation of the details.

Politely request for the specific action in your closing, and suggest that the business relationship will continue if the problem is solved satisfactorily.

The following direct organizational plan is used for writing claims:

**A. Direct Statement of the Request**

1. Write a claim letter as soon as possible after the problem has been identified.
2. State the need for replacement, refund or correction of the problem.
3. Maintain a confident, factual, fair, unemotional tone.

**B. Justification, Explanation, and Details**

To gain the reader's understanding praise some aspect of the goods or service or at least explain why the product was originally purchased. Consider the following:

1. Present facts honestly, clearly, and politely.
2. Eliminate threats, sarcasm, exaggeration, and hostility.
3. Specify the problem: product failed to live up to advertised standards; product failed to live up to sales representative's claims; product fell short of company's policy; product was defective; customer service was not up to the mark.
4. Make no accusation against any person or company, unless you can back it up with facts.
5. Use a non-argumentative tone to show your confidence in the reader's fairness.
6. If necessary, refer to documentation (an invoice, cancelled cheque, confirmation letters, etc., but mail only photocopies.
7. Ask the reader to propose fair adjustment, if appropriate.
8. If appropriate, clearly state what you expect as a fair settlement, such as credit against the next order you place, full or partial refund of the purchase price of the product, replacement or repair of the defective merchandise, or performance of services as originally contracted.
9. Do not return the defective merchandise until you have been asked to do so.
10. Avoid uncertainty or vagueness that might permit the adjusters to prolong the issue by additional correspondence or to propose a less-than-fair settlement.

**C. Courteous Close with Request for Specific Action**

Summarize desired action briefly. Consider the following points:

- Simplify compliance with your request by including your name, address, phone number and hours of availability.
- Note how complying with your request will benefit the reader.
- Consider another example that how the writer conveys his message of inconvenience in calm manner.

Study this letter which has all qualities of a claim letter;

Dear Sir,

On March 1, we ordered and subsequently received one case of handsaws, model 88b. We paid for the order with our cheque no. 7293, a photocopy of which is enclosed.

When we decided to order these saws instead of model 78b, it was at the urging of your sales representative, Mr. Ali Naeem. He assured us that the new saws were more durable and efficient than the older model.

However, we have now had the saws on our selling floor for three weeks, and already six have been returned with broken teeth by extremely dissatisfied customers.

We are therefore returning the entire order of 88b saws and would like to be refunded for their full purchase price plus shipping expenses.

Yours truly,

Here is a well-written letter requesting an adjustment. Notice that this writer reverses the order of the three steps, but the letter gets the job done just as well:

Gentlemen,

Please repair or replace my calculator watch, Model C863, and send it to me at the address above.

After six months of use, the musical alarm has quit working.

Enclosed is my watch, a copy of the sales receipt showing the date of purchase, and your warranty, which guarantees material and workmanship for one year.

Yours sincerely,

**Adjustment letter**

An *adjustment letter* is the reply to a complaint (called a *claim letter*). In general, the best attitude is to give the customer the benefit of the doubt. Most persons are honest in their claims, and it is usually better to make the desired adjustment than to risk losing a customer.

Even though your firm's adjustment policy may be generous, the ultimate success of your good-news adjustment letters depends not only on *what* you say but also on *how* you say it. Always choose neutral or positive language in referring to a complaint.

Whether or not your company is at fault, even the most annoying or demanding claim should be answered politely. An adjustment letter should NOT be negative or suspicious; it must NEVER accuse the customer or grant any adjustment grudgingly. Remember, your company's image and goodwill is at stake when you respond even to unjustified claims.

There can be three types of adjustment letters:

1. When the seller is at fault
2. When the buyer is at fault
3. When the third party is at fault

The following organizational plan is suggested for answering claim letters:

**A- Writing Letters Granting Adjustments**

When granting a request for an adjustment, follow these four steps:

**1. Tell the Reader that Full Adjustment is Gladly Granted**
Give the good news in the first sentence. Don't let the reader feel you are doing him or her favor, even if you feel that you are making a special concession. Instead, convince the reader that goodwill and friendship are more important to you than the money involved and that your organization always wants to take good care of its customers.

**2. Express Sincere Appreciation for the Reader's Adjustment Request**
Acknowledge your reader's inconvenience in writing the letter and waiting for the adjustment. Emphasize that you welcome this opportunity to set things right. Let the customer know how his or her letter has helped the organization to improve its products or services.

**3. Stress Your Organization's Effort to Prevent Further Customer Dissatisfaction**
Accept the blame and apologize if your organization is at fault. If appropriate, explain what caused the problem, but don't blame the computer. Most people know that computers don't make errors, only the operators do. Don't make the mistake of telling your reader "This will *never* happen again." No one can promise that. If appropriate, explain what your organization is doing to prevent a repetition of the problem.

**4. End the Letter Positively**
Don't end with a negative phrase, such as "We hope you do not have any more trouble with your washing machine." The best ending for a letter granting an adjustment makes no reference to the original problem. End on a note that implies future dealings, and don't overlook the possibility of doing some effective sales promotion for related products or at least some reselling of your organization.

Consider the following example:

Dear Mr. Ali,

Your new lawn umbrella is being shipped prepaid today. It should arrive in a few days. Thank you for returning the torn one. Because a mended umbrella might not be water-resistant, we are sending you a new one, so that you can keep your new lawn table protected. You will notice that the new umbrella is made of vinyl-coated nylon, which has proved superior to the polyester and cotton one you bought last year.

When you need lawn furniture and accessories, you will find everything from small tables to foundations in our latest catalog. You can rely on our guarantee of high quality and satisfaction.

Yours sincerely,

Note the organization of the letter to Mr. Ali. First is the news he wants to hear that is 'a new lawn umbrella is on its way'. Next is the writer's appreciation for the customer's calling attention to the defect. Then the writer explains the change in materials, an explanation owed to the reader, and one that in this case can make the organization look progressive and concerned. The final appeal for another sale is appropriate because the adjustment has been granted and the reader will be satisfied.

# LESSON 24
# ADJUSTMENT LETTER

**(Continuation of lesson 23)**
**Outline:**
Adjustment Letter (Continued)

- Writing Letters Refusing Adjustments
  - When the Buyer Is at Fault
  - When the Third Party Is at Fault
- Credit Letters
- Writing Credit Letters
- Organizational Plan for Credit Letters
  - Direct Statement of the Request
  - Justification, Explanation And Details
  - Courteous Close with Request for Specific Action
- Model Letters
  - Letters Asking for Credit Information
  - Letter Extending Credit
  - Refusing Credit

**Writing Letters Refusing Adjustments**

**When the Buyer Is at Fault**

**1. Support the Reader's Point of View in Your Buffer Paragraph**
Since the customer probably thinks he or she is right, try to make him or her accept the logical solution. Be sure the customer realizes that you understand the problem and that you will be fair.

**2. Assure the Customer that the Request is Appreciated and has Received Individual Consideration.**
The requested adjustment is important to the reader in your letter; show that the reader's point of view is also important to your organization.

**3. Present the Explanation before the Decision**
Stress what *can* be done and emphasize your purpose to be fair to all customers. Don't blame and don't argue. Avoid unfriendly, negative expressions, such as *your complaint, your error, you misinterpreted, you neglected, your claim, you are mistaken, our records show, and your ignorance.* With a truthful and tactful presentation, lead the customer to accept your solution as the only reasonable one.

**4. Be Courteous Even When Answering an Angry or a Distorted Claim**
If you answer sarcastically, you may lose both your self-respect and your customer. Completely ignore any insults in the letter you have received; concentrate on writing an answer that is friendly, rational and professional. Usually it costs less to keep the customer you have than to find a new one.

**5. Try to Leave the Reader in a Pleasant Frame of Mind**
A friendly but concise closing is even more important when the adjustment is not granted.

Use the effective buffer paragraph technique when writing bad-news letters:

**Step 1:** Buffer
**Step 2:** Explanation
**Step 3:** Your no (stated or implied)
**Step 4:** a friendly close.

You may review the summary of the indirect approach to help you write effective bad-news messages. The writer of the following letter realizes that Mr. Hassan must be convinced of the organization's position and be kept as a customer (after all, he did buy an expensive item). Here's the answer to a request for repair or replacement for his automatic garage door opener:

Dear Mr. Hassan,

You are right to expect high-quality merchandise from 'The Automatic Door Company'. We try to give you the best for your money and to stand behind our products when they fail as a result of defects in material and workmanship, as our warranty states.

We appreciate your sending the door opener to us for analysis. It appears that the opener has got wet. Excess of moisture over a period of time causes this defect.

Our service manager estimates that cleaning and repairing your door opener would cost Rs. 2500. Since your door opener is several years old, you may want to consider buying a new one. We have made many improvements to our door openers since yours was manufactured, including a sealed circuit board that would prevent the possibility of damage from moisture. A new door opener, which costs Rs. 3500.00 postpaid, should give you even longer service than your old one did.

Please let us know whether you want us to repair or replace your door opener..

Yours sincerely,

Look at the following example:

Dear Mr. Shibly,

We are sorry that you are not completely satisfied with your Atlas Vacuum Cleaner. You are entirely justified in expecting more than four years of reliable use from an Atlas Appliance, and we are always eager to service any product that does not for some reason live up to the standard.

We appreciate your giving us the opportunity to examine the damaged vacuum cleaner. According to our service department, the filter had never been replaced although the owner's manual advises replacement every few months. As a result, the motor itself gradually became clogged with dust and dirt.

The cost of repairing and cleaning the vacuum is estimated as Rs. 500. If you would like to have it repaired, please let us know. With regular cleaning and replacement of the filter and exhaust bag, you should receive several more years of service from your Atlas appliances

Yours truly,

**When the third Party is at Fault**

You have three options:

(1) Honor the customer's claim with the standard good-news letter and no additional explanation.
(2) Honor the claim but explain that you were not really at fault.
(3) Take no action on the claim and suggest that your customer file against the firm that caused the defect or damage. Common business sense tells you, however, that the third option is almost always a bad choice. (The exception is when you're trying to dissociate yourself from any legal responsibility for the damaged merchandise, especially if it has caused a personal injury, in which case you would send a bad-news message.)

This letter will be written when neither the company nor the customer is entirely at fault. It must express an attitude of pleasant co-operation. It should be based on facts and state a reason for refusing the requested adjustment. It should immediately make a counteroffer that meets the customer halfway. Of course, it should leave the decision to accept the adjustment to the customer and suggest a course of action.

Of the other two options, the first is more attractive. By honoring the claim without explanation, you are maintaining your reputation for fair dealing at no cost to yourself; the carrier or manufacturer that caused the damage in the first place will refund you. Remember that businessman wants to correct problems to keep the customer's goodwill.

Follow these steps when writing a letter compromising on an adjustment:

**Step 1:** Buffer
**Step 2:** Explanation
**Step 3:** No (stated of implied)
**Step 4:** Counterproposal or compromise
**Step 5:** Friendly close.

**Credit Letters**

**Writing Credit Letters**

A Promise of future payment in cash OR KIND GIVEN IN EXCHANGE for goods or service is called credit. It is the instrument which enables manufacturers, producers, retailers and consumers to obtain goods at a time when they can be used or sold even if ready cash is not available.

The major reason customers wish to establish credit is convenience. Customers can:

- Buy now and pay later
- Avoid carrying cash with them or writing cheques.
- Exchange and buy goods on approval more easily.

While writing credit letters:

- Be careful as they are permanent record and protect in case of legal difficulties.
- Credit letter must be courteous, tactful and dignified.

Letters concerning credit fall into these basic categories:

- Letters requesting credit.
- Letters extending credit.
- Letters refusing credit.

**Direct Statement of the Request**

1. Phrase the opening to reflect the assumption that the reader will respond favorably to your request.
2. Phrase the opening so clearly and simply that the main idea cannot be misunderstood.
3. Write in a polite, undemanding, personal tone.
4. Preface the request with a sentence or two of explanation, possibly a statement of the problem that the response will solve.

**Justification, Explanation And Details**

1. Itemize parts of a compels request in a numbered series
2. List specific questions.

a. Don't ask questions that you could answer through your own effects.
b. Arrange questions logically
c. Number questions.
e. Word questions to avoid clues about the answer you prefer and not to bias the reader's answers.

3. Courteous close with request for a specific action

**Letter Requesting Credit**

Dear Mr. Ahmad,

We are a newly established appliance repair business interested in acquiring a business credit card. Small shop owners in the area have informed us that business credit cards are a convenient, organized, and efficient way of handling small day-to-day expenses, such as office supplies or lunches.

Please send us more information concerning the terms of your business credit cards. Particularly, we are interested in interest rates, annual fees, the process of obtaining a card, remittance requirements, and security measures available. Any additional information would also be appreciated.

Thank you for your time. We look forward to hearing from you.

Yours truly,

Study these examples too:

Dear Sir,

We are a newly established appliance repair business and desire to open a credit account with your company.

For reference as to our ability to meet our financial obligations, we refer you to our banker whose address is given on the back of this letter.

If there is any other information, you require in order extending us the privilege of a credit account with you, we shall be glad to have so inform us.

Yours Truly,

**Letters Asking for Credit Information**

Credit Information is obtained from different sources; banks, commercial agencies, Financial statements, etc.

Study the following letter written on direct plan for seeking credit information:

Ladies and Gentlemen:

Subject: Credit Inquiry

The following applicant has given your name as a credit reference:

Mr. Ahmad
Lahore Towers,
Lahore.

We would appreciate your giving us the confidential information requested below:

1. Date the account was opened.
2. Terms of the account
3. Credit limit

4. Current balance
5. Past due amount
6. Date of last activity
7. Payment history
8. Remarks

A postpaid return envelope is enclosed for your convenience. Your help will certainly be appreciated, and all information will be kept confidential.

Sincerely,

**Evaluating the Credit Information**

Traditionally, the following three Cs of credit form the basis for extending credit privileges:

1. *Character*: It refers to a sense for honesty and ethical dealings with others. It means meeting obligations and is demonstrated by *willingness to pay*.
2. *Capacity*: It is the ability to pay. It is evidenced by income or potential income.
3. *Capital*: It refers to tangible assets in relation to debts. Capital also determines the ability to pay if the debtor does not pay willingly.

**Extending Credit**

While extending the credits, follow the guidelines:

1. Welcome the new charge customer, and express the wish for a pleasant association.
2. Outline special privileges that are available.
3. Explain the terms of payment.
4. Encourage the customer to use the new charge, account, and enclose promotional material.
5. Build goodwill by indicating your eagerness to serve the new customer well.

**Letter Extending Credit**

Dear Mr. Hassan,

We take pleasure in opening a charge account at Bright's, with your name. I feel sure that this will be the start of a long and mutually pleasant association.

As a customer you will enjoy many privileges at Bright's. For an instance, our customers receive advance notices of special sales. They may also use their cards at our terrace restaurants and books rental department.

By the first of each month you will receive an itemized statement of your purchases made through the 25th day of preceding month. Purchases made after the $20^{th}$, appear on the following month bill. Payments are due by the 10th, and a monthly charge of 1.5% will be made on the balance remaining at that time.

We hope you will make regular use of charge accounts.

Sincerely yours,

Gentlemen,

We are glad to have your order of December 20th and of the opportunity to add your name to our list of satisfied customers. We find, however, that we are without sufficient information to permit consigning these goods to you on credit. This does not mean that we question your ability to meet your obligation, but of course we must have assurance that our terms will be met. If you wish, we can send your order on C.O.D. basis or, if you will send us the names of those with whom you have done business in the past, and fill out the enclosed statement, we can in all probability, ship your order at once on credit.

Yours very truly,

**Refusing Credit**
Every credit-refusal letter has two objectives:
1. To say no tactfully
2. To keep the goodwill of the customer

There are various reasons for refusing credit. The main ones are:
1. Lack of established credit.
2. Overextension of credit, which may result in an inability to pay bills on time.
3. Unwillingness to pay that which is owed according to credit reporting agencies.

**BUFFER**

- Eliminate apologies and negative-sounding words.
- Phrase the buffer to avoid misleading the reader.
- Limit the length of the buffer.
- Express appreciation for the credit request.
- Introduce resale information.
- Make a transition from the favorable to the unfavorable message.
- Make transition from the general to the specific.
- Avoid a condescending lecture about how credit is earned.
- Avoid negative words, such as must decline.
- Suggest positive alternatives, such as cash and layaway purchases.

Dear Mr. Hasan,

We should very much like to send you the goods on your order No. 543 of August 27, but to certain unavoidable reasons we are not in a position to a credit account at this time of the year.

But you really must have your goods. They are on the top of our packing list. May we consign them to you on cash or COD basis?

We look forward to hearing from you.

Yours very truly,

Here the writer explains the cause for not extending credit:

Dear Mr. Ahsan,

Thank you very much for your order of April 7. We are glad to know that you are interested in our products because you will find them a source of profit building.

Just now however, we are without sufficient information to permit us to ship this order on credit term. We feel sure that we can make shipment in this way after you have become more firmly established in business.

As in the case of all those who apply for credit, we have made a careful investigation of your resources and credit obligations. Since you have a number of Loan commitments, may we suggest that you continue to allow us to send you on a cash basis until such time as you are able to reduce your personal obligations?

You may be sure that we will welcome the opportunity of considering your application again when circumstances are more favorable towards your receiving additional credit. Please do let us know if we can be of help in any other way..

Yours truly,

# LESSON 25
# COLLECTION LETTERS

**Outline:**

- Collection Letters
- Collection Letter Series
  - Statement of Account / Reminder
  - Second Reminder
  - Appeal(s) for Payment
  - Demand of Payment

**Collection Letters**

No matter how carefully a company chooses its credit customers, there will be times when a bill goes unpaid and steps to collect must be taken. The problem when writing a collection letter is how to get payment and at the same time keep a customer. The writer of a collection letter wants to get the money owed and maintain goodwill.

Collection letters, therefore, should be *persuasive* rather than forceful, *firm* rather than demanding. A fair and tactful letter gets better results than a sarcastic or abusive one. In fact, collection letters should be "you-oriented"; courteous, considerate, and concerned about the customer's best interest.

The purposes of collection letters are:

1. To get the money
2. To keep the customer and future business
3. To build goodwill

Collection is a sensitive issue so the following practices may be avoided:

- Falsely implying that a lawsuit has been filed
- Contact the debtor's employer or relatives about the debt
- Communication to the other persons that the person is in debt
- Harassing the debtor
- Using abusive or observe language
- Using defamatory language
- Intentionally causing mental stress
- Threatening violence
- Communicating by postcard (not confidential enough)
- Misrepresenting the legal status of the debt
- Communicating in such a way as to make the receiver physically ill
- Misrepresenting the message as a government or court document
- Communicating by postcard (not confidential enough)
- Misrepresenting the legal status of the debt
- Communicating in such a way as to make the receiver physically ill
- Misrepresenting the message as a government or court document
- Any emotional reaction on the part of the debtor may reduce the chances of recovery.

Successful collection depends to on the following factors:

- Understanding of human nature
- Knowledge of collection policies and laws
- Using persuasive / positive appeals effectively

The following appeals are generally used:

- Appeal to fairness & justice
- Appeal to pride
- Appeal to goodwill
- Appeal to sympathy

Right attitude for successful collection:

- Begin with assumption that most people will pay
- Give no impression that you doubt the honesty of the debtor
- Use a courteous, reasonable tone but become firmer
- Be more demanding during the later stages of the series
- Remain with the law, don't harass
- Show understanding and flexibility while writing delinquent accounts
- Send collection notices quickly and regularly
- Never imply in you messages that payment can be avoid or postponed.
- Retain goodwill throughout the series
- Present your evidence and stick to the facts
- Persuade the debtors of the benefit he will receive by paying
- State clearly the specific action the debtor must take

**Collection Letter Series**

Collection letters are usually sent in a series. The first is mildest and most understanding, with the letters getting gradually more insistent. The final letter in this series, when all efforts have failed, threatens to turn the matter over to a lawyer or collection agency or court of law. Of course, the tone of any of these letters in the series will vary, from positive and mild to negative and strong, depending upon the past payment record of the particular customer. The intervals between the letters may also vary, from ten days to a month at the start, from one to two weeks later on.

*Every* letter in a collection series should contain certain information:

1. The amount owed
2. How long the bill is overdue
3. A specific action the customer may take

Some companies also like to include a SALES APPEAL, even late in the series, as an extra incentive for payment.

The majority of bills are paid within ten days of receipt, with nearly all the rest being paid within the month. Therefore, when a bill is a month overdue, action is called for. Still, the collection process must begin gently.

**Stage I:**

**Statement of Account / Reminder**

The monthly statement reminds the customer of outstanding bills. If it is ignored, it should be followed (about a week or ten days later) by a second statement. The second statement should contain a notice (in the form of a rubber stamp or sticker) stating "Past Due" or "Please Remit". An alternative is to include a card or slip with the statement, alerting the customer to the overdue bill. The notice could be phrased in formal, possibly even simple language; it is an objective reminder that does not embarrass the customer with an early personal appeal:

Dear Sir,
Our records indicate that the balance of Rs. 4000/- on your account is now past due. Payment is requested.
Yours truly,

**(OR)**
Dear Sir,

Our records show that your September payment is more than a week over-due. If you have recently mailed your cheque for Rs.1548700/- we thank you. If not, please send it quickly.

Yours truly,

**Stage II:**

If the objective statement and reminder fail to get results, the collection process must gradually become more emotional and personal. The second collection message, however, should still be friendly. It should seek to excuse the unpaid bill as an oversight; the tone should convey the assumption that the customer intends to pay. At this stage, too, stress on future sales, rather than on payment.

Consider the following letter:

Dear Mr. Bilal,

Enclosed is a duplicate list of your credit charges from December – 200--. It is sent to you as a friendly reminder that the balance on your account with us is past due. Please take a few minutes today to send us your cheque for Rs. 224760. Use the postpaid addressed envelope provided for your use.

Yours truly,

When a credit customer does not respond to personal reminder messages, you can assume that something is preventing the customer from paying. It may be that the customer is unhappy with the purchased merchandise or is facing financial difficulty. Whatever the reason may be for holding up payment, you want the customer to;
(1) Explain why the payment hasn't been made or
(2) Settle the account.

The following letter illustrates the approach generally used in requesting an explanation:

Dear Mr. Javed,

We are concerned about your overdue account. Several reminder notices have been mailed to you, and we expected to receive your Rs. 38400/- cheque in the mail. But so far we haven't.

There may be a circumstance beyond your control that prevents you from settling this account. If so, please write it to me. I'm certain we can work out a payment arrangement after we know what your situation is.

Just think how good you will feel, Mr. Javed, when your account with us has been paid in full.

Yours truly,

**Appeal(s) for Payment**
**Stage III:**

The next collection message is an appeal to the credit customer to pay. This is a stern letter, but calmly written. Typical *appeals are to the customer's pride or sense of fair play.*

Your appeal for payment should not threaten to take the debtor to court unless you actually plan to. Give the person another chance to save a good credit standing by sending payment before the deadline – usually 10 to 12 days from the date of the letter. The following letter is an example of a courteous request for payment which appeals to both the customer's pride and his sense of fair play.

This letter should stress the customer's self-interest by pointing out the importance of prompt payment and the dangers of losing credit standing. The letter should convey the urgency and seriousness of the situation. Consider the following:

Dear Mr. Naeem,

Your good credit reputation enabled you to purchase a Rs. 15000.00 suit from us over three months ago. We were glad to place your name on our credit list at that time, and we made it clear that accounts are due on the 15th of the month following the purchase. When you bought the suit, you accepted those terms.

Your credit reputation is a valuable asset. We want you to keep it that way because of the advantages it gives you. You have enjoyed a liberal extension of time, but to be fair to our other customers; you must pay the amount that is past due by March 2.

Won't you please send us your check for the said amount today?

Sincerely,

Here is another letter with appeal:

Dear Mr. Naeem,

We are truly at a loss. We cannot understand why you still have not cleared your balance of Rs. 5000/-, which is now three months overdue.

Although you have been a reliable customer for 5 years, we are afraid you are placing your credit standing in jeopardy. Only you, by sending us a check today, can ensure your reputation and secure the continued convenience of buying on credit.

We would not like to lose a valued friend, Mr. Naeem. Please allow us to keep serving you.

Sincerely,

**Stage 4:**
Finally, payment must be demanded. The threat of legal action or the intervention of a collection agency is sometimes all that will induce a customer to pay. In some companies, however, an executive other than the credit manager, signs this last letter as a means of impressing the customer with the finality of the situation. Still, the fourth collection letter should allow the customer one last chance to pay before steps are taken.

**Final Collection Letter**

Dear Mr. Naeem,

Our Collection Department has informed me of their intention to file suit as you have failed to answer any of our requests for payment of Rs.5000/-, which is now 4 months overdue.

Before taking this action, however, I would like to make a personal appeal to your sound business judgment. I feel certain that, if you telephone me, we can devise some means to settle this matter out of court.

Therefore, I ask that you get in touch with me by the 25th of the month so that I may avoid taking steps which neither of us would

Truly yours,

A customer may, for example, offer an excuse or promise payment; he may make a partial payment or request special arrangements. At this point, the series would be inappropriate.

For instance, if your customer has owed Rs. 6000/- on account for two months and sends you a cheque for Rs. 1500/-, you may send a letter such as the following:

Dear Mr. Naeem,

Thank you for your cheque for Rs. 1500/-. The balance remaining on your account is now Rs. 4500/-.

Since you have requested an extension, we offer you the following payment plan: Rs. 1500/- by the 15th of the month for the next three months.

If you have another plan in mind, please telephone my office so that we may discuss it. Otherwise, we will expect your next cheque for Rs. 1500/- on September.

Sincerely Yours,

# LESSON 26
# SALES LETTERS

**Outline:**

- Sales Letters
- Types of Sales Letters
  - Solicited Letter
  - Unsolicited Letter
- Principles for Writing Sales Letters
  - Know Your Buyer
  - Prepare a List of Buyers
  - Analyze the Product
  - Decide on the Central Selling Point
- Writing Solicited Sales Letters
- Writing Unsolicited Sales Letters
- ADIA Plan-A Four Step Approach
- Offering a Free Gift
- Model Letters
  - Modified Block Form
  - Full - Block Form

**Sales Letters**

To some extent, every letter is a sales letter. You are selling your organization's image and goodwill. These letters are an easy and effective way of securing business. No other type of letter influences so many people or brings as big a return in terms of money as this letter.

More so than other letters, the sales letter is highly specialized, and its writing require exceptional ability and experience.

There are two kinds of sales letters:
**(i)** Solicited letter (the organization is invited to respond to sales messages.)
**(ii)** Unsolicited letter (the organization sends out uninvited messages to sell a product or service)

Writing whatever type of sales letter, follow these principles:

**1. Know your Buyer**

First, identify the characteristics that describe the most likely buyer for your products or services. From research or experience, build a "composite" buyer. The sex, age, occupation, geographic location, financial situation and other characteristics of the "average" buyer should be be made known. Determine what appeals will be used in letter. Defining your targeted buyer's characteristics helps you discover the needs and desires of these prospective buyers.

For example, you wouldn't try to sell a "Sixty-Five Plus" insurance plan to college students. The writer of sales letters has a choice of many different appeals. Those used depend upon the aim of the letter, the nature of the product, and the market – the people who will receive the letter. Buyers usually spend their money for these reasons:

- For comfort (air conditioners)
- To make money (stock)
- To escape physical pain
- To save money (storm windows)
- To save time (microwave oven)
- To protect family (smoke detector)
- To imitate others (sunglasses)

- To be in style (new coat)
- To be different (exclusive hat)
- To avoid trouble (casualty insurance)
- For health (toothpaste)
- To take advantage of opportunities (investment property)
- For enjoyment (television set)
- To enhance reputation (charitable contribution)
- For cleanliness (soap)
- To satisfy appetite (candy)
- To avoid effort (power lawn mower)
- For beautiful possessions (new cell phone)
- To be popular (dancing lessons)
- To safeguard possessions (fire insurance)
- To be attractive (jewelry, garments)
- To be adventurous (travel)

**2. Prepare a List of Buyers**
Next, you need a good mailing list. The obvious place to start is your organization's own list of buyers. You can also buy lists from organizations that specialize in compiling and selling them. For sales effectiveness, a good mailing list must contain the correct names and addresses of people or organizations that have in common characteristics that make them likely buyers for your products or services.

**3. Analyze the Product**
What specific feature of the product or service makes it attractive or useful or appealing? What features should be emphasized? What features should be played down? (These analyses are usually made along with Step 1.) Letters that present a product in terms of what prospective buyers think of it and how they can use it do more than make sales--they win satisfied customers.

**4. Decide on the Central Selling Point**
The *central selling point (CSP)* should be the item of information most likely to persuade the buyer to buy a product or service. After analyzing the buyer and the product, build your letter around this central selling point. The CSP might be appearance, durability, comfort, convenience, price, or any other positive feature that is likely to have the greatest influence on your reader's purchasing decision.

**Writing Solicited Sales Letters**
Solicited sales are the letters that you write in response to an inquiry. With these letters, the organization has one central goal: to get responses quickly to someone's request for information, use the direct plan for the solicited letter.
Organizational Plan Responding to Solicited Letters

**1.** Opening paragraph use the good-news approach.
   a. Answer the inquirer's questions favorably.
   b. Indicate that the requested material will be sent.

**2.** Body
   a. Answer additional questions.
   b. Provide educational, resale, or sales promotion information.
   c. Be truthful about negative information.
   d. Arrange your answers so your positive responses are at the beginning and the end; embed (put in the middle) your weaker or negative comments.

**3.** Action ending
   a. Make the action easy.
   b. Suggest benefits to reader.
   c. Focus on the positive aspects.

**Just Look at the Following Positive Opening**

With pleasure we received your letter and it is with further pleasure that we are able to open a credit account with our store. All the necessary forms to initiate that account are included with this letter.

**Writing Unsolicited Sales Letters**

Unsolicited sales letter are those letters which you write to people who can be persuaded through these letters to buy your product or service. These letters demand superior writing skills. Often you will work with a marketing department or even an ad agency; they will make recommendations about the mailing lists, the timing, the core theme, and the visual presentation of brochures and accompanying material.

Once you know what you need to say and whom do you want to say it to, decide how you're going to say it. Will you send just a letter, or will you include brochures, samples, response cads, and the like? Will the letter be printed with an additional colour or special symbols or logos? How many pages will it run?

You'll also need to decide whether to conduct a multistage campaign, with several mailings and some sort of telephone or in-person follow-up, or to rely on a single mailing.

All these decisions depend on the audience you're trying to reach; their characteristics, their likely acceptance of or resistance to your message and what you're trying to get them to do. In general, expensive items and hard-to-accept propositions call for a more elaborate campaign than low-cost products and simple actions.

Unsolicited letters are written on ADIA plan which is a four step approach.

**a. Attracting the Attention**

1. Design a positive opening that awakens a favorable association with the product, need, or cause.
2. Write the opening so that it's appropriate, fresh, honest, interesting, specific, and relevant.
3. Promise a benefit to the reader.
4. Keep the first paragraph short, preferably two to five lines, and sometimes only one.
5. For sales, letters, get attention with a **provocative** question, a significant/startling fact, a solution to a problem, a special offer/gift, a testimonial, a current event, an illustration, a comparison, an event in the reader's life, a problem the reader may face, or a quotation.

Sales letters start with an attention-getting device. Professionals use some common techniques to attract audience's attention. Look at the following beginnings:

- *A piece of genuine news.* "In the past 60 days, the commercial electricity billings have shrunk by 12 percent."
- *The most attractive feature plus the associated benefit.* "New control device ends problems with every type of pilferage!"
- *An intriguing number.* "Here are three great secrets of the world's most loved entertainers."

- *A sample of the product.* "Here's your free sample of the new medicated tooth brush."
- *A specific trait shared by the audience.* Busy executives need another 'timesaving' device"
- *A provocative question.* "Are you tired of watching inflation eating away at your hard-earned profits?"
- *A challenge.* "Don't waste another day wondering how you're going to become the success you've always wanted to be!"

- *A solution to a problem.* "Tired of chilly air rushing through the cracks around your windows? Stay warm and save energy with Storm Seal Weather stripping."
- Stressing benefit of previous students.
- In the last university examination of the university, one of our students topped, securing record marks. In addition, seven out of top ten positions were bagged by our students you too can be a top notcher!
- For the ninth cricket world cup our juices were announced the official drinks of the world cup. Besides, the world cup management committee declared our juices the best soft drinks.
- Convincing readers through free trial
- You can keep the monthly Asia for two weeks. Read the articles and even if you feel that it is not worth your amount just give us a call, our representative will bring back your amount next day.

**b. Creating Interest**

1. State information clearly, vividly, and persuasively, relating it to the reader's concerns.
2. Develop the central selling point.
3. Feature the product in two ways: physical description and reader benefits.
4. Place benefits first, or interweaves them with a physical description.
5. Describe objective details of the need or product (size, shape, color, scent, sound texture, etc.)
6. Use psychological appeals to present the sensation, satisfaction, or pleasure readers will gain.
7. Blend cold facts with warm feelings.

**c. Arousing Your Desire**

1. Enlist one or more appeals to support the central idea (selling point).
2. If the product is valued mainly because of its appearance, describe its physical details.
3. If the product is machinery or technical equipment, describe its sturdy construction, fine crafting, and other technical details in terms that help readers visualize themselves using it.
4. Include technical sketches and meaningful pictures, charts, and graphs, if necessary.
5. For sales letters, provide test results from recognized experts, laboratories, or authoritative agencies.

| **Objectives** | **Suggested Descriptions** |
|---|---|
| To sell porcelain bathroom fixtures | "The porcelain finish is glass-smooth." |
| To sell small cars | "To a driver who is fed up with bigger, thirstier cars switches to ____." |
| To sell air travel | "For travel elegance, fly with _____." |
| To sell soft drinks in cans | "And cans chill so fast, keeping the flavor fresh and full of zip." |

| | |
|---|---|
| To sell a soft drink | "You'll really welcome the cold, crisp taste that so deeply satisfies ….. the cheerful lift that's bright and lively." |

| **Objectives** | **Suggested Descriptions** |
|---|---|
| To sell an air deodorant | "Make air smell flower-fresh." |
| To sell shampoo | "Hair so satin-bright – airy-light!" |

**d. Stimulate the Reader to Action**

1. Clearly state the action you desire.
2. Provide specific details on how to order the product, donate money, or reach your organizations.
3. Ease action with reply cards, preaddressed envelopes, phone numbers, and follow-up phone calls.
4. Offer a special inducement to act now: time limit or situation urgency, special price for a limited time, premium for acting before a certain date, gift for acting, free trial, no obligation to buy with more information or demonstration, easy payments with no money down, credit-card payments.

To motivate the reader to act within a certain time, you can use one or more of the following methods:

- You don't have to send any money right now. Take a moment to fill in the postpaid order card and drop it into mail. Your Asia Today will be shipped the day after we receive your order.
- Offering a special discount

**An Offer of a Free Gift**

Our gift is already enclosed: a sun catcher to attach to your window. Send your order in and we'll send you another one *Free*.

Please place your order by filling in the enclosed postpaid card and save 25% off the market price before September 30.

Here are some other ways to motivate the reader to action:

- Free trial of the product.
- No obligation to buy.
- Higher earnings.
- Special price for a limited time.
- Join with others who already are satisfied.
- No salesperson will call.
- Name will not be sold to other firms.

In short, writing successful sales letters is difficult. Some letters may take weeks to be perfect. But financial returns can be great. Good selling presents the proposition in such a way that the readers become convinced. Achieving your goal requires careful editing and rewriting.

This effective sales letter offers the reader a special discount just for bringing the letter to the store.

| | |
|---|---|
| **Attention** | *Dear Sir,*<br>*Make The Photo Shop*<br>*Your First Stop….*<br>*…Whenever you need camera or photographic equipment.* |
| **Desire** | *Whether you want a highly sophisticated sound movie system or a simple pocket camera, whether you're an amateur photographer or a professional.* |

| | |
|---|---|
| **Desire** | The Photo Shop<br><br>Is for you!<br><br>ABC —all these famous brands and more are available at Photo shop. Every type of camera, lens, film, and darkroom equipment is in stock at The Photo Stop, because we have the largest inventory in the city. |
| **Action** | The enclosed brochure describes some of the many items now on sale at The Photo shop. For an extra discount, just bring this letter with you and you will get 10% off any purchase over Rs. 5000! (offer ends July 30.)<br>**Yours Sincerely,** |

**Selling an Educational Course**

Situation
Career Institute offers home-study courses in various trade occupations. The sales promotion director has obtained a list of subscribers to a practical mechanics magazine, who are often good candidates for home—study training. He writes a sales letter, the purpose of which is to persuade readers to send for a free catalog, which describes a course in small-engine repair.

**Model Letters**

**Modified Block Form**

| | |
|---|---|
| **Attention** | Dear Sir,<br><br>WOULDN'T YOU LIKE TO OWN YOUR OWN BUSINESS? |

| | |
|---|---|
| **Attention** | If you're looking for the change to be your own boss… or earn extra income in your spare time… or a way to achieve independence when you retire… SMALL-ENGINE REPAIR could be the answer. |

| | |
|---|---|
| **Interest** | Career institute can quickly train you--in your spare time at home--to service repair mowers, tillers, chain saws, outboards, garden tractors, mopeds, motorcycles, snowmobiles, and dozens of other types of small-engine equipment. It's a great way to get your own business, full-or part-time, with a minimum investment. And it's a field with growing opportunities for qualified people.<br><br>Career Institute's Small-Engine Course contains forty-five lessons, each easy to read and understand. You also perform experiments that show you how every part of an engine works. And we supply you with professional tools--a complete set of wrenches, electrical system tools and other. Everything you need! |

| | |
|---|---|
| **Desire** | Our big catalog tells you all you need to know. It describes the contents of each lesson (and there are sample pages of the actual study materials), and contains illustrations and descriptions of the equipment you will use. The instructor you will be assigned to has been a professional small-engine mechanic. He will be your "partner" in your studies. |
| **Action** | *Just fill in and mail the enclosed post card for your free catalog today. It needs no postage.*<br><br>*Sincerely,*<br>*Director of Studies*<br>*P.S: No sales representative will call you!* |

**Full - Block Form**

| | |
|---|---|
| **Attention** | Dear Friend,<br>The most comprehensive selection of Quaid-e-Azam's speeches, public writings, and private letters ever published!<br>**YOURS FOR JUST RS.500** |
| **Interest** | Quaid-e-Azam was not only the founder of Pakistan but also a great orator. |

| | |
|---|---|
| **Desire** | Here are all of Quaid's speeches, from the early days in his politics, including all his addresses to the students of different institutions. It includes Quaid's personal and political correspondence.<br><br>Above all, here is Quaid's absolutely distinctive language, resonant with dignity, wit, and the uniquely patriot flavour. |
| **Action** | Write today for your copy of the book. You'll be awfully glad.<br><br>Sincerely Yours, |

# LESSON 27
# MEMORANDUM & CIRCULAR

**Outline:**

- Purpose of Memo
- Tone of Memorandums
- Flow of Memo
- Format
- Parts of Memorandum
  - The Heading
  - The Subject and Date
  - The Message
- Organizational Plans
- Why Are Memorandum Written?
- Circular
  - Writing Plan

**Purpose of Memo**

When you wish to write to someone within your own company, you will send a memorandum. Memos are used to communicate with other employees, may be located – whether in the same office, in the same building, or in a branch office many miles away.

Because the interoffice memorandum form was developed to save time, the formalities of an inside address, salutation, and complimentary closing is omitted. Otherwise, however, office memos and letters have a great deal in common.

The memorandum or 'memo' is a very flexible form used within an organization for communication at all levels and for many different reasons. It performs internally the same function as a letter does in external communication by an organization. It is used for reports, briefings or instructions, 'notes' and any kind of internal communication that is more easily or clearly conveyed in writing (rather than face-to-face or on the telephone).

**Tone of Memorandum**

In most companies and organizations, memorandums are written in the first person, just as business letters are. Informal writing style characterizes the memos. The tone of the memo is influenced by the position held by the writer in relation to that held by the receiver. Also, the topic under consideration plays an important part in determining tone. Obviously a person writing to a company official to report the results of a financial audit will be more formal than a person writing a co-worker about some routine matter.

An important factor is the personality of the individual receiving the memorandum. The president, for example, may insist on formality/ informality, whereas a peer might like an informal, impersonal tone. Therefore, the effective business writer must evaluate the position of the reader, the topic under consideration, and the personality of the reader when setting the tone of the memo.

**Flow of Memo**

A memorandum may be sent upwards, downwards or sideways in the organization. It may be sent from one individual to another, from one department to another or from one individual to a department or a larger body of staff. The channel will be the internal mail system of the organization, which may range from a bank of 'pigeon holes' for delivery and collection in person, to a desk-to-desk delivery system. Special 'internal mail envelopes', designed for re-use (allowing each recipient's name to be simply crossed out and replaced with the next), are commonly used.

**Format**

Memorandum format will vary slightly according to the degree of formality required and the *organization's policy* on *matters like filing* and *authorization of memoranda* by their writer. Follow the conventions of 'house style' in your own organization. A typical format, including all the required elements, is illustrated below.

**Writing Memorandum**

There are usually three main parts to a memorandum:
1. The heading
2. The subject and date
3. The message

Occasionally, when official approval or authority is required, the memorandum may conclude with a line for the signature of the person originating the correspondence.

The Heading: the heading of a memorandum is usually printed.

In the *To and From* sections, the business title of each person is often included, particularly when the memorandum is being sent to a person whose office is in another city. In the *To* section, a courtesy title – Miss, Mrs., Ms., Mr., Dr. – is sometimes included. However, in the *From* section, the writer does not use a courtesy title.

To:
From                                                                Date:

Subject

**Main idea**

Opening paragraph or sentence,
The reason for writing and context of the message,
Including appropriate details

**Explanation**

There should be necessary details to support the opening statements. Here the substance of message is set out logically and clearly. This may be less formal than a letter, so you can use numbered points.

**Closing**

Closing paragraph or sentence states clearly what is required of the recipient in response. Remember who your recipient is, what is his status, his background, education, practical experience etc. Generally every memo concludes with suggestions for future action or request on future action.

**Organizational Plans**

- You may find it necessary to write a persuasive or bad-news memo rather than take a direct approach

- You may like a step-by-step method to your request or bad news plan.
- Allow reader to complete reading the memo and come to the conclusion with you.
- Allow reader to see the reasoning that leads or supports to the idea you are conveying.
- Maintain goodwill.

**Structure & Style (A5 memo)**

- A memorandum, as the name suggests is an aid to memory of the reader.
- It is used for brief messages.

- These provide confirmation and record of the various plans, decisions & activities of the organization.

**A4 Memo**

It may be used for

- Making informal reports
- Outlining new policies
- Giving briefings & instructions etc.

**Why Are Memorandums Written?**

They are written to help:

- determine responsibility
- clear up inconsistencies
- record needed information

**Sample Memo**

| | |
|---|---|
| To: Naeem Ahmad | From: Hassan |
| Subject: Quarterly | Date: May 3, 2006 |

The Quarterly Report that you asked to see is attached.

I would appreciate it if you would return it to me within ten days. The General Manager has requested that the report should not be circulated outside the company until its reliability is checked.

**Circular**
**Introduction**

Circular letters are:

- Used to send the same information to a number of people
- Extensively used in sales campaigns and for announcing important developments in business, such as extension, re-organizations, changes of address, etc.

A circular letter is prepared once and it may then be duplicated for distribution to the various recipients. Names, addresses and individual salutations may be inserted after duplication in order to personalize the letter.

**Writing Plan**

Although circulars are being sent to many people, it is important to suggest an interest in the recipient by giving them a personal touch. Remember the following rules:

- Be brief – people will not read a long circular
- Make the letter as personal as possible by addressing each letter to a particular person, by name if you know it. Use Dear Mr. Atif Faheem instead of Dear Reader, Dear Subscriber or Dear Customer instead of Dear Sir or Madam. Never use the plural form for the salutation – remember, one recipient will read each individual letter.
- Create the impression of personal interest by using *you*, never our customers, all customers, our clients, everyone.
- Explain why you are writing with more care than you would if you and your topic were already known to the recipient through previous specific contact. Given some suspicion of circulars, these days, you will have to establish your own credibility – or another motive for reading on – fairly quickly.
- Express yourself in a way that is understandable and congenial to everyone in a wide audience with varying backgrounds and abilities.
- Don’t include detailed information or complex ideas.
- Make your letter more <u>persuasive – not just to achieve its purposes, but to motivate the recipient to start reading it.</u>
- Use word processing technology to personalize the circular to a very large extent.

Here is an example of circular:

Dear Mr. Ali

We are pleased to announce the opening of our new Higher Secondary Branch at the above address from the coming session starting from September 2.

Mr. Hassan has been appointed Principal, and with his 20 years experience in education we are sure that quality education will be provided.

Full admission fee is being wavered to students getting admission by August 25. A special 25% discount in monthly fee will be given to students getting admission on kinship basis. We hope our students will enjoy the same standard of education which is the hallmark of our education system.

Yours sincerely,

Study this example too:

Dear Mr. Ali,

To meet the growing demands for cosmetic products in this area we have decided to extend our business by opening a new department.
Our new department will carry an extensive range of cosmetic at prices, which compare very favorably with those, charged by other suppliers.
We would like the opportunity to demonstrate our new merchandise to you, and are therefore arranging a special window display during the week beginning from 2 June. The official opening of our new department will take place on Friday, 3 July.

We hope you will visit our new department during opening week and give us the opportunity to show you that it maintains the reputation enjoyed by our other departments for giving sound value for money.

Ours faithfully,

# LESSON 28
# MINUTES OF THE MEETING

**Outline:**

- Preparing Minutes of Meetings
- Members of Meetings & their Role
- Minutes of Formal Meetings
- Minutes of Informal Meetings
- Producing the Minutes
    - Resolution minutes
    - Narrative Minutes
    - Action Minutes
- Rules of Indirect Speech

**Preparing Minutes of Meeting**

In a typical business, many committees and task forces operate within the company. The purpose of committees is to discuss various problems and to make recommendations to management. A standing committee is one that operates permanently year after year, although its members may change. A task force is a group of people who are appointed to solve a specific problem; when they make their recommendation on the 'task' assigned to them, the task force is disbanded. Each department may have several committees that meet periodically – usually once a week, every two weeks, or monthly. For example, if you are working in a sales department, there may be committees on advertising, sales conferences, commissions, product development, public relations, and so on.

A meeting has been called….

| | | |
|---|---|---|
| Statutory | ….. because the law demands it | … shareholders', creditors', directors', councilors' meetings |
| Managerial | …. To progress company affairs | to inform of policy, to brief, to delegate tasks, to discuss problems, to reach group decisions, etc |
| Creative | …. to generate ideas, to open up new possibilities or avenues of action | to 'brainstorm' around the idea of what the firm could design, manufacture; to produce an advertising slogan, poster, etc. |
| Negotiating | …. to reach a solution to a problem acceptable to two sides with different interests | management and trade union to agree upon pay increase/rise |

| | | |
|---|---|---|
| General/ public | …. to report back to a group membership, or to air matters of public interest<br><br>(members & roles) | Annual General Meeting of shareholders or club membership meeting; public enquiries into planning proposals |

**Members of Meetings & their Role**

**Committee Members' Roles**

- **The Chairman's Role:** to coordinate the work of the committee…leader, guide, umpire
- **The Secretary's Role:** to carry out the administrative work of the committee… organizer, chairman's right hand
- **The Treasurer's Role:** to monitor the committee's financial activities
- **The Committee Member's Role:** to participate at meetings and do work delegated to him or her

Special terms for meetings:

- **Ad hoc:** for the particular purpose of
- **Advisory:** submitting suggestions or advice to a person or body entitled to carry out decisions and actions
- **Agenda:** a 'timetable' listing items for discussion at a meeting
- **AGM:** Annual General Meeting
- **Apologies:** for absence written or orally delivered excuse for not being able to attend a meeting
- **Chairman:** coordinator of a committee, working party, etc.
- **Chairman's agenda:** like ordinary agenda but **containing** additional information for guidance
- **Executive:** having power to act upon and carry out decisions
- **Ex officio:** by reason of an existing office or post
- **Honorary:** performing a duty without payment
- **Minutes:** written summary of a meeting's business
- **Motion:** a topic formally introduced for discussion
- **Nem con:** no one disagreeing
- **Opposer:** one who speaks against
- **Other business:** items discussed outside main business of meeting
- **Proposer:** one who speaks in favor of a motion
- **Resolution:** a decision reached after a vote at formal meetings – a motion successfully introduced
- **Secretary:** committee administrator
- **Sine die:** indefinitely
- **Standing committee:** one which has an indefinite term of office
- **Treasurer:** financial guardian
- **Unanimous:** all of like mind

**Minutes of Informal Meeting**

The written record of the proceedings of a meeting is called the minutes of the meeting. Since most meetings in business are informal (that is, do not follow the rules of parliamentary procedure), the minutes are also informal. The minutes usually include the date, time, and place of the meeting; the name of the presiding officer; a list of those present (and frequently those absent); and the time of adjournment. Discussions are usually summarized.

Usually the minutes are signed by the person who took them and sometimes by the presiding officer as well. Minutes are usually duplicated, and copies are sent to each person present at the meeting and to other designated officials. Let's look at the minutes of a meeting:

Presiding: Naeem Ahmad, President

Present: Ahmad Ali, Muhammad Aleem, Sara Zaman, Yousif Habib

Absent: Munir Ahmad, Muhammad Asif, Tariq Nazir

After calling the meeting to order at 3:15 pm, the president asked the treasurer for a brief report....

The president asked Sara Zaman, chairperson of the investment committee, for the committee recommendation….
The president asked Ahmad Ali of Lauder, Bennet, and Laser, the club's broker, to comment….
Mr Habib announced that the club's annual picnic is scheduled for Saturday, Sept 14, at Al-Hamra Hall in Lahore……
The meeting was adjourned at 5:30 pm

Respectfully submitted

Hassan
Secretary

**Minutes of Formal Meetings**

Minutes of meetings that follow parliamentary procedure are somewhat different in form from the informal minutes illustrated here. Formal minutes do not include discussions. Only motions, resolutions, committee assignments and reports, and other specific accomplishments are included. Topical headings are used for easy reference and how the recorder has briefly summarized a speaker's remarks. Also note that motions should be worded specifically followed by the name of the person who made the motion and the name of the one who seconded.
Resolutions to express sympathy, appreciation, congratulations, and the like are often passed at formal meetings.

The paragraphs giving the reasons for the resolution are introduced by the word WHEREAS (followed by a comma) and the paragraphs stating the action to be taken are introduced by the word RESOLVED (also followed by a comma).
Time & Place: The regular monthly meeting of the Historical-Commercial Club of Lahore was called by the president, Naeem Ahmad, on Friday, February 8, 2006, at 2 pm in the Jinnah room of the Plaza Hotel.

| | |
|---|---|
| Minutes | The minutes of the last meeting were read and approved. |
| Treasurer's report | The following report was given by Fatima Hanif, the treasurer: |
| Balance on hand, Jan 1, 2006 | Rs. 23720.90<br>18160.50 |

| | |
|---|---|
| Total<br>Paid out in January<br><br>Balance | 41881.40<br>8500.00<br>----------------<br>33381.4 |

The treasurer's report was accepted.

| | |
|---|---|
| Old Business | It was moved, seconded, and voted that a booklet describing local commercial site of historic interest be written and published by the club and distributed to local schools. |
| New Business | After a discussion about improving the club's ability to advise the local media about its activities, a committee consisting of Fatima Hanif, chairperson; Sara Ahmad, Iqbal was appointed to report the next meeting. |
| Program | Naeem Ahmad introduced Ms Munir, an archaeologist at City University…… |

The meeting was adjourned at 4:15 pm
Respectfully submitted
Zaheer
Secretary(producing minutes)

**Producing the Minutes**

*Resolution minutes*

Some types of meeting – for example those of boards of directors – record only the decision reached, usually after a vote. The arguments, initial disagreements or conflicting views remain unwritten or unrecorded. Thus a lengthy discussion on the pros and cons of keeping a barely profitable branch store open may be summarized as:

*5 Liberty Branch*

*It was resolved that the company's liberty branch be closed with effect from 31 May 2006 and the premises, fixtures and fittings offered for sale*

Such minutes usually include the word 'resolved' and may indicate the pattern of voting. Otherwise, the items, 'Apologies for Absence', 'Minutes of the Last Meeting', 'Matters Arising' and 'Date of Next Meeting' follow the pattern of narrative minutes. Note that in some formal meetings, the 'Matters Arising' and 'Any Other Business' items are not included, as a tighter rein is kept on what may be discussed.

**Narrative Minutes (Fuller Picture & View)**

Sometimes referred to as minutes of narration, narrative minutes tell more of the 'story' of what happened and who said what at a meeting. The main points of the background and discussion leading to a decision are recorded, and so anyone reading such minutes will gain a much fuller picture of a committee's work and views.

Narrative minutes are recorded in reported speech and instead of giving direct speech we use indirect speech. This simply involves referring to committee members in the third person – either by their office – 'The chairman said....' or by name, 'Mr. Naeem asked whether ….' When decisions are reached by a vote, expressions such as, 'it was generally agreed that….' 'It was therefore decided that….' are used to introduce the details of the decision. Further, to keep the record objective and neutral, the passive is often used: 'The secretary was *asked* to write to the Council to…..'

**Care Regarding Narration**

Care must be taken when recording narrative minutes that verb tenses are appropriate and that the time interval between the actual discussion at the meeting and the later recording of the minutes does not lead to confusion:

He said he would contact the suppliers *next* week.

At the time this statement was made, 'next week' was true, but if the minutes were distributed and read a fortnight after the meeting took place, it would no longer be true; this expression like 'the following week' is more accurate.

**Action Minutes**

Busy committees sometimes like to introduce a right hand blank column beside the minutes in order to put a designated committee member's name against a particular task to be carried out:

> *6 Annual games*
> *The secretary was asked to seek approval to use the company sports ground again.*
> *Action by:        Secretary*

**Some Rules of Indirect Speech**

'I'm sorry I'm late. I missed the bus.' DIRECT SPEECH

He said that he was sorry he was late. He had missed the bus.
REPORTED SPEECH VERSION
He apologized for being late. He had missed the bus.

**Some Rules**

**Rule One**: **Persons/Pronouns**

I

He, she

You

We

They

You (pl)

**Rule Two: the Tenses of Verbs**

**Rule Three: the Distancing Effect**

Today-that day, now-then, here-there, this-that, these-those, tomorrow-the next/ following day, yesterday-the previous day

**Rule Four: Conveying the Tone of the Direct Speech**
If the reported speech writer is not very careful, the reporting may easily slip into a dull 'he said, she said, he said, she said', so it is important to vary the words that introduce the reported speech:

Asked that, wondered whether, strongly denied that, confirmed that, suggested that, suggested that, etc.

# LESSON 29
# BUSINESS REPORTS

**Outline:**

- Model Business Reports
- Definition
- Purpose of Report
- Classification of Report
  - Formal Reports
  - Informal Reports
  - Short or Long Reports
- What Makes a Good Business Report?
- Style
- Deciding on Format and Length
- Deciding on Approach
- Types of Reports
  - Informational Memorandum Reports
    - Conference Reports
    - Progress Reports
    - Periodic Reports
  - Analytical Memorandum Reports
  - Recommendation-Justification Reports

**Model Business Reports**
**A Model Report**

October 10, 2003

The General Manager,
Fit Garment Industries,
Multan Road, Lahore.

Dear Sir,

**Subject:** Report on the strike of the workers in the factory.

Following your instructions, I have probed into the matter regarding the strike of all the workers in the factory. Here are my findings:

On Monday morning, in the production unit 2, two workers started a fight on a money matter. Ahmad had lent some money to Kareem, who made several promises but did not return a single penny.

On Monday morning, Ahmad demanded an immediate return of his amount but instead of an apologetic behavior Kareem abused Ahmad. Hot remarks were exchanged. Kareem picked up a hammer and hit it hard on Ahmad's head. It started bleeding.

He was rushed to the hospital by the workers. Members of the labour union reached and all the workers took out a procession. The President of the union gave a call for strike. They raised slogans against the culprit. While addressing the mob, union leaders demanded a prompt termination of the culprit. They wanted to continue the strike till the acceptance of their demand.

However, on the assurance of the Production Manager, they agreed to call off their strike. Everything was done amicably.

Sir,

You have asked for my suggestions, so I recommend Mr. Kareem's termination. I do feel that a case of fraud and assault should be registered in the police station. Mr. Ahmad should be treated at the expenses of the company and should be granted paid leave for one month.

Yours truly,

A. Sheikh

Regional Manager

**Definition**

A business report is an impartial, objective, planned presentation of facts to one or more persons for a specific business purpose or an orderly, objective message used to convey information from one organizational area to another or from one institution to another to assist in decision making or problem solving."

Reports have been classified in numerous ways by management and by report-preparation authorities. We classify reports on the bases of their forms, uses, contents, etc.

**Purpose of Report**

| **Purpose of Report** | **Common Examples** | **Distribution** |
|---|---|---|
| To monitor and control operations | Plans, operating reports, personal activity reports | Internal reports move upwards on recurring basis; external reports go to selected audience. |
| To implement policies and procedures | Lasting guideline, position papers | Internal reports move downwards or on a non-recurring basis |
| To comply with regulatory requirements | Reports, IRS, SEC, EEOC, Human Rights Commission | External reports are sent on a recurring basis |
| To obtain new business or findings | Sales proposals | External reports are sent on non-recurring basis |
| To document client work | Interim progress reports, final reports | External reports are sent on non-recurring basis |
| To guide decisions | Research reports, justification reports, trouble shooting reports (Classifications) | Internal reports move upwards on a non-recurring basis |

**Classification of Report**

**Formal or Informal**

Formal reports are carefully structured; they stress objectivity and organization, contain much detail, and are written in a style that tends to eliminate such elements as personal pronouns.

Informal reports are usually short messages with natural, casual use of language. The internal memorandum generally can be described as an informal report.

**Short or Long Reports**

'Short-or-long' can be a confusing classification for reports. A one-page memorandum is obviously short, and a term paper of twenty pages is obviously long. What about in-between lengths? One important distinction generally holds true: as a report becomes longer, it takes on more characteristics of formal report. Thus, the formal-informal and short-long classifications are closely related.

**What Makes a Good Business Report?**

Business reports are like bridges spanning time and space. Organizations use them to provide a formal, verifiable link among people, places, and time. Some reports are needed for internal communication; others are vehicles for corresponding with outsiders. Some are required as a permanent record; others are needed to solve an immediate problem or to answer a passing question. Many move upward through the chain of command to help managers monitor the various units in the organization; some move downward to explain management decisions to lower-level employees responsible for day-to-day operations.

The purpose of a *business* report *is* to convey essential information in an organized, useful format. Despite technological advances, the ability to accumulate data, organize facts, and compose a readable text remains a highly marketable skill.

A well-prepared business report will provide COMPLETE, ACCURATE information about an aspect of a company's operations. The subject of a report may vary from expenses to profits, production to sales, marketing trends to customer relations. The information provided by a report is often meant to influence decisions, to determine changes, improvements, or solutions to problems. Therefore, the report must also be CLEAR, CONCISE, and READABLE.

The *format* of a business report may vary from a brief *informal report* intended for in-house use to a voluminous *formal report* intended for a national public distribution. Some reports consist entirely of prose while others consist of statistics; and still other reports may employ a combination of prose, tables, charts, and graphs.

The *style* of a report depends upon the audience. An informal report meant to be read only by close associates may be worded personally. In such reports personal pronouns 'I' or 'We' are acceptable. A formal report, on the other hand, must be impersonal and expressed entirely in the third person. Note the difference

**Style**

**Informal:**

I recommend that the spring campaign concentrate on newspaper and television advertising.

**Formal:**

It is recommended that the spring campaign concentrate on newspaper and television advertising.

**Informal:**

After discussing the matter with our department managers, we came up with the following information.

**Formal:**

The following report is based upon information provided by the managers of the Accounting, Marketing, Personnel, and Advertising Departments.

**Deciding on Format and Length**

Pre-printed form: It is basically for “fill in the blanks” reports. Most are relatively short (five or fewer pages) and deal with routine information, often mainly in numerical form. Use this format when it’s requested by the person authorizing the report.

**Letter Reports**

Common for reports, of five or fewer pages, those are directed to outsiders. These reports include all the normal parts of a letter, but they may also have headings, footnotes, tables, and figures.

**Memo Reports**

Common for short (fewer than ten pages) informal reports distributed within an organization. Memos have headings at the top: *To, From, Date,* and *Subject.* In addition, like longer reports, they often have internal headings and sometimes have visuals. (Organizational plan)

**Deciding on Approach**

Audience attitude is the basis for decisions about an organization. If the audience is considered, either receptive or open minded, use the direct approach.

Lead off with a summary of your key findings, conclusions, and recommendations. This ‘up-front’ approach is by far the most popular and convenient order for business reports because it saves time and makes the best of the report which is easy to follow. For those who have questions or want more information, later parts of the report provide complete findings and supporting details. In addition to being more convenient for readers, the direct approach also produces a more forceful report. You are sure of yourself when you state your conclusions confidently at the outset.

**Types of Reports**

A memo report is a cross between interoffice memo and a formal report

Memo reports can be used to:

- Answer a request for information
- Report progress
- Make recommendations
- State facts
- Communicate ideas
- Send statistical data
- Explain trend within an organization

Two types of Memo Reports

1. Informational memorandum reports
2. Analytical memo reports

**(1) Informational Memorandum Reports**

The central purpose of informational reports is to inform and summarize information. It is similar to speech. Obviously, these reports vary widely in content, depending on type of business, purpose, topics discussed, and readers’ needs.

An information memo report will:

- Inform
- Summarize some information requested
- Organize information objectively
- Make recommendation

**Conference Reports**
Topics for conference reports range from summaries of personal sales called conferences to write-ups of meetings attended by hundreds of persons. For example, a credit or collection manager or account executive may make similar reports after conferences with clients. *The text of such reports is usually organized by topics discussed or presented simply in a chronological order*. Some firms have standardized headings for the often-written reports to ensure that the same information or main topics are recorded in all of them.

**Progress Reports**
Progress reports show, progress, accomplishments, or activity over time or at a given stage of a major assignment. The organizational plan is usually inductive, including topics similar to these.

1. Introduction (purpose, nature of project)
2. Description of accomplishments during the reporting period.
3. Unanticipated problems (if any)
4. Plans for the next reporting period.
5. Summary (overall appraisal of progress to date)

**Periodic Reports**
They are routine reports prepared at regular time interval-daily, weekly, monthly quarterly or annually.

Examples of such reports are:

1. Sales Reports
2. Financial Reports

These reports are prepared on pre-printed form.

**(2) Analytical Memorandum Reports**
This analytical memorandum report seeks to analyze a situation or problem; it may end with or without a specific recommendation.
Such reports have the following subjects.

- On the causes of decline in sales volume
- On the evaluation of a person before recruitment
- On individual being considered for promotion
- On the analysis of a particular book

**Recommendation-Justification Reports**
Many analytical reports will have a special purpose: to recommend a change or remain with the status quo (policy), support the idea that something is desirable or undesirable (value), or defend the accuracy of information (fact). Your report may be in response to a specific request, or it may be voluntary.

**While Organizing Memo Reports Take Care of the Following**

- Itemize the information
- Present the fact with absolute fairness and accuracy

- Be careful not to mix your opinion with the facts you report
- Reserve your comments for your conclusions and recommendations

# LESSON 30
# BUSINESS REPORTS

**Outline:**

- Format
- Some Common Errors to Avoid
    - Lack of Objectivity
    - Hasty Generalization
    - Hidden Assumptions
    - Either or Scenarios
    - False Causal Relationships
    - Begged Questions
    - Personal Attacks or Appeals to Popular Prejudice

- Main Features of the Report
- The Opening
- Headings and Lists
- Previews and Reviews
- The Ending
- Organizational Plan for Short Informal Reports
- Model Business Reports

**Letters Reports**

Letter reports are of two types:

1. Informational letter reports
2. Analytical letter reports

1. Informational letter reports include
    - A staff report to financial officer regarding issues concerning personnel turnover in the sales department
    - A report in reply to inquiry about product and services provided by your Company

2. Analytical Letter Reports

    These include investigation of an issue or problem

    - Calculation of financial ratios of a company in order to control its financial condition.

**Format**

A letter report is simply a report in letter form; it is often used when sending information to a reader outside your organization. It includes:

1. Date
2. Inside address
3. Salutation
4. Body (the heart of the report)
5. Complimentary close
6. Signature
7. Reference section

Often the letter report has **a subject line**, usually placed a line or two below the salutation. Its length may range from **two to five** (seldom more) pages. And it may have two purposes: informational or analytical. For your report to be effective, it must be logical. If you learn how to think logically, you'll also write more logically. Here are some common errors to avoid.

**1. Lack of Objectivity**
Seeing only the facts that support your views and ignoring any contradictory information.

For example," Although half the survey population expressed dissatisfaction with our current product, a sizable portion finds it satisfactory." (You may be tempted to ignore the dissatisfied half instead of investigating the reasons for their dissatisfaction.)

**2. Hasty Generalization**
Forming judgments on the basis of insufficient evidence or special cases, for example:

"Marketing strategy Z increased sales 15 percent in Lahore supermarkets. Let's try it in Karachi." (Lahore and Karachi are probably vastly different markets).

**3. Hidden Assumptions**
Hiding a questionable major premise: for example,
"We are marketing product X in Print media because we marketed product Y in Print media." (Who says product X and product Y should be marketed the same way?)

**4. Either or Scenarios**
Setting up two alternatives and not allowing for others: for example,
"We must open a new plant by spring, or we will go bankrupt." (Surely there are other ways to avoid bankruptcy).

**5. False Causal Relationships.**
Assuming that event A caused event B merely because A preceded B: for example,

"Sales increased 20 percent as soon as we hired the new sales director." (Something besides the new sales director might have been responsible for increased sales).

**6. Begged Questions.**
Assuming as proven what you are seeking to prove: for example,

"We need a standard procedure so that we will have standard results.' (But why is standardization important?)

**7. Personal Attacks or Appeals to Popular Prejudice.**
Thinking people or ideas you don't like by chaining them to irrelevant but unpopular actions or ideas: for example,

"Mr. Naeem mishandled the budget last years, so he can't be expected to motivate his staff." (Mr. Naeem's accounting ability may have nothing to do with his ability to motivate staff members).

**Main Features of the Report**

Following are main features of the report.

**The Opening**
As the name suggests, the opening is the first section in any report. A good opening accomplishes at least the following three things:

i) Introduces the subject of the report
ii) Indicates why the subject is important
iii) Previews the main ideas and the order in which they will be covered.

If you fail to provide readers with these clues to the structure of your report, they'll read aimlessly and miss important points; much like drivers trying to find their way through a strange city without a map.

**Headings and Lists**

A heading is a brief title at the start of a subdivision within a report that cues readers about the content of the section that follows. Headings are useful markers for clarifying the framework of a report. They visually indicate shifts from one idea to the next and when *subheadings* (lower level headings) and headings are both used, they help readers see the relationship between subordinate and main ideas. In addition, busy readers can quickly understand the gist of a document simply by scanning the headings.

Headings within a given section that are of the same level of importance should be phrased in parallel form. In other words, if one heading begins with a verb, all same-level headings in that section should begin with verbs. If one is a noun phrase, all should be noun phrases. Putting comparable ideas in similar terms tell readers that the ideas are related. The only exception might be such descriptive headings as "Introduction" at the beginning of a report and "Conclusions" and "Recommendations" at the end. Many companies specify a format for headings.

A *list* is a series of words, names, or items arranged in a specific order. Setting off important ideas in a list provides an additional structural clue. Lists can show the sequence of ideas or visually heighten their impact. In addition, they facilitate the skimming process for busy readers. Like headings, list items should be phrased in parallel form. You might also consider multilevel lists, with subentries below each major item (much like an outline).

**Previews and Reviews**

You may have heard the old saying "tell'em what you're going to tell'em; then tell 'em what you just told'em." The more formal way of giving this advice is to tell you to use *preview sections* before and *review sections* after important material in your report. Using preview section to introduce a topic helps readers get ready for new information. Previews are particularly helpful when the information is complex or unexpected. You don't want the reader to get halfway into a section before figuring out what it's all about.

Review sections, obviously enough, come after a body of material and summarize the information for your readers. Summaries that come at the end of chapters in some textbooks are review sections. Long reports and reports dealing with complex subjects can often benefit from multiple review sections, and not just a single review at the very end.

**The Ending**

Research shows that the ending, the final section of a report, leaves strong and lasting impression. That's why it's important to use the ending to emphasize the main points of your message. In a report written in direct order you may want to remind readers of your key points or your conclusions and recommendations. If your report is written in direct order, end with conclusions and recommendations. If your report is written in indirect order, end with a summary of key points (except in short memos). In analytical reports, end with conclusions and recommendations as well as key points. Be sure to summarize the benefits to the reader in any report that suggests a change of course or some other action. In general, the ending ties up all the pieces and reminds readers how those pieces fit together. It provides a final opportunity to emphasize the wholeness of your message. Furthermore, it gives you one last chance to check what you really wanted to say.

**Organizational Plan for Short Informal Reports**

**A. Format**

1. For brief external reports, use letter format including a title or a subject line after the reader's address that clearly states the subject of the document.
2. For brief internal reports, use memo or manuscript format.
3. Present all short informal reports properly.
    a. Single-space the text.
    b. Double-space between paragraphs.
    c. Use headings where helpful, but try not to use more than three levels of headings.
    d. Call attention to significant information by setting it off visually with lists or indention.
    e. Include visual aids to emphasize and clarify the text.

**Organizational Plan for Short Informal Reports**

**B. Opening**

1. For short, routine memos use the subject line of the memo form and the first sentence or two of the text as the introduction.
2. For all other short reports, cover these topics in the introduction: purpose, scope, background, restrictions (in conducting the study), sources of information and methods of research, and organization of the report.
3. If using direct order, place conclusions and recommendations in the opening.

**C. Body (Findings and Supporting Details)**

1. Use direct order for informational reports to receptive readers, developing idea around subtopics (chronologically, geographically and categorically).
2. Use direct order for analytical reports to receptive readers, developing points around conclusions or recommendations.
3. Use indirect order for analytical reports to skeptical or hostile readers, developing points around logical arguments.
4. Use an appropriate writing style.
    **a.** Use an informal style (*I* and *you*) for letter and memo reports, unless company custom calls for the impersonal third person.
    **b.** Use an impersonal style for more formal short reports.
5. Maintain a consistent time frame by writing in either the present or the past tense, using other tenses only to indicate prior or future events.
6. Give each paragraph a topic sentence.
7. Link paragraphs by using transitional words and phrases.
8. Strive for readability by using short sentences, concrete words, and terminology that is appropriate for your readers.
9. Be accurate, though, and impartial in presenting the material.
10. Avoid including irrelevant and unnecessary details.
11. Include documentation for all material quoted or paraphrased from secondary sources, using a consistent format for all quoted and paraphrased documents.

**D. Ending**

1. In informational reports summarize major findings at the end, if you wish.
2. Summarize points in the same order in which they appear in the text.

3. In analytical reports using indirect order, list conclusions and recommendations at the end.
4. Be certain that conclusions and recommendations follow logically from facts presented in the text.
5. Consider using a list format for emphasis.
6. Avoid introducing new material in the summary, conclusions, or recommendations.

**Model Business Reports**
**Report on the Low Admission Rate in a Newly Opened Branch of a School**

October 10, 2006
The Principal,
The School, Main Branch,
Lahore.

Dear Madam,

**Subject:** Causes of Low Admission Rate
This report is in response to your directive No. 123 September 20 which demands certain reasons of very poor admission rate in this branch. My findings are given below:

I. The location of our school building is not ideal.
II. The building itself is very old.
III. It does not appeal the visitors.
IV. We had been facing the problem of permanent faculty because direct conveyance is yet not available.
V. Parents lodged several complaints against the management, but we could not help it.

Considering these problems, I propose that:

1. The building of the school should be shifted to a main road.
2. Permanent faculty should be appointed.

Yours sincerely,

**A Report on Slow Sales and Rising Complaints**

*TO:* *Rana Abid, Vice President of Marketing*
*FROM:* *Bashir Ahmad, National Sales Manager*
*DATE:* *September 12, 2006*
*SUBJECT:* *Major accounts sales problems*

**INTRODUCTION**

This report outlines the results of my investigation into the recent slowdown in sales and the accompanying rise in sales-and service-related complaints from some of our largest customers.

As we discussed at last quarter’s management meeting, major account sales dropped 12 percent over the last four quarters, whereas overall sales went up 7 percent. During the same time, we have noticed an increase in both formal and informal complaints from larger customers regarding how confusing and complicated it has become to do business with us.

My investigation started with in-depth discussions with the four regional sales managers, first as a group and then individually. The tension felt in the initial meeting eventually bubbled to the surface during my meetings with each manager. Staff members in each region are convinced that other regions are booking orders they don't deserve, with one region doing all the legal work only to see another region get credited with the sale and, naturally, the commission and quota credit.

I followed up the sales manager's discussions with informal talks and e-mail exchanges with several sales reps from each region. Virtually everyone who is involved with our major national accounts has a story to share. No one is happy with the situation and I sense that some reps are walking away from major customers because the process is so frustrating.

**Organizational Issues**
When we divided the national sales force into four geographical regions last year, the idea was to focus our sales efforts and clarify responsibilities for each prospective and current customer. The regional managers have got to know their market territories very well, and sales have increased beyond even our most optimistic projections.

Unfortunately, while solving one problem, we seem to have created another. In the past 12 to 18 months, several regional customers have grown to national statuses. In addition, a few national retailers have taken on (or expressed interest in) our products. As a result, a significant portion of both our current sales and our future opportunities lie with these large national accounts.
I uncovered more than a dozen cases in which sales reps from two or more regions found themselves competing with each other by pursuing the same customer from different locations.

Moreover, the complaints from our major accounts about overlapping or nonexistent account coverage are a direct result of the regional organization.

**Recommendations**
In the light of the above findings I recommend:
(i) Areas may be reallocated.
(ii) A coordination cell may be set up in the head office to monitor the working of these regional offices.
(iii) A bulletin giving area wise sales achievements of every region may be circulated.

If there is anything else you would like to know, please call me.

Yours truly,

# LESSON 31

# BUSINESS REPORTS

**Outline:**
- Formal Report and its parts

**Formal Report**

**Parts of a Formal Report**

A formal report's format and impersonal tone convey an impression of professionalism. A formal report can be either short (fewer than 10 pages) or long (10 pages or more). It is informational or analytical, direct or indirect. It may be targeted to readers inside or outside the organization.
There are three basic divisions of a formal report:

1. Prefatory Parts
2. Text Parts
3. Supplementary Parts

1**.** Prefatory Parts are:
   a) Cover
   b) Title fly
   c) Letter of authorization
   d) Letter of acceptance
   e) Letter of transmittal
   f) Table of contents
   g) List of illustrations
   h) Synopsis or executive summary

2. Text Parts:
   a) Introduction
   b) Body
   c) Summary
   d) Conclusions
   e) Recommendations
   f) Notes

3. Supplementary Parts:
   a) Appendixes
   b) Bibliography
   c) Index

**Prefatory Parts**

**Cover**
Use a cover only for long reports. Use a sturdy, plain, light cardboard with good page fasteners. With the cover on, the open pages should remain flat. Center the report title and your name three to four inches from the upper edge.

**Title Fly**

It is a plain sheet of paper with the title of the report on it.

**Title Page**

1. The title of the report
2. The name, title and address of the person group etc. that authorized the report *prepared for submitted to*
3. The name, title and address of the person, group etc. that prepared the report, *prepared by, submitted by*
4. The date on which the report was submitted.

The title page signals the readers by giving the report title, author's name, name of person or organization to which the report is addressed, and date of submission. Choose title information but not long, A Report of, A Study of, or A Survey of etc.

Your title promises what your report will deliver by stating the report's purpose and content. A title in order to be effective must be clear, accurate, comprehensive, specific, concise and appropriately.

**Place of Title Page Items**

Do not number your title page, but count it as page (I) of your prefatory pages. Centre the title horizontally on the page, three to four inches below the upper edge, using all capital letters. If the title is longer than six or eight words, centre it on two or more lines.

**Letter of Authorization and Letter of Acceptance**

If you receive written authorization (a letter or memo) you may want to include. It usually has direct request plan. Letter of Acceptance (or memo of acceptance) acknowledges the assignment. It follows good- news plan confirming time and money restriction and other pertinent detail. This letter is rarely included in report.

**Letter of Transmittal (or Memo of Transmittal)**

It conveys your report to the audience. It says what you'd say if you were handing the report to the person who authorized you. It has less formal tone.

Depending on the situation, your letter might:

- Acknowledge those who helped with the report
- Refer readers to sections of special interest
- Discuss the need and approaches for follow-up investigations
- Suggest some special uses of the information
- Urge the reader to take immediate action
- Use good news plan

**Table of Contents**

This table outlines the text and list Prefatory Parts

1. List preliminary items (transmittal letter, abstract) in your table of contents, numbering the pages with small roman numerals. Make a list of items that appear at the end of the report; glossary, appendix, notes and bibliography section. Number these pages with Arabic numerals, continuing the page sequence of the report. List the first page of your report text.

2. Include no heading in the table of contents not listed as headings or subheadings in the report. Your report text may, however, contain certain sub-headings.
3. Use different types of styles and indentations to show the various levels of heads.

**List of Illustrations**
For simplicity sake, some reports prefer to include all visual aids as illustration or exhibits.
Put the list of figures and table on separate page if they won't fit on one page with the table of content.

**Synopsis or Executive Summary**
A synopsis is a brief overview (one page or less) of report's most important point. It is also called abstract. Executive summary is a fully developed mini version of the report and is comprehensive.
1. Make your summary able to stand alone in meaning – a mini-report
2. Make it intelligible to the general reader. Readers of summaries will vary widely in expertise, perhaps much more than those who read the report itself. So translate all technical data into plain English.
3. Add no new information. Simply summarize the report.
4. Stick to the order of your report.
5. Emphasize only major points.

**Text of the Report**

**Introduction**
It has a number of functions, covers a wide variety of topics and helps the reader to follow and understand information.

**Body**
The section contains information that supports conclusion and recommendation as well as analysis, logic, interpretation of the information.

**Closing**
You summarize the main idea of your report highlighting your conclusion or recommendation and list any course of action. In long report, this section may be labeled Summary, Conclusion & Recommendation.
**Supplementary Parts**

**Appendix/Appendixes**
They contain materials related to the report but not included in the text because they were lengthy or not directly relevant. They include:
1. Statistics or measurements
2. Maps
3. Complex formulas
4. Long quotations
5. Photographs
6. Related correspondence (letters of inquiry etc.)
7. Texts of laws, regulations etc.

**Bibliography**
A bibliography is a list of source materials on a particular subject. In a formal report it shows what books and other library materials were consulted and it includes all the works mentioned in the footnotes. As part of the reference matter, it follows the appendix or appendices.

**Index**
An index is an alphabetical list of names, places and subjects mentioned in the report, along with the page on which they occur. They are rarely included in unpublished reports.

| |
|---|
| RESTLESSNESS AMONG WORKERS<br><br>Prepared for<br>Ahmad Hassan<br>General Manager<br>ABC TEXTILE Mills<br><br>Prepared by<br>Asad Ali<br>Manager Cost Accounting Services<br>ABC Textile Mills Ltd<br><br>March 6, 2006 |

**Contents**


**Letter of Transmittal**

ABC Textile Mills Ltd
Raiwand Road Lahore
September 16, 2006

Managing Director
ABC Textile Mills Ltd.
Raiwand Road, Lahore

Dear Sir,

Subject: Report on Restlessness among Workers

This is in reference to your letter no. 11 of September 3 in which I was asked to compile a report on the restlessness now prevalent among our workers. I have completed my investigations, and my findings with recommendations are given in a detailed report which is enclosed.
I would be obliged if I could have your comments after you have gone through the report. If, in the course of your reading, you would like to discuss some points with me, I shall be happy to do so at any time convenient to you.

Respectfully submitted

Yours truly,

Asad Ali
Manager Cost Accounting Services

# LESSON 32

# MARKET REPORTS

**Outline:**

- Definition
- Qualities of a Good Market Report
- Proposal, its Purpose and Kinds
- Parts of the Proposal

The place where we go to buy or sell commodities is commonly known as market. Technically speaking, market is not a place or bazaar where we go to buy or sell, but it is indeed a contact of buyer and seller. The world has become a global village making buying and selling possible without going anywhere. Information Technology has mainly played its part in doing so.

Prof. Chapman says while defining the market that it refers not a place but to a commodity or commodities, buyers and sellers of the same who are in direct competition with one another. We can name these as Rice Market, Wheat Market, Yarn Market, Fruit Market, etc.

**Definition**

A market report describes the condition of a commodity in the market on a certain date for a specific period. It points out the business conditions in a market at a given time. Market Report may be of a day, a week, a month, a year or even a number of years. Daily Market Report shows the price of goods on a mentioned date. It also describes the closing rates of the previous day, the opening rates of that day, the highest and the lowest rates and the demand and supply of the commodities on that particular day.

Daily newspapers, television, radio and internet give this information. Consumers take more interest in daily market report than in traders.

Weekly Market Report gives the condition of the commodities for the past six days. It contains closing rates of the last week, the opening rates of that week, the highest and lowest rates and the closing rates of that week. This report also determines the causes of variation in price and the expected price movement in the coming week. Business communities show a keen interest in such reports.

Monthly Market Report is an analysis of business done during the whole month. These reports are prepared for comparatively stable market and a permanent demand. This report describes the closing rate of the commodities in the previous month, the opening rate of the month, highest, lowest and closing rate of the month. Newspapers, trade journals and monthly bulletins publish these reports.

**Value of Reading a Market Report**

The Market Report makes us aware of the volume and nature of business in the market. Traders become aware of different conditions of the market. They can know something about the demand and supply of a commodity.

Market Reports help people guess the future movements of price. The market condition is exposed to everybody as a result of which prices become stable. These prices can be compared at different markets.

**Qualities of a Good Market Report**

A person writing a Market Report should have a comprehensive knowledge of the matter that has to be reported. He must always keep in mind the following points.

**1.** Normally a Market Report is not personal. It should be written using third person and the past tense.

**2.** General readers should be able to understand the technical terms used in the report.

**3.** Words should be used economically. Unnecessary details must be avoided. It should not be so short that misses the essential information.

**4.** There should be a good analysis of changes of prices and demand and supply relationship.

**5.** Market Report should be based upon the facts. Events should be written in the minute details. Any writer of Market Report should be unbiased while concluding his report.

**How to Read a Market Report**

To comprehend a Market Report fully, it is necessary to read it carefully. Sometimes even an educated person faces difficulties to understand it. More practice is required to understand a market report. One should specially note the nature of report (daily, weekly, monthly or annual) the nature of commodity, volume of business and the trend of the market.

**How to Explain a Market Report**

Sometimes a market report is reproduced and sometimes it is explained. While reproducing a Market Report technical terms should concentrate on the given matter. Do not try to add or omit something.

While explaining a Market Report, try to extract the hidden meaning. First of all explain all the technical terms separately, and then mention the price clearly.

After following the above instructions explain the subject matter (of the report) clearly.

**Model Market Reports**

A Report on Lahore Cotton Market

Cotton Easy Amid Thin Trading

**Lahore:** The cotton market failed to maintain a firm posture on Monday as spinners showed reluctance to chase the rising prices. However, needy spinners continued to pick up quality lots at Rs. 2000 level. The official spot rate was marked up by Rs. 20 at Rs. 2000.

Cotton prices moved up to Rs. 2050 level on Saturday owing to spinners' fear that lint supply would be interrupted during elections and ginners/ growers' strong resistance to

decline in lint prices. There seemed to be an unwritten agreement between ginners and growers to make joint efforts to stave off the threat of price decline. Hence, despite the spinners' reluctance to pay higher asking prices, the ginners maintained a firm posture. As a result the needy spinners picked up stray lots of quality lint at Rs. 2000. Some low quality stuff, however, changed hands at Rs. 1925.
Most of the spinners remained glued to the side lines as they did not consider it feasible to lift the prevailing prices in view of uncertain outlook of the international yarn market. The current prices are understood to be well above world parity. It remains to be seen whether ginners are able to hold the price line when odds are in favour of buyers.

**Proposal**
Certain analytical reports are called proposals which include bids to perform work under a contract and plea for financial support from outsiders. Such bids and pleas are almost always formal. It matters a little whether your proposal is a memo or a full document. What does matter is the structure you apply to write good proposals.

i. Professors submit proposal to companies stating that they can help solve problems within a company.
ii. Advertising agencies bid on being the agency of record in publicizing a product or idea for a client.
iii. Companies submit proposal to foreign government to do project.

**Purposes of Proposals**
Numerous groups solicit proposals. Governments are the foremost requesters. These requests appear in newspapers trade publications. Request for Proposal (RFP) is directed towards a company with specific expertise. Proposal topics are varied such as:

- To sell property, machines, etc.
- To construct building bridges, highways
- To survey water area for possible oil fields

Smaller Projects are also made known to individual and corporation such as the following.

1. Improving engineering and just-in-time (JIT) performance within a company

2. Preparing managerial staff for work within or outside the country

3. Planning and basic research before developing any new project

Thus the proposal is similar to that of a recommendation justification report. Both aim to solve problem, alter a procedure, and find answer to question, offer advice and training.

**Kinds of Proposal**
- Research Proposal
- Business Proposal

**i) Research Proposal**
A research proposal is usually academic in nature. Professors at schools desire to obtain grant in response to a request or an announcement from the government or other agency. Academic institutions submit most research reports.

**ii) Business Proposal**
In length, proposal may be similar to other reports like short, long or formal. Like reports, a proposal may be solicited or unsolicited while writing a solicited business proposal, remember, you most likely to have many competitors also bidding for that contract.

While writing an unsolicited proposal, you need to convince the reader or review committee that you understand the organization's problem and that your firm or you are qualified to solve it successfully.

**Parts of the Proposal**

i) Prefatory Part
- Title fly
- Title page
- Request for proposal
- Letter of transmittal
- Table of content
- List of illustration
- Synopsis or Executive summary
- (Draft Contract)

ii) Text parts
- Introduction
- Body
- Summary

iii) Supplementary parts
- Appendixes

The cover, title fly, title page, table of contents and list of illustration are handled the same way as in a formal report.

**Parts of Proposal**

**Copy of REP**
Instead of a letter of authorization, a formal proposal may have a copy of the request for proposal in a letter form or memo soliciting a proposal or a bid for a particular project.
**Draft Contract**
In long proposals a draft contract may be inserted after an executive summary. A draft contract allows receiver to offer a counter offer and it also gives an immediate overview, including financial information.
**Table of Content**
Brief proposals usually don't request a table of contents. Long proposals do require as well as other prefatory parts.

**ii) Text parts**

**Introduction**
This section presents and summarizes the problem you intend to solve and your solution to that problem, including any benefits the reader will receive from your solution. Write introduction as if you were approaching a non-specialist. Your first reader may be other than the person who sent you a request for the proposal. Some staff members often give the proposal an initial reading. Often the purpose is stated in infinitive form, as for example, to construct 1 meter carpeted road from machine shop.

**Scope**
Define the boundaries of your project. What boundaries are you setting to accomplish your projects? (Study an area of community)

**Project Team**
Some proposals even short ones include a list of individuals who will work on the project, including project director.

**Background**
The long proposal, you may include the projects the company has completed.

**Previous work**
Possibly literature review on the project

**Procedures**
Here you briefly explain how you will meet the requirement of your reader.

**Equipment and Facilities**
Tell the reader that you have thought well to realize what facilities will be needed. State what equipment and facilities you already have.

**Closing**
This section emphasizes the benefits the readers will realize from you solution, and it urges reader to act.

**iii) Supplementary Parts**

**Appendix**
It contains materials related to the report but not included in the text because they've too lengthy or bulky.

**Memo**

To: General Manager
From: Project Manager

SUBJECT: Activity Plan, 2006

Our primary objective for 2006 is to introduce computers to the three branches, Sialkot, Gujranwala and Jhung. Trips are planned to all these locations within the next month so we may see what each has accomplished toward this objective. In addition, I have planned to meet with Hassan Ahmed, who has written three computer books and he will, I'm sure, have valuable ideas for us.

Specifically, I've outlined six objectives in order of priority:

- Introduce computers to three of our branches
- Complete the programming here in our corporate office
- Reduce property taxes by Rs. 160, 000
- Employ a national management-consulting firm by September
- Establish controls on report reproduction and reduce costs by Rs. 5,000

Improve the format and detail of financial analysis provided to corporate each month

I look forward to the upcoming year and progress toward these goals.

To:
From:
SUBJECT: Supervisory Skills Training Program Proposal

Employee Development has been conducting an in-house supervisory course that focuses primarily on theory and information about management concepts and company policies. We would like to propose additional training for first- and second-line supervisors, focusing on skills only–specific behavioral guidance in supervising and motivating employees to increase productivity.

The program would be administered with the help of ABC Consulting Agency. The total cost of Rs 52,000 will cover customized behavior models, CD-ROM introductory and practice sessions, six line managers and/or staff certified by ABC as qualified trainers, two classes (20 participants each) of trained supervisors, and trainer manual and participant workbook for reproduction.

If you have anything in this regard please do let me know.

# LESSON 33

# JOB SEARCH AND EMPLOYMENT

**Outline:**

- The Job Search Communication
- Hiring Practices
- Human Relations / Personnel Communication
- Writing Resumes & Application Letters

For most business students, one of the most important communication tasks is preparing your resume. This document will represent you in offices you have never seen. The resume is just one aspect of a complete communication package that everyone must put together before he or she enters the business world. This package should also include a healthy amount of career planning and self-assessment before you even start thinking about a resume. In addition, after you have written a resume you need to think about writing cover letters, preparing yourself for interviews, and planning strategies for follow up interview with letters and telephone calls. This job-search communication package ends up looking very much like the following figure.

**The Job Search Communication**


**Plan Your Career**

Before you can sell a product, you need to know what the product is all about. Similarly, before selling your expertise you need to know the following:

**Understanding today's Changing Workplace**

Today, work place is influenced by numerous forces such as globalization, advancing technology, information overload, grown diversity, and team based organizations. Certain other issue such as corporate downsizing, cost-cutting initiatives growing dependency on flexible employment techniques such as outsourcing and increasing entrepreneur are fast influencing the workplace.

**How Changing Workplace Affects Job**

Employment is more flexible. Today, lifelong employees are less in number, only, temporary workers & consultants are working project by project basis.

**Hiring Practices**

**What today's Employers Seek in job Applicants**

Today Employers are looking for people who are:

- Able and willing to adapt to diverse situation
- Are unafraid to change
- Ready to learn on the job
- Are sensitive to cultural differences

In fact, your chances of being hired are better if you've studied abroad or learned another language.

**Setting Realistic Objectives**

How then do you begin assessing what you have to offer and then putting together a convincing sales pitch?

You cannot expect to be managing a major corporation or earning 100,000/- Rs. Similarly, you cannot expect to do some petty job. This is a phase of self-assessment process. Before selling a product know what that product is all about. So most of the experts will tell you that the first thing you need to do is to set realistic objective for yourself.

**Know your Major Strengths and Weaknesses**

To begin setting objectives, you may want to ask yourself a series of questions to clarify your thinking. These may be questions about your own strengths and weaknesses, questions about you goals, or a realistic appraisal of your abilities. Let's look at some issues you will always want to consider during this phase of self-assessment process.

- What have you done at school?
- Were you good with number?
- Can you get along with people?
- Are there any Gaps in your work history?
- Are you inexperience?
- Are you over-qualified?
- Do you have long term employment with one company or job termination in your career?

**Establish Some Goals**

- What are your long & short term goals?

- How do you picture yourself as a successful person?

**Envision the Ideal Day at Work**

- Talk to people about your envisioned profession
- Read out various occupations
- Determine the specific compensation you expect. What do you hope to earn in your first year? What kind of pay increase do you expect each year? Are you willing to settle for less money in order to do something you really love?

**Envision Size of Company & Location**

Do you like the idea of working for a small organization? How can you make yourself more valuable to employers?

- Keep an employment portfolio
- Collect anything that shows your ability to perform
- Take interim assignment
- Do temporary or freelance work
- Work on polishing and upgrading your skill
- Join networks of professional colleagues & friends who can keep you up to date with occupation and industry

**Narrow Down the Field**

Let's look at the functional areas of business and their activities as first step in narrowing the field.

**Finances**

Investment bank, commercial banks savings and loans corporation and brokerage houses

**Accounting**

Public account firms work as controllers or financial planners. Activities in these jobs range from reviewing financial records or balance sheets to monitoring business plans.

**Marketing & Sales**

In marketing you want to go to a company that sells consumer products, industrial products, high-technologies.

**Human Relations / Personnel Communication**

**Management Information Systems**

**Organizing your Approach**

Organize your approach to the Employment Process and don't worry if you don't have personal contact in an organization. Find out where the job opportunities are. Which industries are strong? Which part of the country is booming?

**Stay Abreast of Business and Financial News through**

- Major newspaper
- Trade magazine (print or line edition)
- Scan business page/watch television

**Research Specific Companies**

Make a list of desirable employers. Identify a promising industry.

**Learn about Organization**
Find out if a company maintains website. You'll find information about organization's mission, products, annual report employee benefits etc.

**Respond to Job Opening**
Send resumes quickly and cheaply through e-mail and send focused cover letters directly to executives doing the hiring.

**Find Career Counseling**
College placement centers offer individual counseling on campus. Seek help from them.

**Analyze your Purpose & Audience**

- Study your purpose and your audience to tailor your message for maximum effect.
- Gather relevant information about you and the employer you are targeting.
- Establish a good relationship by highlighting those skills and qualifications that match each employer.

**Writing Resumes & Application Letters**

**Preparing Resumes**
By sending out such employment messages, you have an opportunity to showcase your communication skills –the skills valued highly by the majority of employers. In fact, your success in finding a job will depend on how carefully you plan, write, and complete your resume.

**Analyze your Purpose and Audience**
A resume is a structured, written summary of a person's education, employment background, and job qualifications. Resume is a form of advertising. It is intended to stimulate an employer's interest in you. A successful resume inspires a prospective employer to invite you to interview with the company. Thus, your purpose is to create interest. Don't tell readers everything about you. In fact, it may be best to only hint at some things. Consider the following.

| Fallacy | Fact |
|---|---|
| Don't think of a resume as a list all your skills and abilities | A resume will kindle employer interest and generate an interview |
| Get you the job you want | Get you in the door |
| Will be read carefully and thoroughly by an interested employer | In fact your resume probably has less than 45 seconds to make an impression. |

**Investigate Pertinent Information**
Include pertinent personal history. The specific dates, duties, and accomplishments of any previous jobs you've held. Collect every piece of relevant educational experience that adds to your qualifications, such as formal degrees, skills, certificates, academic awards, or scholarships.

**Information about Personal Endeavors**: Give dates of your membership in an association. Offices you may have held in a club or professional organization? Presentations you might have given to a community group etc.

**Adapt your Resume to your Audience**
Because your resume will have little time to make an impression, make sure to adopt a "you" attitude and think about your resume from the employer's perspective. Ask yourself: What key qualifications will this employer be looking for? Which of these qualifications are your greatest strengths? What quality would set you apart from other candidates in the eyes of a potential employer? What are three or four of your greatest accomplishments, and what resulted from these accomplishments?

**A Good Resume**
A good resume is a flexible and can be customized for various situations and employers.
To write good resume, you need to show that you (1) think in term of result(2) know how to get things done(3) are well rounded,(4) show signs of progress(5) have personal standards of excellence(6) are flexible and willing to try new things(7) possess strong communication skills.

**Appropriate Organizational Approach**
To focus attention on your strongest points, adopt the appropriate organizational approach – make your resume chronological, functional, or a combination of the two. The "right" choice depends on your background and your goals.

**The Chronological Resume**
In a chronological resume, the work-experience section dominates, immediately after the name and address and the objective. You develop this section by listing your jobs sequentially in reverse order, beginning with the most recent position and working backward towards earlier jobs. Under each listing, describe your responsibilities and accomplishments, giving the most space to the most recent positions. If you're just graduating from college, you can vary this chronological approach by putting your educational qualifications before your experience, thereby focusing attention on your academic credentials.
The chorological approach is the most common way to organize a resume, and many employers prefer it. This approach has three key advantages:

(1) employers are familiar with it & can easily find information
(2) it highlights growth and career progression
(3) it highlights employment continuity and stability

The chronological approach is especially appropriate if you have a strong employment history and are aiming for a job that builds on your current career path.

# LESSON 34

# RESUME WRITING

**Outline:**

- The Functional Resume
- The Combination Resume
- Approach for Writing Resume
- Proofreading of Resume

Example of a chronological resume

June 2006 to present
Chief Accountant / Financial Analyst
AZ Corporation

- Prepare accounting reports for wholesale gift ware importer (Rs75 million annual sales)
- Audit financial transactions with suppliers in 12 Latin American countries
- Created a computerized model to adjust account for fluctuations in currency exchange rates.
- Negotiated joint-venture agreements with major suppliers in Mexico and Colombia
- Implemented electronic funds transfer for vendor disbursements, improving cash flow and eliminating payables clerk position.

**The Functional Resume**

A functional resume emphasizes a list of skills and accomplishments, identifying employers and academic experience in subordinate sections. This pattern stresses individual areas of competence, so it's useful for people who are just entering the job market, want to redirect their careers, or have little continuous career-related experience.

**Advantages**

(1) Without having to read through job descriptions, employers can see what you can do for them,

(2) You can emphasize earlier job experience

(3) You can de-emphasize any lack of career progress or lengthy unemployment.

Example of the Functional Resume

**Relevant Skills**

**Personal Selling/Retailing**

- Led house wares department in employee sales for spring 2006.
- Created end-cap and shelf displays for special house wares promotions.
- Sold the most benefit tickets during college fund-raising drive for local community centre

**Public Interaction**

- Commended by house wares manager for resolving customer complaints amicably
- Was captain college xi and participated in many University Fixtures

**Managing**

- Training part-time house wares employees in cash register operation and customer service
- Reworked house wares employee schedules as assistant manager
- Organized summer activities for children 6-12 years old for city of Karachi – including reading programs, sports activities, etc.

**The Combination Resume** A combination resume includes the best features of the chronological and functional approaches. Nevertheless, it is not commonly used, and it has two major disadvantages:

(1) It tends to be longer, and

(2) It can be repetitious if you have to list your accomplishments and skills in both the functional section and the chronological job descriptions.

Example of such a resume;

Naeem Ahmad
122-Mall Road Lahore
(042) 5858585

**Objective**

To obtain a position as a special events coordinator that will utilize my skills and experience

**Skills and Capabilities**

- Plan and coordinate large-scale public events
- Develop community support for concerts, festivals, and the arts
- Manage publicity for major events
- Coordinate activities of diverse community groups
- Establish and maintain financial controls for public events
- Negotiate contracts with performers, carpenters, electricians, and suppliers.

**Special Event Experience**

- Arranged 2001's week-long Arts and Entertainment Festival for the Public Library, involving performances by 25 musicians, dancers, actors, magicians, and artists
- Supervised the 2000 PTA Spring Carnival, an all-day festival with game booths, live bands, contests, and food service that raised Rs. 70,000 for the PTA
- Organized the 1999 Provincial convention for 80 members of the Lahore Women club, which extended over a three-day period and required arrangement for hotels, meals, speakers, and special tours
- Served as chairperson for the 1998 Children's complex Show, a luncheon for 400 that raised Rs.50,000 for orphans and privileged children

Education
- Bachelor of Arts, Psychology, APV College, Lahore.

Employment History
- First National Bank of Pakistan 1988 to 1990, personnel counselor/campus recruiter; scheduled and conducted interview with graduating MBA students on 18 campuses; managed orientation program for recruits hired for bank's management trainee staff
- ABC University 1996-1998, part-time research assistant for Professor Hassan (Science Department)

**Compose your Resume to Impress**
Write your resume using a simple and direct style. Use short, crisp phrases instead of whole sentences, and focus on what your reader needs to know. Avoid using the word I instead, start your phrases with impressive action verbs such as these:

| | | | | |
|---|---|---|---|---|
| Accomplished | coordinated | initiated | participated | set up |
| Achieved | created | installed | performed | simplified |
| Administered | demonstrated | introduced | planned | sparked |
| Approved | developed | investigated | presented | streamlined |
| Arranged | directed | joined | propose | strengthen |
| Assisted | established | launched | raised | succeeded |
| Assumed | explored | maintained | recommended | supervised |
| Budgeted | forecasted | managed | reduced | systematized |
| Chaired | generated | motivated | reorganized | targeted |
| Changed | identified | operated | resolved | trained |
| Complied | implemented | organized | saved | transformed |
| Completed | improved | oversaw | served | |

**Avoid Weak Statements**
Don't say: Responsible for developing a new branch
Say: Developed a new branch
Don't say: I was in charge of customer complaints
Say: Handled all customer complaints
Don't say: I won a cash prize of 100,000 for openings the newest customer accounts in my department
Say: Generated the highest number of new customer accounts in my department and awarded a prize of 100.000

**Use Active Statement that Shows Results**
In addition to listing your accomplishments, include your name and address, academic credentials, employment history, activities and achievement, and relevant personal data.

**Name and Address**
Name: an employer needs to know
Who you are
Where you can be reached: phone number/ e-email address contact information at school and at home both, cell phone no etc. No need to include the word resume. Just

make sure the reader can tell in an instant who you are and how to communicate with you.

**Career Objective or Summary of Qualification**

Experts disagree about the need to state a career objective. Such a statement only limits you as a candidate (especially for a variety of openings). Employers will try to categorize you anyway, so you might as well make sure they attach the right label.

Remember, your goal is to generate interest immediately. If you decide to state your objective, make it effective by being as specific as possible about what you want:

Examples of Career Objective or Summary of Qualification

A marketing position in a growing company requiring international education

Summary of qualifications: ten years of experience in international banking with track record.

The career objective or summary may be the only section read fully by the employer, so if you include either one, make it strong, concise, and convincing.

**Education**

If you are still in school, education is probably your strongest selling point. Present your educational background in depth, choosing facts that support your "theme". Give heading such as "Education", "Professional College Training", or "Academic Preparation" starting with most recently attended, List the name and location of each one, the term of your enrollment (in months and years), your major and minor fields of study, significant skills and abilities you've developed in your course work, and the degrees or certificates you've earned.

Indicate incomplete education. Include any training qualifying you for the job and any scholarship, award that you have won. Also tell them whether the training was sponsored by business or government.

Include any relevant seminars or worship you've attended, as well as the certificates or other documents you've receive. Listing your grades depends on the job you want and the quality of your grades. Remember education is usually given less emphasis if you've worked in your chosen field for a year or more.

**Work Experience, Skills & Accomplishments**

**List the Education Section, the Work-Experience Section**

Do the following.

- Focus on your overall theme.
- Show relationship between your previous responsibilities and your target field.
- Call attention to skills you've developed and your progression from jobs of lesser to greater responsibility.
- Describing your work experience,
- List your jobs in chronological order,
- Include any part-time, even if unrelated to your current career objective. It shows your ability to get and hold a job – an important qualification in itself. If you have worked your way through school, say so. Employers interpret this as a sign of character.

Before or after each job listing, state your functional title, such as 'salesperson'. Don't try to make your role seem more important by glamorizing your job title.

The work experience section lists the entire related job you've had:

- Name and location of employer
- What the organization does (if not clear from its name)
- Your functional title
- How long you worked
- Your duties and responsibilities
- Your significant achievements or contributions.

For example, developed a new filing system, that reduced paperwork by 50 percent. Include miscellaneous facts that are related to your career objective:

- Command of other languages
- Computer expertise
- Date you can start working

You may put "References available on request" at the end of your resume, but doing so is not necessary. The availability of references is usually assumed. Don't include actual names of references. List your references on a separate paper and take them to your interview.

**Activities and Achievements**

- Describe any volunteer activities that demonstrate your abilities.
- List any project that requires leadership, organization, teamwork, and cooperation.
- Emphasize career-related activities such as "member of the Student Marketing Association".
- List skills you learned in these activities, and explain how these skills are related to the job you're applying for.
- Include speaking/writing/tutoring experience/participation in athletics/creative projects/ fundraising/community-service activities in academic or professional organizations.
- Non-paid activities may provide evidence of work-related skills.

**Resume Deception**

One in four resumes has a lie in it. The most frequent forms of deception include the following:

- Claiming nonexistent educational credits.
- Inflating grade-point averages.
- Stretching dates of employment to cover gaps.
- Claiming to be self-employed
- Claiming to have worked for companies that are out of business
- Omitting jobs that might cause embarrassment.

- Exaggerating expertise or experience

**Personal Data**
Leave personal interest off your resume-unless including them enhances the employer's understanding of why you would be the best candidate for the job.

Experts also recommend excluding salary information, reasons for leaving jobs, names, of previous employer, etc.

**Revise your Resume**
The keys to writing a successful resume adopt the 'you' attitude and focus on your audience. Think about what the prospective employer's need, and then tailor your resume accordingly.

The 'perfect' resume responds to the reader's needs and preferences and avoids some common faults. The following is a list of common faults.

**Too long**: The resume is not concise, relevant, and to the point.
**To short or sketchy**: The resume does not give enough information for a proper evaluation of the application
**Hard to Read**: A lack of 'write space' and of deceives such as indention and boldfacing makes the reader's job more difficult.
**Wordy:** Descriptions are verbose with numerous words used for what could be said more simply.
**Too Slick:** The resume appears to have been written by someone other than the applicant, which raises the question of whether the qualifications have been exaggerated.
**Amateurish:** The applicant appears to have little understanding of the business world or of a particular industry, as revealed by including the wrong information or presenting it awkwardly.
**Poorly Reproduced:** The print is faint and difficult to read.
**Misspelled and Ungrammatical throughout:** Recruiters conclude those candidates who make spelling and grammar mistakes lack good verbal skills, which are important for the job.
**Boastful:** The overconfident tone makes the reader wonder whether the application's self-evaluation is real.
**Dishonest:** The applicant claims to have the expertise or work experience or work experience that he or she does not possess.
**Gimmicky:** The words, structure, decoration, or material used in the resume departs so far from the usual as to make the resume ineffective.
**Produce your Traditional Resume**
With less than a minute to make a good impression, your resume needs to look sharp and grab a recruiter's interest in the first few lines. A typical recruiter devotes 45 seconds to each resume before tossing it into either the 'maybe' or the 'reject' pile.

Try to keep your resume to one page. If you have a great deal of experience and are applying for a higher-level position, you may need to prepare a somewhat longer resume. The important thing is to have enough space to present a persuasive but accurate portrait of your skills and accomplishments.

**Approach for Writing Resume**

**A. Organizational Approach**

1. Use the chronological approach unless you have a weak employment history
2. Use the functional approach if you are new to the job market, want to redirect your career, or have gaps in your employment history.
3. Use the combined approach to maximize the advantages of both chronological and functional resumes, but only when neither of the other two formats will work.

**B. Format and Style**

1. Use short noun phrases and action verbs, not whole sentences.
2. Use facts, not opinions.
3. Adopt a "you" attitude.
4. Omit personal pronouns (especially I).
5. Omit the date of preparation, desired salary, and work schedule.
6. Use parallelism when listing multiple items.
7. Use positive language and simple words.
8. Use white space, quality paper, and quality printing.

**C. Opening**

1. Include contact information (name, address).
2. Include a career objective or a skill summary if desired.
3. Make your career objective specific and interesting.
4. Prepare two separate resumes if you can perform two unrelated types of work.
5. In a skill summary, present your strongest qualifications first.

**D. Education**

1. List the name and location of every postsecondary school you've attended (with dates, and with degrees/certificates obtained).
2. Indicate your college major (and minor).
3. Indicate numerical scale (4.0 or 5.0) if you include your grade-point average.
4. List other experiences (seminars, workshops) with dates and certificates obtained.

**E. Work Experience, Skills, and Accomplishments**

1. List all relevant work experience (paid employment, volunteer work, internships).
2. List full-time and part-time jobs.
3. Provide name and location of each employer (with dates of employment).
4. List job title and describe responsibilities.
5. Note on-the-job accomplishments and skills; quantify them whenever possible.

**F. Activities and Achievements**

1. List all relevant offices and leadership positions.
2. List projects you have undertaken.
3. Show abilities such as writing or speaking, and list publications and community services.
4. List other information, such as your proficiency in language other than English.

5. Mention ability to operate special equipment, including technical, computer, and software skills.

**G. Personal Data**

1. Omit personal details that might be seen as negative or used to discriminate against you.
2. Leave personal interest off unless they are relevant to the position being sought.
3. List a reference only with permission to do so.
4. Balance Common Language with Current Jargon.

Another way to maximize hits on your resume is to use words that potential employers will understand (for example, use keyboard, not input device). Also, use abbreviations sparingly (except for common ones such as BA or MBA.

**Submitting Scan-able Resume**

When submitting your resume by email, don't attach it as a separate document. Most human resources departments won't accept attached files. Instead, paste your resume into the body of your email message. Whenever you know a reference number or a job ad number, include it in your e-mail subject line.

**Proofread Your Resume**

Once your resume is complete, update it continuously, as already mentioned, employment is becoming much more flexible these days, so it's likely, you'll want to change employers.

Examine the following resume and write a critique of it.

Naeem Ahmed
5687 Crosswords Road, Lahore
Home: (042) 987-0086 Office: (042) 549-6624

- I have been staff accountant/financial analyst at AZ Corporation in Islamabad from March 1999 present.
- I have negotiated with major suppliers.
- I speak both English and Urdu fluently, and I was recently encouraged to implement an electronic funds transfer for vendor disbursements.
- In my current position, I am responsible for preparing accounting reports.
- In have audited financial transaction.
- I have also been involved in the design of a computerized model to adjust accounts for fluctuations in currency exchange rates.
- I am skilled in the use of Excel, Access, HTML, and Visual Basic.

Was staff accountant with ABC of Agricultural Chemicals in Quetta, (October 1995 to March 1999)?

- While with ABC Quetta, I was responsible for budgeting and billing.
- I am responsible for credit-processing functions.
- I was also responsible for auditing the travel and entertainment expenses for the sales department.
- I launched an online computer system to automate all accounting functions.
- Also during this time, I was able to travel extensively in the country and abroad.

- I have my Master of Business Administration with emphasis on international business, which I learned attending Punjab University in Lahore.
- Bachelor of Business Administration, Accounting (1990-1993), earned while attending College, Lahore.

# LESSON 35

# RESUME & APPLICATION LETTER

**Outline:**

- Chronological Resume
- Application Letters
- Two Types of Job Letters
- Motivation for Action

**Chronological Resume**
**Name**
**Address Contact Nos.**

**Objective**

**Experience**
<u>November 2000 to present</u>

<u>September 1998 to November 2000</u>

**Education**
<u>1996-1998</u> ________________________________________.

<u>1994-1996</u> ________________________________________.

**Personal Details**

**Language and Technical Skills**

**Application Letters**

Whenever you submit your resume accompany it with a cover, or application letter to let readers know what you're sending, why you're sending it, and how they can benefit from reading it because your application letter is in your own style rather than the choppy, shorthand style of your resume.

Send you resume and application letter together, because each has a unique job to perform. The purpose_of your resume is to get employers interested enough to contact you for an interview. You can achieve this purpose by doing the following:

- Learn something about the organization you're applying to and focus on your audience.

- Imagine yourself in the recruiter's situation.
- Show how your background and talents will solve a particular problem or fill a specific need the company has. During your research, find out the name, title of the person to contact.
- So respect your reader's time.
- Include nothing in your cover letter that already appears in your resume.
- Keep your letter straightforward, fact-based, short, upbeat, and professional.

**Drafting Cover Letter**
- Be Specific.
- Avoid general objectives.
- Be as clear as possible about the kind of opportunity and industry you're looking for.

**Make Email Cover Even Shorter**
When sending a cover letter by e-mail, make it a bit shorter than traditional application letters. Remember, e-mail readers want the gist very quickly.

Aim for high quality. Carefully check your spelling, mechanics, and grammar. Employers complain about the declining quality of written communication, including cover letters.

**Two Types of Job Letters**
Solicited application letter is in response to an announced job opening – you'll usually know what qualifications the organization is seeking. You'll also have more competition because hundreds of other job seekers will have seen the listing and may be sending applications too.

Both solicited and unsolicited letters present your qualifications similarly. The main difference is in the opening paragraph. In a solicited letter, you need no special attention-getter because you have been invited to apply. In an unsolicited letter, you need to start by capturing the reader's attention and interest.

**Getting Attention**
Follow the AIDA approach when writing your application letter: attention, interest, desire, action. Like your resume, your application letter is a form of advertising, so organize it as you would a sales letter: Use the AIDA approach, focus on your audience, emphasize reader benefits and make sure your style project confidence. To sell a potential employer on your merits, you must believe in them and sound as though you do.

**An Unsolicited Confident Opening**
The opening of an application letter captures attention, gives the reason you're writing, and states which job you're applying for. Open a solicited application letter by mentioning how you found out about the position.

*Please consider my application for an entry-level position in technical writing. Your firm advertised a position (on September 23, 2006, in the New Sun). With my two years experience, won't you consider me for that position?*

**Building Interest and Increasing Desire**
The middle section of your application letter presents your strongest selling points in terms of their potential benefit to the organization, thereby building interest in you and creating a desire to interview you.
The middle section of an application letter does the following.

- Summarize your relevant qualifications
- Emphasize your accomplishments
- Suggests desirable personal qualities
- Justifies salary requirements
- Refers to your resume

Show how your strongest skills will benefit the organization. A 20 years old, his/her third year of college, might begin like this: When you need a secretary in your export division who can take shorthand at 125 words a minute and transcribe notes at 70 – in English, Urdu or Portuguese – call me. Describe your understanding of the job's requirements and then show how well your qualifications fit them.

Use a question to demonstrate your understanding of the organization's need.

*Can your fast-growing market research division use an interviewer with 1½ years of field survey experience, a B.A in public relations, and a real desire to succeed? If so, please consider me for the position.*

**Solicited Application Letters**
*Identify the publication in which the ad ran; then describe what you have to offer.*
*In the April issue of Travel & Leisure your ad for a cruise-line social director caught my eye. My eight years of experience as a social direction in the travel industry would allow me to serve your new cruise division well.*

Spell out a few of your key qualification, and back up your assertions with some convincing evidence of your ability to perform:

**Poor:** I completed three college courses in business communication, earning an A in each course, and have worked for the past year at Imperial Construction.

**Improved:** Using the skills gained from three semesters of college training in business communication, I developed a collection system for Imperial Construction that reduced its 2001 bad-debt losses by 3.7 percent, or Rs. 90,000, over those of 2000. Instead of using time worn terminology, the new system's collection letters offered discount incentives for speedy payment.

The middle of your application letter also demonstrates a few significant job-related qualities, such as your diligence or your ability to work hard, learn quickly, handle responsibility, or get along with people:

*While attending college full-time, I trained 3 hours a day with the varsity track team. In addition, I worked part-time during the school years and up to 60 hours a week each summer in order to be totally self-supporting while in college. I can offer your organization the same level of effort and perseverance.*

Another matter you might bring up in this section is your salary requirement – but only if the organization has asked you to state them.

*For the past two years I have been helping a company similar to yours, organizes its database. I would therefore like to receive a salary in the same range over twenty for helping your company set up a more efficient customer database.*

Toward the end of this section, refer the reader to your resume by citing a specific fact or general point covered there.

**Motivating Action**
The final paragraph of your application letter has the two important functions:

(1) To ask the reader for a specific action
(2) To make a reply easy. In almost all cases, the action you request is an interview.
(3) Don’t demand it; however, try to sound natural.

*After you have reviewed my qualifications, could we discuss the possibility of putting my marketing skills to work for your company? Because I will be on spring break the week of March 8, I would like to arrange a time to talk then. I will call in late February to schedule a convenient time when we would discuss employment opportunities at your company.*

**Adapting Style and Approach to Culture**
The AIDA approach isn’t appropriate for job seekers in every culture. If you’re applying for a job abroad or want to work with a subsidiary of an organization based in another country, you may need to adjust your tone.

**Guideline for Writing Applications Letter**

A. Attention (opening paragraph)

1. Open the letter by capturing the reader’s attention in a businesslike way.
2. Use a summary, name, source, question, news, personalized, or creative opening.
3. State that you are applying for a job, and identify the position or the type of work you seek.

B. Interest and desire, or evidence of qualifications (next several paragraphs)
1. Present your key qualifications for the job, highlighting what is on your resume: job-related education and training; relevant work experience; and related activities, interests, and qualities.
2. Adopt a mature, businesslike tone.
3. Eliminate boasting and exaggeration.
4. Back up your claims by citing specific achievements in educational, work, and outside settings.
5. Demonstrate your knowledge of the organization by citing its operations or trends in the industry.
6. Link your education, experience, and personal qualities to the job requirements.

7. Relate aspects of your training or work experience to those of the target position.
8. Outline your educational preparation for the job.
9. Provide evidence that you can learn quickly, work hard, handle responsibility, and get along with others.
10. Show that you possess personal qualities and work attitudes that are desirable for job performance.
11. If asked to state salary requirements in your letters, state current salary or a desired salary range, and link it to the benefits of hiring you.
12. Refer the reader to the enclosed resume.

**C. Action (Closing Paragraph)**

1. Request an interview at the reader's convenience.
2. Request a screening interview with the nearest regional representative, if company headquarters is some distance away.
3. Make it easy to comply with your request by providing your phone number (with area code) and stating the best time to reach you, or mention a time when you will be calling to set up an interview.
4. Express your appreciation for an opportunity to have an interview.
5. Repeat your strongest qualification to reinforce your claim that you can contribute to the organization.

# LESSON 36

# JOB INQUIRY LETTER AND INTERVIEW

**Outline:**
- Application Follow-Ups
- The typical Sequence of Interviews
- Types of Interviews

Some organizations require you to fill out and submit an application form before considering you for a position. It is a standardized data sheet that simplifies comparison of applicant's qualifications. To request such a form, send a job-enquiry letter. You can also go to the organization and pick up the form.
Organizations use this form for information about your qualification so try to be accurate when filing it out. Your care in filling out application form suggests to the employer that you will be thorough and careful in your work. When writing a job-Inquiry letter, plan for direct requests: main idea, necessary details, and specific request.

## Application Follow-Ups

Even if you've received a letter acknowledging your application and saying that it will be kept on file, don't hesitate to send a follow-up letter three months later to show that you are still interested. Look at the following.

*Three months have elapsed since I applied to you for an accountant position, but I want to let you know that I am still very interested in joining your company.*

*Please keep my application in your active file, and let me know when a position opens for a capable accountant.*

Unless you state otherwise, the human resources office is likely to assume that you've already found a job and are no longer interested in the organization. Moreover, requirements change. A follow-up letter can demonstrate that you're sincerely interested in working for the organization, that you're persistent in pursuing your goals, and that you're upgrading your skills to make yourself a better employee. And it might just get you an interview.

If your application letter and resume fail to bring a response within a month or so, follow up with a second letter to keep your file active. This follow-up letter also gives you a chance to update your original application with any recent job-related information.

*Since applying to you on May 3 for an executive secretary position, I have completed a course in office management at ABC College. I received straight A's in the course. Now, I am a proficient user of MS Word, including macros and other complex functions.*

*Please keep my application in your active file, and let me know when you need a skilled executive secretary.*

**Understanding the Interview Process**

It is very important to understand the interviewing process as well as the hiring practices of the big and small organizations. For this purpose study the following.

| | Big Companies | Small Companies |
|---|---|---|
| Number and type of applicants sought | Consistently hire thousands of new employees each year; have relatively specific hiring criteria, depending on the position; tend to be highly selective. | Hiring requirement fluctuate, often looking for flexibility, versatility; often somewhat more open-minded. |
| Person or department in charge of recruiting | Handled by human resource or personnel department | In really small companies, the founder/top manager makes all hiring decisions. |
| General recruiting and interviewing style | Governed by formal policies and procedures; typically involves series of several interviews; approach is generally systematic, well planned, and well financed. | Conducted informally on an as-needed basis without a standard procedure; hiring decision may be made after first interview or may drag on for several months. |
| Where/how they advertise | Use national and local newspapers, trade journals, campus placement offices, word of mouth, online job banks, company websites. | Rely heavily on word of mouth and local newspapers |

| | | |
|---|---|---|
| Use of employment agencies, search firms | Roughly 60 percent use employment agencies; whereas 40 percent use executive search firms. | Agency use varies widely among small companies; cost may be a factor. |
| Responsiveness to unsolicited resumes | Received hundreds of unsolicited resumes, which typically get less attention than resumes obtained through departments' own planned recruiting program; most companies will scan unsolicited resumes into a database if they maintain one; best to send resume directly to line manager or potential co-worker in department where you want to work. | Receive relatively few unsolicited resumes, so they pay close attention to them; however, given limited hiring needs, chances are slim that your resume will arrive when company has a corresponding opening. |
| Reliance on campus recruiting | On campus recruiting programs, relatively small in number | The smaller the company, the less likely it is to recruit in this manner. |
| Best way for candidate to approach company | Use campus placement office to schedule interviews with companies that recruit on your campus. If company does not recruit on your campus, call the person in charge of college recruiting, explain your situation, and ask for advice on best way to get an interview. | Check with campus placement office; try to make direct personal contact with owner/manager or department head; get names and addresses from chamber of commerce, business directories, send resume and application letter. |

**Understanding the Interview Process**

An employment interview is a formal meeting in which both employer and applicant ask questions and exchange information to learn more about each other.

**Dual Purpose**

1. The organization's main objective is to find the best person.
2. The applicant's main objective is to find the job best suited to his or her goals and capabilities.

Organizations hiring hundreds of new employees every year take a more systematic approach to the recruiting and interviewing process. Adjust your job search according to the company's size and hiring practices. Start seeking jobs well in advance of the date you want to start work. Begin job search as much as nine months before. During downturns in the economy, early planning is even more crucial.

**The Typical Sequence of Interviews**

In a typical job search, you can expect to have many interviews before you accept a job offer. A candidate undergoes a rigorous interview process. Most organizations interview an applicant several times before extending a job offer. These are the stages that normally take place in the interview process.

- Screening stage
- Selection stage
- Final stage

Interviews at the screening stages are fairly structured, so applicants are often asked roughly the same questions. Many companies use standardized evaluation sheets to "grade". Technology has transformed the initial, get-to-know-you interview, allowing employers to screen candidates by phone, video interview, or computer.

During the screening stage of interviews, try to differentiate yourself from other candidates. You might face a panel of several interviewers who ask you questions during a single session. By noting how you listen, think, and express yourself, they can decide how likely you are to get along with colleagues.

Best approach during the selection stage is to show interest in the job, relate your skills and experience to the organization's needs, listen attentively, ask insightful questions, and display enthusiasm.
You may be invited back for a final evaluation by a higher-ranking executive who has the authority to make the hiring decision and to decide to your compensation.

Organizations use various types of interviews to discover your potentials .These interview are of the following types.

- Structured Interview
- Open-ended Interview
- Group Interview
- Stress Interview
- Video Interview
- Situational Interview

**Structured Interviews**

A structured interview is generally used in the screening stage. A Structured Interview is controlled by the interviewer to gather facts. Here the employer controls the interview by asking a series of prepared questions in a set order. Working from a checklist, the interviewer asks candidates each question, staying within an allotted time period. All answers are noted. Although useful in gathering facts, the structured interview is generally regarded as a poor measure of an applicant's personal qualities. Some companies use structured interviews to create uniformity in their hiring process.

**Open-ended Interviews**
Opening-ended interview is less formal and unstructured. In an open-ended interview, the recruiter encourages the candidate to speak freely. The interviewer poses broad, open-ended question and encourages the applicant to talk freely. It is good for bringing out an applicant's personality and is used to test professional judgment. However, some candidates reveal too much, rambling on about personal or family problems that have nothing to do with their qualifications for employment, their ability to get along with co-workers, or any personal interests that could benefit their performance on the job. So be careful. To strike a delicate balance between being friendly, remember that you're in a business situation.

**Group Interviews:**
In them recruiters meet several candidates simultaneously. Group interviews help recruiters see how candidate interact. These types of interview are useful for judging interpersonal communication. They tell them how candidates relate to one another. Do they smile? Are they supportive of one another's comments? Do they try to score points at each other's expense?

**Stress Interviews**
Perhaps the most unnerving types of interview are the stress interview. Stress interviews help recruiters see how you handle yourself under pressure. They see how well a candidate handles stressful situations. During a stress interview, you might be asked pointed questions designed to unsettle you. You might be subjected to long periods of silence, criticisms of your appearance, deliberate interruptions, abrupt or even hostile reactions by the interviewer.

**Video Interviews**
Video interviews require some special preparation**.** As employers try to cut travel costs, the video interview is becoming more popular. Companies use videoconferencing systems to screen middle-management candidates or to interview new recruits at universities. Experts recommend that candidates prepare a bit differently for a video interview than for an in-person meeting. Follow are the guidelines.

- Ask for a preliminary phone conversation to establish rapport with the interviewer.
- Arrive early enough to get used to the equipment and setting.
- During the interview, speak clearly but not more slowly than normal.
- Sit straight.
- Look up but not down.
- Try to show some animation, but not too much (since it will appear blurry to the interviewer).

**Situational Interviews**
In situational interviews candidates must explain how they would handle a specific set of circumstances. "How would you handle this?" Proponents of this approach claim that interview is about the job, not about a candidate's five-year goals, weaknesses or strengths, challenging experiences, or greatest accomplishment. So the situational

interview is a hands-on, at-work meeting between an employer, who needs a job done, and a worker who must be fully prepared to do the work.

Regardless of the type of interview you may face, a personal interview is vital because your resume can't show whether you're lively and outgoing or subdued and low key, able to take direction or able to take charge. Each job requires a different mix of personality traits. The interview's task is to find out whether you will be effective on the job.

**What Employers Look For**

Having the right personality traits for the job is important in today's workplace. A sense of humor tops the list because they believe that people who don't take themselves too seriously are better able to cope with the stress. Employers look for the people who are self-motivated, enthusiastic, not afraid to make decisions, willing to take risks, intelligent, good communicators, and considerate of others.

Current research shows that employees with certain personality traits tend to be more successful at their job. As a result, many employers today seek candidates with a high "emotional intelligence," or EQ (emotional quotient). People with a high EQ generally possess these desirable attributes: self-awareness, good impulse control, persistence, confidence, self-motivation, and empathy, as well as the ability to persuade, articulate a mission, interpret the mood of a group, and communicate with people in terms they understand.

**What's your EQ?**

- Think clearly and stay focused on the task at hand while under pressure.
- Admit your own mistakes.
- Meeting commitments and keep promises.
- Hold yourself accountable for meeting your goals.
- Seek new ideas for a variety of sources.
- Handle multiple demands and changing priorities.
- Make sacrifices to meet an important organizational goal.
- Cut through red tape and bend outdated rules when necessary.
- Seek fresh perspectives, even if that means trying something totally new.
- Separate from an expectation of success rather than a fear of failure.
- Try to learn how to improve your performance.
- Set challenging goals and take calculated risks to reach them.

When it comes down to it, every job has basic qualifications. Employers first look for two things: evidence that a candidate will fit in with the organization and proof that the person can handle a specific job.

**Compatibility**

Interviewers try to decide whether a candidate will be compatible with the other people in the organization. Compatibility with the organization is judge on the basis of personal background attitudes, and style. Some interviewers believe that personal background is an indication of how well the candidate will fit in, so they might ask about your interests, hobbies, awareness of world events, and so forth. You can expand your potential along these lines by reading widely, making an effort to meet new people, and participating in discussion groups, seminars, and workshops.

# LESSON 37

# PROCESS OF PREPARING THE INTERVIEW

**Outline:**

- Qualifications for the Job
- Preparing for a Job Interview
- Interview Strategies
- Closing of Interview

**Qualifications for the Job**

Suitability for the specific job is judged on the basis of:

- Academic preparation
- Work experience
- Job-related personality traits

When you're invited to interview for a position, the interviewer may already have some idea of whether you have the right qualifications, based on a review of your resume. But during the interview, you'll be asked to describe your education and previous jobs in more depth so that the interviewer can determine how well your skills match the requirements. In many cases, the interview will be seeking someone with the flexibility to apply diverse skills in several areas. Pre-employment tests attempt to provide objective, quantitative information about a candidate's skills, attitudes, and habits.

**Pre-employment Test**

Three types of pre-employment tests frequently administered by companies are job skill tests, psychological tests, and drug tests. Job-skill tests, the most common type, are designed to access competency or specific abilities needed to perform a job. Psychological tests usually take the form of questionnaires. These tests can be used to assess overall intellectual ability, attitudes toward work, interests, managerial potential, or personality characteristics – including dependability, commitment, honesty, and motivation. Drug tests are not conducted in our country, however they are conducted abroad**.**

**Preparing for a Job Interview**

For a success interview, preparation is mandatory. The best way to prepare for a job interview is to think about the job itself. It's perfectly normal to feel a little anxious before an interview. But good preparation will help you perform well. Be sure to consider any cultural differences when preparing for interviews, and base your approach on what you audience expects. Before the interview, learn about the organization, think ahead about questions, bolster your confidence, polish you interview style, plan to look good, and be ready when you arrive.

**Learn About the Organization**
Planning your employment search, you probably researched the companies you sent your resume to. But now that you've been invited for an interview, you'll want to fine-tune your research and brush up on the facts you've collection.

Today's companies expect serious candidates to demonstrate an understanding of the company's operations, its market, and its strategic and tactical problems. Learning about the organization and the job enable you to show the interviewer just how you will meet the organization's particular needs.

**Planning for a Successful Interview**
How can you practice for a job interview? What are some questions that you might be asked, and how should you respond? What questions are you not obligated to answer? These entire questions are important for interviews.

**Think Ahead about Questions**
Planning ahead for the interview questions will help you handle them more confidently and intelligently. Moreover, you will want to prepare intelligent questions of your own.

**Interview Strategies**
You may be asked the following questions.
1. What was the toughest decision you ever had to make?
2. Why do you want to work for this organization?
3. Why would we employ you?
4. If we hire you, what changes would you make?
5. Can we offer you a career path?
6. What are your greatest strengths?
7. What are your greatest weaknesses?
8. What didn't you like about previous job you've held?
9. Are there any weaknesses in your education or experience?
10. Where do you want to be five years from now?
11. What are you salary expectations? What are your expectations about salary?
12. What would you do if……
13. What type of position are you interested in?
15. Tell me something about yourself.
16. Do you have any question about the organization or the job?

**Bolster Your Confidence**

If you feel shy or self-conscious, remember that recruiter is human too. By building your confidence, you'll make a better impression. The best way to counteract any apprehension is to remove its source. You may feel shy or self-conscious because you think you have some flaw that will prompt others to reject you. Bear in mind, however, that you're much more conscious of your limitations than other people are.

**Polish your Interview Style**
Staging mock interview with a friend is a good way to hone your style. Nonverbal behavior has a significant effect on the interviewer's opinion of you. Confidence helps you walk into an interview, but once you're there, you want to give the interviewer an

impression of poise, good manners, and good judgment. Some job seekers hire professional coaches and image consultants to create just the right impression.

**Plan to Look Good**

To look like a winner

- Dress conservatively
- Be well groomed
- Smile when appropriate

Physical appearance is important because clothing and grooming reveal a candidate's personality and professionalism. When it comes to clothing, the best policy is to dress conservatively. Wear the best-quality businesslike clothes you can, preferably a dark, solid colour.

**Interviewing for Success**

Be prepared for the interview by

- Taking proof of your accomplishments
- Arriving on time
- Waiting graciously

How you handle a particular interview depends on where you stand in the interview process. If you're being interviewed for the first time, your main objective is to differentiate yourself from the many other candidates who are also being screened.

Of the three stages, the warm-up is the most important, even though it may account for only a small fraction of the time you spend in the interview. Psychologists say that 50 percent of an interviewer's decision is made within the first 30 to 60 seconds, and another 25 percent is made within 15 minutes. If you get off to a bad start, it's extremely difficult to turn the interview around.

**The Questions and Answer Stage**

Questions and answers will consume the greatest part of the interview. The interviewer will ask you about your qualifications and discuss some of the points mentioned in your resume. You'll also be asking questions of your own.

**Dealing with Questions**

Tailor your answers to emphasize your strengths.

**Listening to the Interviewer**

Paying attention to both verbal and nonverbal messages can help you turn the question and answer stage to your advantage

**Answering Discriminatory Questions**

Employers cannot legally discriminate a candidate on the basis of race, caste, colour, creed or gender.

**To Close**
Like the opening, the end of the interview is more important than its duration. In the last few minutes, you need to evaluate how well you've done. You also need to correct any misconceptions the interviewer might have.

**Concluding Gracefully**
Conclude the interview with courtesy and enthusiasm. You can generally tell when the interviewer is trying to conclude the session. He or she may ask whether you have any more questions, sum up the discussion, change position, or indicate with a gesture that the interview is over.

**Discussing Salary**
Be realistic in your salary expectations and diplomatic in your negotiations. If you do receive an offer during the interview, you'll naturally want to discuss salary. However, let the interviewer raise the subject. If he asked your salary requirements, say that you would expect to receive the standard salary for the job in question.

**When to Negotiate**
If you don't like the offer, you might try to negotiate, provided you're in a good bargaining position and the organization has the flexibility to accommodate you.

**What to Negotiate**
Negotiating benefits may be one way to get more value from an employment package. Even if you can't bargain for more money, you may be able to win some concessions on benefits. The value of negotiating can be significant because benefits often cost employer 25 to 45 percent of your salary.

**Interview Notes**
Keep a written record of your job interviews. If yours is a typical job search, you'll have many interviews before you accept an offer. For that reason, keeping a notebook or binder of interview notes which can help you refresh your memory of each conversation. As soon as the interview ends, jot down the names and titles of the people you have met. Briefly summarize the interviewer's answers to your questions.

**Application Follow-Ups**
If your application letter and resume fail to bring a response within a month or so, follow up with a second letter to keep your file active. This follow-up letter also gives you a chance to update your original application with any recent job-related information.

**A Letter of Acknowledge**
Even if you've received a letter acknowledging your application and saying that it will be kept on file, don't hesitate to send a follow-up letter three months later to show that you are still interested.

# LESSON 38

# ORAL PRESENTATION

**Outline:**

- Definition and Successful Oral Presentation
- The Three Step Oral Presentation Process
- Audience Analysis
- Writing Oral Presentation
- Types of Oral Presentations

## Successful Oral Presentation

In your personal life and in the world of business, you orally communicate with your customers, colleagues, associates, superiors, employees, employers and others. But this communication does not need any special preparation as this is simply a face to face conversation in which you can convey your message very easily and without any hesitation. However, at certain occasion you have to talk to a big audience such as employees to convince them to do hard work and customer to trust you.

## Definition

The action of communication in which one speaker is doing most of the sending and a number of listeners are doing most of the receiving is known as oral presentation

## Successful Oral Presentation

Oral presentation creates mutual understanding between audience and speaker so you will have to give yourself some time to improve your oral presentation skills. For oral presentations, you need the different steps to be effective in your oral presentation. These steps are the following.

- Stages for preparing oral presentations.
- Types of oral presentations.
- Art of delivering the oral message.
- Delivering the speech.
- Nonverbal delivery.

## The Three Step Oral Presentation Process

Regardless of your job or the purpose of your presentation, you will be more effective if you adopt an oral presentation process that follows these three steps:

1. Planning your presentation
2. Writing your presentation
3. Completing your presentation

The content and style of speeches and presentations vary, depending on your purpose.

**Planning Oral Presentation**
Planning oral presentations is much like planning any other business message: it requires analyzing your purpose and your audience, investigating necessary information, and adapting your message to the occasion and your audience so that you can establish a good relationship.

The four basic purposes for giving presentations are to inform, to persuade, to motivate, and to entertain. Here are sample statements of purpose for business preventative:

**To Inform**
Here your objective is to clarify, explain a process as a teacher, delivers a lecture *to inform.* In brief, at the conclusion of your message you hope, your listeners have a better comprehension of an issue, an idea, a process and a procedure that you have talked about.

- To inform the accounting department of the new remote data-access policy.
- To explain to the executive committee the financial ramifications of Omni Group's takeover offer.

**To Persuade**
Gaining willing acceptance of an idea is objective to persuasion. Note that the key word here is *willing.* Your goal is that after you have finished your presentation, listeners will accept your proposal. You hope they will do as you ask them to do. To persuade potential customers that our bank offers the best commercial banking services for their needs

**To Motivate**
To motivate the sales force to increase product sales by 10 percent.

**To Entertain**
In this type of presentation your purpose is to entertain an audience. Gear the content, organization, and style of your message to your audience's size, background, attitudes, and interests.

**Audience Analysis**
**A. Determine Audience Size and Composition**
1. Estimate how many people will attend.
2. Consider whether they have some political, religious, professional, or other affiliation in common.
3. Analyze the mix of men and women, age ranges, socioeconomic and ethnic groups, occupations, and geographic regions represented.

.

**B. Predict the Audience's Probable Reaction**
- Analyze why audience members are attending the presentations.
- Determine the audience's general attitude toward the topic i.e. interested, moderately interested, unconcerned, open-minded, or hostile.
- Analyze the mood that people will be in when you speak to them.
- Find out what kind of backup information will impress the audience i.e. technical data, historical information, financial data, demonstrations, samples, and so on.
- Consider whether the audience has any biases that might work against you.
- Anticipate possible objections or questions.

**C. Gauge the Audience's Level of Understanding**

1. Analyze whether everybody has the same background and experience.
2. Determine what the audience already knows about the subject.
3. Decide what background information the audience will need to understand the subject better.
4. Consider whether the audience is familiar with your vocabulary.
5. Analyze what the audience expects from you.
6. Think about the mix of general concepts and specific details you will need to present.

**Writing Oral Presentation**

**Main Ideas or Content**
Brainstorm your ideas first. Then decide which ideas are more relevant and appropriate to your audience and to your objective. Carryout any research that is necessary. Be selective, your first list of ideas may be disorganized. Later you can select those ideas that are workable. Don't think this initial structure will be your final version.

The main ideal is to point out how the audience can benefit from your message. Convince audience that reorganizing the data-processing department will improve customer service and reduce employee turnover.

- Convince audience that we should build a new plant in Lahore to eliminate manufacturing bottlenecks and improve production quality.
- Address audience's concerns regarding a new employee health-care plan by showing how the plan will reduce costs and improve the quality of care.

**Limit Your Scope**
Effective presentation focuses on audience's need but also tailor messages to the time allowed.
- In one minute, the average speaker can delivery about one paragraph or 125 to 150 words.(7500 to 9000 wph)
- Fit your oral presentation to the time allotted.
- Introduction
- Conclusion
- Time to each point
- 10 minutes presentation / one hour

**Choose Your Approach**
With a well-defined idea you begin to arrange your message

- Structure a short oral presentation like a letter or a memo.
- Organize language speeches and presentations like formal reports.
- For bad news or persuasive plan, to arouse interest or give a preview.

**Long Presentation**

Organize longer speeches and presentations like formal reports. If purpose is to entertain, motivate or to inform, then, use direct order and a structure, imposed naturally by the subject e.g. importance, sequence, chronology, spatial orientation, geography or category. If you purpose is to analyze, persuade or collaborate organize your material around conclusions and recommendation or around a logical arguments. Use direct order if the audience is receptive use indirect if you expect resistance. Regardless of the length of your presentation, bear in mind that simplicity of organization is valuable in oral presentation.

**Prepare Your Outline**

A Carefully prepared outline can be more than just the starting point for composing a speech or presentation – it will help your stay on task. You can use your outline to make sure your message accomplishes its purpose to help your keep your presentation both audience-centered and within the allotted time. If you plan to deliver your presentation from notes rather than from a written text, your outline can also become your final “script”. Outline will serve you speaking notes. The heading should be complete sentences or lengthy phrase not one two word. Include visual aid. Use transmittal sentences Outline can help you compose your presentation and stay on task.

**Decide on Style**

Choose your style to fit the occasion your audience size subject purpose

Decide on an Appropriate Style:

Use a casual style for small groups; use a formal style for large groups and important events.

In both formal and informal presentations, keep things simple. Remember to choose your words carefully. Don't try to impress your audience with obscure and unfamiliar words.

**Developing Your Oral Presentation**

Developing a major presentation is much like writing a formal report, with one important difference. You need to adjust your technique to an oral communication channel. Her you have the opportunity of interacting with your audience. So, formal presentations differ with formal reports because they have more interaction with the audience. The speaker uses nonverbal cues to express his meaning, has less control of contents and requires greater need to help the audience stay on track. How formal presentations differ from formal reports:

- More interaction with the audience
- Use of nonverbal cues to express meaning
- Less control of contents
- Greater need to help the audience stay on track

**Introduction**

The introduction must capture attention, inspire confidence, and preview the contents.

Arousing Audience Interest

- To capture attention, connect your topic to your listeners’ needs and interests.
- Match the introduction to the tone of your presentation

**Body**

Limit the body to three or four main points. Help your audience follow your presentation by using clear transitions between sentences and paragraphs, as well as between major sections. Emphasize your transition by repeating key ideas, using gestures, changing your tone of voice, or introducing a visual aid.

**Holding Your Audience's Attention**

- Relate your subject to your audience's needs
- Anticipate your audience's questions
- Use clear, vivid language
- Explain the relationship between your subject and familiar ideas.

**Close**

To close should leave a strong and lasting impression.

Restating your main Points

Summarize the main idea, and restart the main points

- Increase the overall level of compensation
- Install a cash bonus program
- Offer a variety of stock-based incentives
- Improve our health insurance and pension benefits

**Describing the Next Steps**

- Be certain that everyone agrees on the outcome and understands what should happen next.
- Make your final words memorable
- Completing oral presentation
- Evaluate the content of your message

Edit for clarity, besides mastering the art of delivery, prepare to speak, overcome anxiety and handle questions with responsively.

**Types of Oral Presentations**

The effectiveness of your presentation largely depends on how it is delivered. Following are four main delivery methods, you can choose according to need and situation.

**1. Extemporaneous**

This method of delivery is very carefully planned and practiced. In it, the speaker makes a presentation with the help of an outline, note cards, or visual aid. It is very popular and effective method of delivering a speech. In this way the speaker can glance at his notes, keep eye contact and speak in a natural, conversational tone.

**2. Reading**

In this method the whole presentation is read aloud. It helps a speaker when the presentation has technical or complex topic. If you choose to read your speech, practice enough so that you can still have eye contact with your audience, otherwise, your speech may become boring.

For reading, some speakers use a page style similar to a TV script, leaving a left margin of about one-third of the page. In that wide margin is pronunciation aids or suggestions as to where to look in an audience.

**3. Memorization**

Few speakers today memorize complete speeches. However, it can be useful for short speeches. In case of a long speech, often the first few words of a statement can be memorized. This technique may sound like a robot. Besides, forgetting a single line may cause disaster.

**4. Impromptu**

It means a speech made without any preparation or made on the spur of the moment. In so many situations you are asked to make a speech or offer your comments, when you're asked to speak "off the cuff", take a moment or two to think through what you're going to say. Avoid the temptation to beat about the bush.

You may feel a bit of stage fright at the time of delivering the speech. In addition to the stages mentioned above, you should focus on the following aspects to decrease stage fright.

# LESSON 39

# ORAL PRESENTATION

**Outline:**

- Art of Delivery
- Preparation for Speaking

**Completing Oral Presentation**

Evaluate the content of your presentation, for clarity and conciseness, develop visual aid and coordinate them with your delivery. Besides four areas it also includes mastering the art of delivery preparing to speak, overcoming anxiety and handling question responsively.

**Extemporaneous**

This method of delivery is very carefully planned and practiced. In it, the speaker makes a presentation with the help of an outline, note cards, or visual aids. It is very popular and effective method of delivering a speech. In this way the speaker can glance at his notes, keep eye contact and speak in a natural, conversational tone. In this method, the whole presentation is read aloud. It helps a speaker when the presentation has technical or complex topic. If you choose to read your speech, practice enough so that you can still have eye contact with your audience, otherwise, your speech may become boring.

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**Preparing to Speak**

Knowing your material and practicing your delivery can build your confidence. Make sure you know the location and have everything you need (projector, microphone chalkboard etc.)

If you are addressing audience that doesn't speak your language consider using an interpreter

Important aspects to take into account are cultural differences in appearance, mannerism or customs.

**Overcoming Anxiety**

If you are nervous about facing audience and experience stage fright, prepare more material, rehearse and think positively.

**Show Confidence**
You will be nervous at the beginning of your presentation. Don’t worry – most people are nervous. Try not to speak too fast during the first couple of minutes. This is the time you establish your rapport with the audience. Remember your first impressions are very important. You may find it helpful to memorize your introduction. Move during the speech. Some movements hold audience attention. If you’re seated, shift position in your chair or gesture a bit more with your arms.

**Body Language**
Stand rather than sit when you are delivering your presentation and try to be aware of any repetitive hand gestures or awkward mannerisms that might irritate your audience.

**Voice Quality**
You must be clearly audible at all times – don’t let your voice drop at the end of sentences. If you vary your intonation, your voice will be more interesting to listen to and you will be able to make your points more effectively.

**Visual aids**
Use your visual aids confidently, making sure you allows your audience time to absorb information from flipcharts and transparencies.

**Delivery**
**Audience Reaction**
Be ready to deal with any hostile questions. Polite, diplomatic answers are a good disarming tactic, but if you should find yourself ‘under fire’, suggest that the audience keeps any further questions until the end of the presentation and continue with your next point.

**Language**

**Simplicity:** use short words and sentences that you are comfortable with. There is no benefit in using difficult language.

**Clarity:** Active verbs and concrete words are much clearer and easier to understand than passive verbs and abstract concepts. Avoid jargon unless you are sure all your audience will understand it.

**Signaling:** Indicate when you’ve complete one point or section in your presentation and are moving on the text. Give your audience clear signals as to the direction your presentation is taking.

**Handling Question Responsively**
- Question and answer period is very important.
- Give chance to obtain impotent information
- To emphasize your main idea and supporting points
- Treat hostile question as legitimate request for information
- Maintain professionalism to improve your credibility

- Focus on the questioner using body language to emphasize the fact that you are listening to him.
- Keep your answer short and to the point.
- Maintain control by stating some ground rules in the beginning of the question and answer session.
- Respond unemotionally
- Motivate questioning.
- Conclude your presentation finish on time

**Presentation on a Cell Phone**

1 Welcome everyone
2 Mention handouts /graphics
3 Introduce the subject of the presentation
4 Outline the purpose and structure of the presentation
5 Present some statistics
6 Tell a personal anecdote
7 Sum up the statistics and their significance
8 Comment on market trends
9. Outline the major benefits of the new cell phone models
10. Invite questions
11 Sum up the main benefits of the new cell phone machines
12 Thank and conclude

# LESSON 40

# LANGUAGE PRACTICE AND NEGOTIATION SKILLS

**Outline:**

- Language Practice
- Negotiation Skills
- Negotiation Strategies
- Personal Styles in Negotiation
- Psychological Barriers
- Power in Negotiation
- Five Types of Workplace Power

**A Model Presentation** (continued from previous page)

‘Good afternoon, everybody, I’d like to thank you all for being here’.

‘My purpose today is to tell you about our corporate strategy for the next decade and more specifically to bring keep up to date with our plans for Quetta.’

To start with, I’d like to describe briefly our current marketing policy in the Punjab. Then I’ll illustrate some of the problems we’re having over market share. After that I’ll quickly outline the opportunities we see for further progress in the 21st century. Finally I’ll quickly sum up before concluding with some recommendations.

Please feel free to interrupt me if you have any questions at any time.

Now I’d like to draw your attention to chart B showing our sales revenue and pre-tax profits over the last ten years. You will notice that although turnover has risen, our profits have not increased at the same rate.

I’ve talked about our current position in the Punjab and I’ve pointed out some of the problems we are facing. Well, what options are open to us now? Where do we go from here?

‘As I have already indicated I think our first priority must be to build on the excellent results we have achieved in certain markets in Sindh. I’m referring of course, to Karachi and Hyderabad. Let me quickly expand on those successes before we move on.

‘We should not forget the Peshawar market. Admittedly our results there have been poor so far, but there are signs the market is changing and we can learn a lot from our mistakes. On balance, though, I think we stand to gain most from concentrating on southern areas and I strongly recommend we put all our efforts into further expansion in these areas.

In conclusion, may I thank you all for being such an attentive and responsive audience. Thank you also for your pertinent questions. Are there any final questions?

**Language Practice**

**Signaling**

Study these examples of ‘signaling devices’ from listening. Then write suitable headings for the groups of phrases that follow to summarize what each is signaling. As a guide to complete the exercise, a heading for group 1 has been given.
Before doing so, I would like you to look at some interesting statistics. What do these world statistics to us?
Let me give you an example that I think really brings out graphically what I mean. Now for some trends in the market
I’ll start with memory models.
1. Introducing the topic
Let me start by…
I’ll start by….
First of all, I’ll…..
Starting with……….
I’d like to begin by…………

2. ………………
Right, I’ve told you about….
We’ve looked at ……….
That’s all I have to say about……….
So much for…….

3. …………….
Let me turn now to…..
Let’s move on to………
Turning to…………
I’d like now to…….
Next………..
Let’s look now at………

4. …………………….
Where does that take us?
Let’s look at this in more details
Translated into real terms…
What does that mean for us?

5………………..
For example,
A good example for this is………
To illustrate this point…………

6. …………………….
I’ll deal with this later, if I may, but for now…………..
I’ll come back to this question later in my talk.
I won’t comment on this now …

We'll be examining this question in more detail later on.

7…………………..
Let's recap, shall we?
I'd like to sum up now………..
Let me summarize briefly what I've said.
Let me remind you, finally, of some of the points I've made.
If I can just sum up the main points………

8………………….
First………..secondly………..thirdly………..lastly………..
First of all………..then………..next
After that………..finally………..
To start with ……….. later ……….. To finish up………..

**Negotiation Skills**
Negotiation is a process in which two or more parties try to resolve differences, solve problems and reach agreement. Good negotiation meets at as many interests as possible with an agreement that is durable.

**Successful Negotiators**
Collaborate with another party (or parties) to reach a mutually beneficial agreement.
Use empathy appropriately because they can see the situation from others' points of view.
Put them in the other person's position to show them that they fully understand their needs and concerns.

**Respond with Honesty.**
Positive regard for yourself and the others involved will communicate your warmth and acceptance of them. Negotiators who have respect for themselves are also likely to show respect for others.
Good negotiator's verbal and nonverbal communication is open, confident and oriented to the needs and concerns of both parties.

**Negotiation Strategies**
Although negotiation has a specific purpose – to reach agreement – it does not always achieve this aim.
Before attempting to negotiate, consider the differences between the following four strategies.
1. Win-win strategy
2. Win-lose strategy
3. Lose-win strategy
4. Lose-Lose strategy

**Win-Win Strategy**
In this strategy, both parties are satisfied with the settlement negotiated, it aims to meet the needs of both parties, not to win position or gain victories on one party's expense, result is hard to achieve, good verbal and nonverbal communication and careful listening help to achieve it. It succeeds only if both parties concentrate on problem solving and effective communication strategies well. Each party is then more likely to be committed

to the outcome. Even as you reach a win-win conclusion that suits both parties, circumstances can change. After successfully negotiating a difficult or important issue, take the time to follow up to check that the other party also considers that the result is win-win.

**Win-Lose Strategy**
Result in the party who initiates the conflict being satisfied and the other dissatisfied. This strategy focuses on the initiator's problem to the exclusion of the other's. The initiator wins. Many people who adopt this strategy use a confusing presentation or a dominating style of speech and body movement. This invites the other side to be just as difficult, or to withdraw from conflict.

**Lose-Win Strategy**
This is a situation in which the initiator is dissatisfied and the other is satisfied. The loosing party usually makes too many concessions. In an extreme case, the win-lose style of negotiation and the lose-win style of negotiation can lead to a deadlock followed by the loose-loose result. Deadlocks can occur when neither party is satisfied by the negotiations.

**Lose-Lose Strategies**
Lose-lose strategies result from a situation in which the objectives of both parties are too rigid, or both parties are unable to collaborate, or unaware of the opportunity to do so. Both parties walk away from the negotiation dissatisfied. When agreement cannot be reached, a third party may mediate to help them reach a solution, or arbitrate and make the decision on behalf of both the parties. In any negotiation, be aware of your own and the other person's objectives and expectations. Keep your objectives reasonable and try to avoid the loose-loose outcome.

**Personal Styles in Negotiation**

Whenever people come together to negotiate, they bring their own personal styles, and these affect the way they communicate and handle the conflict.

**Self-denying;**
People difficult to negotiate, they are introverted and reticent with information (feedback), hide their feelings.

**Self-protecting**:
People use divisionary tactics, discussing other people or sides tracking to other issues hide their true feelings.

**Self-exposing**:,
People wish to be centre of attention, demand this attention by speaking loudly, and speak over other use attention-seeking body movement or by ignoring feedback and other's view.

**Self-bargaining**:
People show feeling if you show yours, wait until you lead them in negotiation open up when others initiate the process.

**Self-actualizing:**
People ideal negotiators, want information and feedback from others, present information constructively to aid the negotiation process, achieve goal without conflict (barriers).

**Psychological Barriers**
When you are negotiating, psychological barriers may raise. It may be produced by you or the other party. Be on the alert for signs of these barriers. 'Listen' for their effects and use your communication skills to ease or lower them.

**Psychological Barriers to Negotiation may include:**

- Fear of being taken for a ride
- Wanting to be liked
- Guilt about wanting to be assertive
- Wanting to be 'nice'
- Feeling intimidated by so-called powerful people
- Fear of conflict or confrontation
- Fear of loosing face with the boss or colleagues
- Lack of self-confidence
- Power

**Power in Negotiation**
When an organization delegates people to get the job done, it gives them power to act. Power may be used to influence and, in some cases, to control people. It can also be used to bring about change. Power can be exerted over one person or a group by another person or group. Power used well achieves good communication and results. Each person has and can enjoy power. Observe how you use power. If you use it properly, you will make an impact on workplace decisions and actions. Abuse or misuse it and people will mistrust you. Power is a useful tool in the negotiation process; however, if you misuse it or refuse to use it correctly, the likely result is tension and conflict.

**Five Types of Workplace Power**

**Legitimate Power** bases on a person's position or role in an organization, their authority and control over resources give them power that is acknowledged.
**Expertise Power** people with more skill and strength than others have to them; their colleagues defer to them.
**Reward Power** is exerted by someone who has control over resource desire by others. Such as person can influence and manipulate behavior.
**Coercive Power** is exerted by those who use their authority or any force, emotional or physical, against the interest of the other party.
**Consultative Power** is exerted by someone who seeks information, considers other's advice and makes plans with others.
They operate in any workplace, either singly or in combination. Perception of what power is and how it should be used varies between people and organizations. Acknowledgement of, and deference to, power depends on others' perception.

# LESSON 41

# NEGOTIATION AND LISTENING

**Outline:**

- Five-Step Approach to Negotiation
- Plan for Negotiation
- Gathering Useful Information
- Problem Solving By Negotiating
- Negotiating Methods
- Skills in Conflict Resolution and Negotiation
- What is Listening?
- Purpose of Listening
- A Variety of Listening Skills
- Faults in Listening
- Ways to Improve Your Listening

**The Use of Power**

A person, who has power, particularly over the allocation and use of resources, must be willing and able to use that power to make decisions and take action. If they refuse, or are unable to do this, conflict will arise because processes that are essential to the running of the workplace do not take place. Don't depend solely on your workplace power source or your personal power, develop strategies that achieve results. Use your communication skills to present your ideas without producing conflict.

**Five-Step Approach to Negotiation**

Negotiating is a process in which two or more people (or parties) with common or conflict interests decide on a specific issue or business transaction. This may at times produce win-win, win-lose-lose-win or lose-lose outcome. The five-step approach is more suited to a situation where the issue is more important than the relationship: for example, it is appropriate for purchasing a car but not for resolving crises with your partner. These five stages of the negotiation process shows in figure 8.4.

**Plan for Negotiation**

Careful and thoughtful planning is essential before you negotiate. First, create a set of clear objectives to steer you towards the results you want. Prepared objectives allow you to progress through the five stages of negotiation. Think about how your objective can be achieved.

**Gather Information that Helps you:**

- Give the other party relevant information
- Make sure that this information is accurate and objective
- Develop and maintain good relationships with the other party
- Consider the other party's point of view.
- Organize all the relevant information as this provides the ideal starting-point for your discussion. Plan your approach and the sequence of issues you wish to raise.

- Assess the other party's objectives.
- Identify links and common ground. Anticipate the party's probable response to each of your issues, and prepare answers.

**Discuss**

Set the communication climate by exchanging greetings; it aims to establish trust and confidence. By being sociable you are able to establish a tension-free atmosphere. Review proceedings leading up to the meeting. Iron out any differences in 'facts' before you start to negotiate. Confirm both parties' broad objectives and feelings. Listen carefully. Identify areas of agreement and try to establish some rapport with the other party. Your intention is to establish common ground before moving into areas of difference.

**Propose**

Define the issues and specify in detail what you wish to resolve. Link issues to the other party's objectives and focus on interests rather than position. Detail with one issue at a time. Try to keep to the point and avoid generalizing. Paraphrase their message to check that you understand it correctly. Summarize the content, ideas and feelings being communicated.

**Negotiate the Issue**

Start by asking for what you want, but accept that your goals may have to be modified or compromised. Communicate your intention with the other party to produce a solution that is satisfactory to both. Remember the phrase: 'if… then….' separates the people from the issue. Try to generate as many options as possible – this gives both parties room to negotiate a solution. Throughout the discussion keep summarizing the points to confirm understanding, particularly when complex issues are involved. Take the time to confirm what you have negotiated so far. Unless agreement is fully understood by both parties, the settlement may not last.

**Confirm**

Once the agreement is concluded, confirm that each party is committed to it. The five-step approach to negotiation will help you negotiate more effectively. Good negotiation strategies enable you to solve the problem in such a way that both parties win. Clearly state your needs and goals as you negotiate and listen to those expressed by the other party. Allow each party to evaluate the other's needs and goals and the areas of common interest. People who negotiate honestly treat one another as equals. Another approach to negotiating is principled bargaining. 1. It should be a wise agreement, if possible. 2. It should be efficient.

**Principled Bargaining**

Fisher and Ury (1991) developed a concept known as principled bargaining. This works well when a group of stakeholders have a common interest. An acknowledgement to work together for mutual outcomes is the essence of the principled bargaining approach: It acknowledges the Australian ethic of a 'fair go'. Everyone is treated equitably. In Fisher and Ury's view, each negotiated agreement should satisfy the following three criteria. 1. It should a wise agreement, if possible. 2 It should be efficient 3 It should improve, or at least not damage, relationship. The principled negotiation method takes time, energy and commitment.

- Their method has the four elements
- ***People*** to separate the people from the problem

- *Interest* to focus on interest rather than the position
- *Option* to generate a range of possibilities before choosing one
- *Criteria* to ensure that results are based on some objective standard

To implement the *principled negotiation* method you need to:

- State your case clearly and persuasively
- Organize your facts well.
- Be aware of the timing and speed of the talks.
- Assess others' needs properly
- Be sensitive to those needs.
- Not be unduly worried by conflict.
- Be committed to a win-win philosophy.
- Have patience.
- Sometime, you settle less than your goal.

***BATNA*** stands for the 'best alternative to a negotiated agreement.' If the person you are negotiating with is your manager or supervisor you may have WATNA.
***WATNA*** stand for 'worst alternative to a negotiated agreement. If the other person has the legitimate power, or if you want to the relationship to continue as it is, you may have to settle for less than your preferred outcome. You might have to modify your goal to maintain the relationship, especially if the other person is your boss. Sometimes your goal may be unrealistic and you have to modify it to make it more realistic. You may even decide not to negotiate if you feel that this will not achieve something better.

By identifying the BATNA and WATNA, you are exploring the alternatives available if negotiation is not possible. Rather than accept an unsatisfactory outcome you can say no to negotiation.

**Problem Solving by Negotiating……………….**
Problem solving by negotiation is dealt with by a team or group of people who already have a working relationship and want to solve a work-related problem. The six-step approach to problem solving by negotiation will succeed only if the relationship is important to both parties and if they have a genuine desire to solve the problem rather than to win (see This 8.4)

**Negotiating Methods………………….**
In the negotiating process, the parties involved may choose one of five different negotiation methods. A skillful negotiator is able to identify them and recognize which one is being used by the other person.

1. Compromise
2. Collaboration
3. Competition
4. Accommodation
5. Withdrawal or avoidance

**Compromise**
Compromise means to settle differences through concessions made by one or both parties. A compromise usually produces win-win or win-lose results. When the settlement meets the needs and goals of both parties (win-win), both are satisfied with the outcome. When the solution meets the needs and goals of only one party (win-lose), the other party is dissatisfied with the outcome (see figure 8.5).

**Collaboration**
Collaboration involves people cooperating to produce a solution satisfactory to both parties (win-win). It improves personal relationships and allows the exploration of new ideas. Permanent solutions and commitment to them can be achieved this way. On the other hand, it is time-consuming and demands well negotiating skills on each side.

**Competition**
Competition often leads to one party gaining advantage over the other, if it can negotiate at the expense of the other's needs. Since the competitive approach usually produces a win-lose result, it is bad for personal relationships. The solution is likely to be temporary as there is no commitment from the losing party, so the problem will occur again. It also leaves the losing side in a difficult situation.

**Accommodation**
Accommodation means that only one party is willing to oblige or adapt to meet the needs of the other. It produces a win-lose outcome. However, this method is useful for negotiating on minor matters. The result can go one way or the other. It is suitable if the accommodating party does not really care about the loss. However, the negotiating parties may not bother to look for creative solutions. With this negotiation method, points of view are easily swayed.

**Withdrawal or Avoidance**

Withdrawal (avoidance) is a negotiation method that makes both parties loose, because one party retracts their point of view or backs away from the situation. Such dissatisfaction may lead to conflict in the future.

The choices you make are influenced by the context in which you negotiate and by your range of personal communication and negotiation skills.

**Skills in Conflict Resolution and Negotiation**
In your organization several negotiating styles and strategies are likely to be demonstrated. Some achieve acceptable responses, others hinder negotiation and conflict resolution. Some solutions may be simple and practical. Others may be complex and difficult and may even require attitude changes and commitment from each party.

Negotiation involves a range of positions by both parties. You might change the other party's position, change your own position, or can reach at a compromise. Clearly define your own objectives as well as the other party's. This places you in a better position to understand what is happening.

Figure 8.5 shows how each negotiation method affects relationships and the achievement of goals. It also matches each method with the most likely conflict resolution strategy.

Once you understand them all you are in a position to decide which one is suited to a situation and your intended result.

Negotiation based on empathy for the other party establishes a climate where both parties can communicate easily. By contrast, confrontation leads to disputes and extreme positions. Check the full list of items to be negotiated.

Focus on the problem, not individual personalities. Ask questions to check that you understand the other side's expectation and position. Avoid aggression. Use your assertive communication skills. Listen carefully to the other party.

Establish the criteria that will make a realistic solution acceptable to both parties. This may involve several options. Successful negotiation develops these options into a plan of action.

**What is Listening?**

Listening is an active process of receiving aural stimulus. Listening is an active rather than a passive process. Listening does not just happen we must make it happen. A great time is spent on listening and talking. Listening serve two purposes in its process.

1. As the sender of the message, listening to your receiver tells you how the other person has interpreted your message.
2. As the receiver of a message listening to the other person allows you to understand their meaning.

**Listening**

- Difference between hearing and listening
- Hearing is a physical process. The ear receives stimuli or sensations and transmits them to brain.
- Listening refers to the interpretive process that takes place when we hear something. When we listen, tore ,classify and label information
- Listening is the most important of all the communication skills. Upon awakening we listen to people, friends around us. Wherever we go, we listen to something. We spend most of our time engaged in listening. Listening occupies more time than any other communication.

**Purpose of Listening**

Listening serves a number of important purposes. It enables the listener to check on the accuracy of understanding what the speaker said. Besides, the listener expresses acceptance of speaker's feelings. Most important of all, listening provides a chance to the speaker to explore his or her feelings and thoughts further.

A variety of listening skills can be learned and developed with practice. The following skills are worth practicing

- Attending listening
- Encouraging listening
- Pause
- Reflecting listening
- Active listening

**Attending Listening**
In attending listening you focus on speaker by giving them your physical attention you use whole body, eye contact posture personal space in short complete feedback.

**Encouraging Listening**
It invites speaker to say more without pressuring them to disclose their feelings or though it is their choice. Minimal and brief responses ,brief spoken responses let speaker know you are listening and encourage them to talk.

**Pause**
Brief pause allows speaker time to consider reflect and decide whether to continue speaking. Allow silence.
Use encouraging questions (5ws)

**Reflecting Listening**
Restate the speakers feeling and contents it shows the other person you understand.
**Active Listening**
An active listener has empathy with the speaker: that shows that you understand the issue from other person' point of view. Feedback is the connecting continuing or completing link.
**Faults in Listening**
Remember that every sound or voice that we receive cannot be termed as listening. There are certain occasions when you receive some certain sound stimulus but you do not understand it because your attention is towards something else. In such cases, we say that you heard something but you did not listen to anything. Moreover there are certain other factors which bar our proper listening. An average person remembers only half of what is said during a 10-minute conversation and forgets half of that within 48 hours. Studies agree that listening efficiency is no better than 28 to 30 percent. Following are the causes of listening pit falls:
**Prejudice**
All of us have personal opinions, attitudes, or beliefs about certain things. When we listen to a speaker who is contrary to our ideas, we cannot maintain attention. As a result we do not listen to whatever he says. We should give a chance to the speaker to finish his message. Later, we can agree or disagree.
**Distraction**
Not only the verbal messages but also the nonverbal cues of the speaker affect our listening. Actually, the entire physical environment affects listening. Among the negative factors are noisy fans, poor light, distracting background music, bang of a horn, extreme weather. Among the speaker's nonverbal cues are his clothes, his voice quality, his wearing of a certain perfume, reek of sweat, excessive gestures, etc.

**Semantic Barrier**
Meaning of words also create problem in listening, as meaning of words vary from person to person influenced by feelings, attitudes, prejudices and biases. Sometimes the way a speaker utters a word annoys us.

**Preshrinking**

The average thinking capacity of a person is up to 800 words per minute while the average speaker utters 80 to 160 words per minute. This difference sometimes makes listeners deviate from the speaker’s words and they shift to something else. On the other hand people fill this gap by premature evaluation of what they are listening to. They arrive at the concluding thought quickly. This premature evaluation poses us our effective listening is impaired.

- Boredom or lack of interest
- Listener’s dislike of speaker
- Desire to change rather than accept the speaker
- Tendency to make early conclusion
- Intrusion of listeners’ own values or attitude
- Listener’s opinion that the speaker lacks credibility Ways to improve listening

**Ways to Improve Listening**

**(1)** Be prepared. By knowing the speaker and the topic beforehand you can prepare yourself for better understanding of the topic.

**(2)** Show positive attitude. Don’t make premature assumptions before listening to a certain speaker. Always be ready to learn new ideas or facts that you are not aware of.

**(3)** Listen to learn, not to refute. While listening, try to understand the points. Don’t let them mix up with your biases before you have listened and evaluated the message.

**(4)** Concentrate. Pay attention to what is said. You know that everything that is said has a special meaning in a certain context. Out of the context it may be misunderstood.

**(5)** Jot down notes. If possible, take down main ideas. These notes will help you a lot later on.

# LESSON 42

## THESIS WRITING AND PRESENTATION

**Outline:**

- Thinking about it Stage
- Preparing the Proposal
- What is a Proposal?
- Include a Title on your Proposal
- What is Research?
- Different Fields of Research

While writing and presenting your Thesis or Dissertation, you go through many stages. These stages are very important. Anyone in this process must make sure that no stage is left out. These stages are the following.

- Thinking About it
- Preparing the Proposal
- Conducting the Research
- Writing the Research Paper
- Define research
- Discuss Basic Elements of a Research Paper
- Sharing the Research Outcomes with Others
- Revising the Research Paper

**Thinking about it**

The "thinking about it stage" is when you are finally faced with the reality of completing your degree. Usually the early phases of a graduate program proceed in clear and very structured ways. The beginning phases of a graduate program proceed in the same manner as an undergraduate degree program. There are clear requirements and expectations, and the graduate student moves along, step by step, getting ever closer to the completion of the program. One day, however, the clear structure begins to diminish and now you're approaching the thesis/dissertation stage. This is a new and different time. These next steps are more and more defined by you and not by your adviser, the program, or the department.

**Be Inclusive with Your Thinking**

Don't try to eliminate ideas too quickly. Build on your ideas and see how many different research projects you can identify. Give yourself the luxury of being expansive in your thinking at this stage -- you won't be able to do this later on. Try and be creative**.**

**Write Down Your Ideas**

This will allow you to revisit an idea later on or, you can modify and change an idea. If you don't write your ideas they tend to be in a continual state of change and you will probably have the feeling that you're not going anywhere. What a great feeling it is to be able to sit down and scan the many ideas you have been thinking about, if they're written down.

**Try not to be Overly Influenced at this Time by What you Feel Others Expect from You**
You shouldn't be influenced by your colleagues, your profession, your academic department, etc. You have a much better chance of selecting a topic that will be really of interest to you if it is your topic. This will be one of the few opportunities you may have in your professional life to focus in on a research topic that is really of your own choosing.

**Don't be Overambitious**
Don't begin your thinking by assuming that your research will draw international attention to you! Instead, be realistic in setting your goal. Make sure your expectations are tempered by the realization that you are fulfilling an academic requirement,

**Be Realistic about the Time of the Research Project**
Instead, be realistic in setting your goal. Make sure your expectations are tempered by the realization that you are fulfilling an academic requirement, and the idea that first and foremost occurred to you is very important. The whole research project should be a learning experience for you. If you can keep these ideas in mind while you're thinking through your research you stand an excellent chance of having your research project turn out well. The best time to get the most from a leave of absence is during the fourth stage - the writing stage**.** This is the time when you really need to be thinking well. To be able to work at your writing in large blocks of time without interruptions is something really important.

It can be most helpful at this early stage to try a very small preliminary research study to test out some of your ideas to help you gain further confidence in what you'd like to do. The study can be as simple as conducting half a dozen informal interviews with no attempt to document what is said. The key is that it will give you a chance to get closer to your research and to test out whether or not you really are interested in the topic.

And, you can do it before you have committed yourself to doing something you may not like. Take your time and try it first.

**Preparing the Proposal**

Assuming you've done a good job of "thinking about" your research project, you're ready to prepare the proposal actually. A word of caution - those students who tend to have a problem in coming up with a viable proposal often are the ones that have tried to rush through the "thinking about it" part and move too quickly to trying to write the proposal.

**Read through Someone else's Research Proposal**
Very often a real stumbling block is that we don't have an image in our mind of what the finished research proposal should look like. How has the other proposal been organized? What are the headings that have been used? Does the other proposal seem clear? Does it seem to suggest that the writer knows the subject area? Can I model my proposal after one of these that I've seen? If you can't readily find a proposal or two to look at, ask your adviser to see some.

Make sure your proposal has a comprehensive review of the literature included. Now this idea, at first thought, may not seem to make sense. Many students may tell me that "This is only the proposal. I'll do a complete literature search for the dissertation. I don't want to waste the time now." But, this is the time to do it. The rationale behind the literature review consists of an argument with two lines of analysis: 1) this research is needed, and 2) the methodology I have chosen is most appropriate for the question that is being asked. Now, why would you want to wait? Now is the time to get informed and to learn from others who have preceded you! If you wait until you are writing the dissertation it is too late. You've got to do it same time so you might as well get on with it and do it now. Besides, you will probably want to add to the literature review when you're writing the final dissertation

**What is a Proposal Anyway?**
A good proposal should consist of the first three chapters of the dissertation. It should begin with a statement of the problem/background information (typically Chapter I of the dissertation), then move on to a review of the literature (Chapter 2), and conclude with a defining of the research methodology (Chapter 3).

Of course, it should be written in a future tense since it is a proposal. To turn a good proposal into the first three chapters of the dissertation consists of changing the tense from future tense to past tense. For example;
"This is what I would like to do" to "This is what I did"

And you also make any changes based on the way you actually carried out the research when compared to how you proposed to do it. Often the intentions we state in our proposal turn out different in reality and we then have to make appropriate editorial changes to move it from proposal to dissertation

**Focus your Research very Specifically**
Don't try to have your research cover too broad an area. Now you may think that this will distort what you want to do. This may be the case, but you will be able to do the project if it is narrowly defined. Usually a broadly defined project is not do-able. Often the researcher finds that what he/she originally thought to be a good research project turns out to really be a *group* of research projects. Do one project for your dissertation and save the other projects for later in your career. Don't try to solve all of the problems in this one research project.

**Include a Title on your Proposal**
How often the title is left for the end of the student's writing and then somehow forgotten when the proposal is prepared for the committee. A good proposal has a good title and it is the first thing to help the reader begins to understand the nature of your work. Use it wisely! Work on your title early in the process and revisit it often. It's easy for a reader to identify those proposals where the title has been focused upon by the student.

- Preparing a topic understand the distinction between the subject and a topic that can help you to plan your research paper effectively.
- Within a broader research subject decide about the topic that is more focused and worth an investigation.
- Consider your subject or topic and answer the questions who, what, when, where, why, and how.

- Draw a short and possible list of topics and settle for the one that interests you and is worth investigating.
- Explore your own understanding of the topic, as there's always a temptation to select a topic before a thorough ground work, resist the temptation.
- Be sure that the topic meets the requirements of your research assignment, audience's needs, and expectations
- Avoid dead end topics those unsuitable for your interest or resources.
- Avoid scattered, superficial research topics.
- Avoid topics that are too beaten and narrow and has nothing new to offer.
- Pick a topic that shows your individuality, ability and interests.
- Continue refining and narrowing it to make it significantly specific
- Ensure that there: are sufficient resources available on your selected topic because without a worthwhile literature
- Good title means: having the most important words appear towards the beginning of your title.

**What is Research?**

The word research is used in different field in different senses. If you are a beginner researcher, you are facing the same problem whether you are preparing a small project, an MBA dissertation or PhD thesis. You need to select a topic, identify the objectives of your study plan and design a suitable methodology. Besides, devise a research instrument, negotiate access to institutions, material and people, collect, analysis, present information and finally, provides a well-written repot or dissertation.

We all learn how to do research by actually doing it but a great deal of time can be wasted and goodwill dissipated by inadequate preparation. But before we discuss further it better to define the term research.

Different people define it differently. For example;

- A formal document
- Knowing a subject thoroughly
- Expression of ones undertaking About the topic
- Result of one’s intellectual curiosity
- Analysis and syntheses of different resources
- Reasonable bias free conclusion
- Howard and Sharp (1983) "Seeking through methodical processes to add to one’s own body of knowing and hopefully, to that of others, by discovery of non-trivial facts and insight."
- Drew (1980) "Research is conducted to solve problems and expand knowledge. Research is a systematic way of asking questions, a systematic method of enquiry."

We find the word research being used in two senses.

1. The outcome of research is the establishment, publicizing or utilization of something that somebody-not the researcher or the person commissioning it already knows.
2. The outcome of knowledge that nobody had before.

The word research is used in different fields in one or other of these senses and in some fields in both senses

**Fiction**

For many novelists, It is essential to prepare for their writing by researching the background in which they wish to set their narrative for accuracy of description, sensitivity to atmosphere, history of the period in which their fiction takes place and authenticity of the language. The final criterion for them is the authenticity and artistic conviction of the final product in their reader's eyes. Research in this sense may take many forms, and involve considerable expense in terms of effort, time, and money: but the originality of the novel does not lie in the research but in the artistic creation for which it provides a background.

**Journalism**

For journalist, especially in investigative journalism, long periods of time are spent researching their stories to uncover facts and secrets which their editorial policy judges to be in the public interest, and in cross-checking what they are told or discovered to establish its truth. This is not usually new truth, but information otherwise not public or deliberately withheld by another person. For them, the final criterion of truth may be bound up with legalities: the law of libel and slander, or the Official Secret Act.

**Police Work**

For the police, there is an obvious parallel between preparing case against a suspect by detective work and research in this first sense: the criminal they seek has a secret which the police are bound to uncover. Here again the criterion of validity of the research is circumscribed by the law: laws of evidence, police procedure, protection of the rights of the innocent, the criminal and the victim. However, it is interesting that in this connection the language prefers the term 'detection' or 'investigation' to research.

**Business and Commerce**

In the commercial world, much money is invested in product development and even sponsorship of basic research, and here one is referring to the second sense as described above. However, research is also conducted into the people who will buy the products: market research. Market research is used to establish what can be sold who will buy it, how a product can be packaged, advertised priced to make it commercially attractive and linked to advertising campaigns, even to create market – to persuade people to buy something they did not know they wanted. The final criterion for research in this field is not therefore simply truth – the description of a market situation – and the authentic expression of that truth, but also the success of an intervention or manipulation of the market is measured usually in profit terms.

Some obvious examples of research in the second sense are the following:

**Medical Research**

This is research in the second sense: to find out things nobody knew before. The final criterion is the discovery of new truths, but also the translation of the new truths into practical treatments, and the developments of economies of scale so that the treatment is available for the largest number of people. Here ethical considerations receive a great deal of attention, both in terms of the human patients and the animals which are used for trials.

**Science and Technology**

Everyone naturally associates research with science and technology, white coats and laboratories, but it should be remembered in this context that advances in the sciences are not restricted to the discovery of new facts: advances in theory development and in research methods and approaches occur in parallel. It is of course a commonplace, though nevertheless important, to highlight the ethics of the development of scientific knowledge, both in the process of gathering the knowledge and in the fields of application

# LESSON 43

# THESIS WRITING AND PRESENTATION

**Outline:**

- Sections of a Thesis (Format):
- Introduction
- Statement of the Problem
- Background and Need
- Rationale
- Purpose of the Project
- Research Questions/Hypotheses
- Literature Review
- Methodology
- Data Collection and Analysis Plan
- Discussion
- Conclusions
- Bibliography
- Appendices
- Tables and Figures

**Sections of a Thesis (Format)**

The following are sections that most theses should contain.

**Introduction**

This section is an introduction to the topic and the subject. It describes the background to the research, particularly the major ideas (or theoretical perspective) from which the research is derived. The introduction explains the reasons for doing the research, and indicates why the research is important valuable or significant. It outlines the contribution that the research will make to knowledge. The introduction also outlines the aims of the research by presenting research questions or hypotheses.

Be sure to include in the introduction a clear statement of your hypothesis and how you are going to address it Throughout the introduction you should use citations from the research literature to support your study. These citations should include but not be limited to research presented in the Literature Review.

**Statement of the Problem**

You should clearly state the problem that your thesis is going to address. You should also present relevant information about why this is an important problem. Describe what precisely you intend to show/argue and why (i.e., address the ever-lurking "So what?" question). Is your research problem addressing a significant social problem, or is it testing some theoretical hypothesis, such as the argument that high television viewing levels make people feel apolitical and powerless.

The issues raised ideally are timely, relevant to the problems or trends of the present time and have broad applicability. Good questions are those allowing theories to be tested or, as when two theories make opposing predictions, can be compared.

In this section you should first grab the attention and interest of your readers; and secondly introduce the problem to be studied. All assertions of feet must be documented. Be careful of any generalizations that you make. A social science research paper is not an editorial. In short a thesis statement is what you'll PROVE**,** it is the ARGUMENT. If is the SCOPE, it is the MAIN IDEA and the PURPOSE of your paper and that you intend to develop, prove, defend or explore with evidence and therefore has an argumentative or informational edge and must not state the obvious.

**Background and Need**

You should present relevant literature that supports the need for your project. Research articles, books, educational and government statistics are just a few sources that should be used here. This section can include brief overviews of articles covered in the literature review that supports the need for your project.

**Rationale**

The rationale should define the larger problem being investigated. Summarize what is known about the problem, define the gap(s) in the knowledge, and state what needs to be done to address the gap(s).

**Purpose of the Project**

Based on the above background information, explain the purpose of the study. Explain what you hope the study will accomplish and why you chose to do this particular study. This should be supported with citations and specific information related to the study.

**Research Questions/Hypotheses**

Given the background above, you carefully state the hypotheses that will be tested in your thesis. The hypothesis is the central question being researched. It should be expressed in straight-forward terms. A good hypothesis is comparative, measurable, and falsifiable. Hypotheses are usually defined in "cause -effect" relationships. Any corollary hypotheses or secondary research questions should also be stated. Any supplemental definitions or discussion necessary to explain the hypothesis should be offered.

Underlying every theory is the issue of causality. What exactly does it mean to say that poverty "causes" crime, that cultural materialism "causes" moral decay? Just because two events historically occur simultaneously does not necessarily mean that one is influencing the other.

Hypothesis is a guide or a sign post to the researcher that keeps one on the track. The researcher tests the initial presupposition or hypothesis while working along.

- Hypothesis is formulated in such a way that it enables the researcher to test it.
- Hypothesis depicts and describes the method that follows during the study.
- Hypothesis is a kind of hunch that the researcher has about the topic.
- Hypothesis establishes the precise focus of the research study.
- Hypothesis helps decide the aims and objectives of the study.
- Hypothesis is of speculative nature, an imaginative preconception of "what might be true".
- Hypothesis is a well-established research question that can be in form of a descriptive statement or a question.

The thesis statement is usually considered the most important sentence and the main point of your essay/ report or research paper because it outlines the central purpose of your essay.
A thesis, statement is one of the greatest unifying aspects of a paper. It should act as mortar, holding together the various bricks of a paper, summarizing the main point of the paper “in a nutshell” and heralds the development of the paper.
A thesis statement is what you'll PROVE, it is the ARGUMENT. If is the SCOPE, it is the MAIN IDEA and the PURPOSE of your paper and that you intend to develop, prove, defend or explore with evidence and therefore has an argumentative or informational edge and must not state the obvious.
A thesis statement is a sentence that clearly and concisely indicates the
Subject of your paper, the main points you will discuss, and the order in which you will discuss them.

A thesis statement establishes the writer's point of view, set the stage or mood of the paper and prepare the readers what to expect. A thesis statement is important for the writer, because it gives the structure to the paper and is equally important for the readers, because it guides them as what to expect. It is precise. It is not something that one has trouble understanding and should be specific enough to give your reader a clear sense of what your entire essay is going to discuss. It should not be too general or so specific that it fails to represent any strong position. Often the thesis is stated clearly in one or two sentences at the end of the essay's introduction. There are exceptions to almost every rule of writing, including this one. Ideally, the position of the thesis statement needs to be at the end of the introductory paragraph so that reader knows the topic of the papers.

**Examples of General to Specific Thesis Statements**

Notice the transition...from General to Specific
Men and women are different. Men and women communicate differently. Whereas men tend to focus on the literal aspect of what is being said in a conversation, women often "read between the lines" and focus more on intonation and body language; this phenomenon may significantly contribute to the high divorce rate among many couples.
Hawthorn discusses evilness in Young Goodman Brown. In Young Goodman Brown, Hawthorn discusses evilness through symbols. In Young Goodman Brown, Hawthorn uses light and darkness to emphasize good and evil in the world

Follow these guidelines while searching for a subject topic

- Understand the distinction between the subject and a topic that can help you to plan your research paper effectively.
- Within a broader research subject decide about the topic that is more focused and worth an investigation.
- Consider your subject or topic and answer the questions who, what, when, where, why, and how.
- Draw a short and possible list of topics and settle for the one that interests you and is worth investigating.
- Explore your own understanding of the topic, as there's always a temptation to select a topic before a thorough ground work, resist the temptation.
- Be sure that the topic meets the requirements of your research assignment, audience's needs, and expectations

A topic should be single, don't try too much. The topic is important to you and your reader? Specific -limit your topic to narrow, specific points, higher failure. Is there enough evidence to support, defend your topic?

Avoid dead end topics those unsuitable for your interest or resources. Avoid scattered, superficial research topics. Avoid topics that are too beaten and narrow and has nothing new to offer. _ Pick a topic that shows your individuality, ability and interests. Continue refining and narrowing it to make it significantly specific, ensure that there are sufficient resources available on your selected topic because without a worthwhile literature review the thesis will be worthless.

**Limitations**

Provide a background for any limitations to this study. Be very specific; for example, the population to which your findings will be limited.

**Literature Review**

The literature review should discuss all of the research that has been done on the subject, since the purpose of the literature review is to demonstrate concisely your level of understanding of the research related to your project. You should not discuss all of the literature in-depth. Rather you should group your literature according to some general topics and only discuss specific studies if they are "landmark" studies for your area of research (there should be 6-10 of these). How you group the discussion will depend on your project but be sure to come up with a logical organization before you begin writing. How many studies should be included will depend on the topic, but a general baseline in 75 to 100 references (although many topics will appropriately have many more than this). The literature review should end with a discussion of how the literature relates to your study. What have others found regarding your research question? From their findings, coupled with your theory, develop a logical argument that leads to the statement of your hypothesis (this is your theoretical hypothesis expressed in terms of concepts). Your hypothesis/hypotheses should be the conclusion of this "Review" section.

**Methodology**

This section includes methods which will be used. Describe data collection procedure to be used whether they'll be experiment, survey, questionnaires, observations, participatory methods, case studies document collection or other method. The method must be reliable that can be repeated same time and be internally and externally valid.

External validity means that the results are generalizable to a wide range of situations. It is often necessary to present evidence in this section that the study is actually achievable. This section or a separate section should also describe the data analysis methods to be used. As with the data collection methods, the analysis methods should be justified by reference to the relevant literature. A methodology section can contain a flow chart which summarizes the way in which the various processes involved in the project fit together.

Describe the sample employed and the variable used to test your hypothesis. One should give just enough information here so that other can replicate your procedures and hopefully come up with the same findings and conclusion as you did

One of the expectations of performing original research is that someone in the future will do further research on this topic. Such a researcher should be able to use your methodology without having to consult any other source. If you are using statistical analysis, explain the statistical methods. What do they mean? How are they used? Why are they more applicable here than other similar methods?

**Data Collection and Analysis Plan**

It is not uncommon for novice researchers to collect a considerable amount of data and then realize that they don't know what to do with it. Design the data collection process to make it easy to collect, code, manage, and analyze. Describe what the physical procedures will be for managing this data. Will you use tables, spreadsheets or data bases to aggregate and analyze the data? Will computers be used to store, manipulate or evaluate it? How will this be done? Who will do it? How long will it take? Will it require special hardware, software; budge accounts, or personnel (such as technical assistant)? What kinds of analysis will be done? How will it be accomplished? How will the findings be presented for interpretation?

**Discussion**

This chapter should begin with a concise restatement of your study's purpose along with any needed background information. You should restate each of your hypotheses. Now that you have presented the results in the previous section, discuss them in this section. What, specifically, do the results mean? How can they be interpreted? Can they be interpreted in multiple ways? What do the findings tell you about your hypothesis? Do not claim more for your results than the data really shows. Avoid speculation.

**Conclusions**

This section should summarize your results and discussion. You should include a list of the most important findings of your study in descending order of important. You should also provide a statement about the possibility of future study. What needs to be done and what does this study contribute? Since this is too often the only part of a paper that some individuals read it is important to reiterate what you intended to discover and what, in fact, you fond.

**Bibliography**

All pieces of literature referred to should be listed at the end of the proposal using the referencing style appropriate to the department. Before you begin compiling this section, find out what style you are expected to use. Carefully adhere to it or you will raise the ire of your committee. It is important to ensure that all the key journals and books in the field have been referred to in the proposal. This demonstrates that the proposal has been developed from a thorough understanding of the important theoretical perspectives and research findings in the literature.

**Appendices**

If you have the material that is too long to include in a table (raw data, field notes, etc.) or not appropriate to a particular section it should be included as an appendix.

**Tables and Figures**
Tables and figures should appear in the text after they are first mentioned. Appending them at the end of the thesis is a very awkward arrangement and makes the thesis difficult to read. Materials presented in tables and figures should not be duplicated in the text.

**Raw Data**
Your raw data should always appear as part of the thesis. This should appear as an appendix at the end of your thesis. Another research should be able to duplicate your work with no other documents at their disposal.

# LESSON 44

# RESEARCH METHODOLOGY

**Outline:**

- Making a Preliminary Choice of Methodology
- Quantitative and Qualitative Perspectives
- Research Types
- Studies Primarily Quantitative in Nature
- Studies Primarily Qualitative in Nature
- Research Methods
- Make Preliminary Choices
- Format and Style
- Text
- Organization

**Making a Preliminary Choice of Methodology**

Distinguish between three related concepts:

i) Research Perspectives
ii) Research Types
iii) Research Methods

**Research Perspectives**

**Quantitative and Qualitative Perspectives**

A research perspective, as used here, is a general view and use of research approaches and methods. There are two major perspectives: quantitative and qualitative. The quantitative perspective derives from a positivist epistemology, which holds that there is an objective reality that can be expressed numerically. As a consequence the quantitative perspective emphasizes studies that are experimental in nature, emphasize measurement, and search for relationships. If a study uses language such as the following, it probably has used quantitative perspective i.e., variable, controls, validity, reliability, hypothesis, statically significant.

On the other hand, a qualitative perspective emphasizes a phenomenological view in which reality inheres in the perceptions of individuals. Studies deriving from this perspective focus on meaning, understanding, and take place in naturally occurring situations (McMillan, 1996). If a study uses language such as the following, it probably has used a qualitative perspective: naturalistic, field study, case study, context, situational, constructivism, meaning, multiple realities.

While some researchers seem chiefly concerned with the differences between the two approaches, Morgan (1997) explains how the two perspectives can be combined. He identifies four general ways of combining the two, based upon two factors: a) which one is primary and which secondary; b) which one is used first and which, second.

1. Quantitative primary, qualitative first. The researcher begins with a qualitative approach as the secondary method, using the qualitative data as a basis for collecting and interpreting the quantitative data (the primary method).
2. Quantitative primary, quantitative first. The researcher begins with a quantitative approach as the primary method, using qualitative follow-up to evaluate and interpret the quantitative results.
3. Qualitative primary, quantitative first. The researcher begins by collecting quantitative preliminary data as a basis for collecting and interpreting the primary qualitative data.
4. Qualitative primary, qualitative first. The researcher begins with the primary qualitative data, using quantitative follow up to interpret the qualitative data.

**Research Types**
The term research type is used here to identify the general research approach. While authorities in the field seem to differ as to how the types of research are classified, the following approaches, which are most often used in educational research, represent some of the options available to you as a researcher. To simplify the discussion, they are divided into whether they tend to use a quantitative or a qualitative perspective, although there is much overlapping in many of the types.

**Studies Primarily Quantitative in Nature**
The following types of research are primarily quantitative in nature.

**Experimental Research**
Experimental research uses methods originally applied in the physical and biological sciences. In most experiments the following procedures are used: a sample of subjects is selected; they are assigned randomly to experimental and control groups; a treatment is administrated to the experimental group only. The two groups are then evaluated on the basis of dependent variable and the consequence of the independent variable. The latter is the presumed cause of the dependent variable.

**Quasi-Experimental Research**
A quasi-experimental design is one that follows the general procedures of experimental research, without the use of control group or without random assignment, since random assignment or the use of control groups is often not feasible in educational settings.

**Causal-Comparative Research**
Causal comparative studies are designed to determine the possible causes of a phenomenon. Sometimes these studies are called *ex post facto* research.
**Co relational Research**
Correlation studies are designed to analyze the relationships between two or more variables, ordinarily through the use of correlation coefficients.

**Descriptive Research**
As the term implies, the purpose of descriptive research is to describe a phenomenon. Descriptive studies report frequencies, averages, and percentages. For example, you might study the attitudes.

**Evaluation Research**

Evaluation research makes judgments about the merit or wroth of educational programs, products, and organizations. It is typically undertaken in order to aid administrators in making professional decisions. Evaluation studies are usually described as either formative or summative. Formative studies are made while a new program or product is being developed; summative studies, when it has been completed. You might do an evaluation of a new standard-based curriculum performing both a formative and a summative assessment.

**Studies Primarily Qualitative in Nature**
The following types of research tend to take a qualitative perspective.

**Case Study Research**
A case study is an empirical inquiry that investigates a contemporary phenomenon within its real life context when the boundaries between phenomenon and context are not clearly evident; and in which multiple source of evidence are used.
Ethnographic research

**Ethnographic Research**
Ethnographic research is special types of case study research. It is distinguished from other types of case studies because it uses the theories and methods of anthropology to study the culture of schools and classrooms.

**Action Research**
Most action research documents deal with how an educational problem was identified, understood, and solved by practitioners.

**Research Methods**
Research methods, as the term is used here, are the specific techniques used to collect data with respect to the research problem. In general, five methods are typically used in educational research.

1. Test and measurements. Tests are administered and measurements made to determine the extent of change.
2. Interviews. Interviews are conducted with individuals or groups to ascertain their perceptions.
3. Observations. Observations are made to determine what is occurring and what individuals are doing.
4. Surveys. Surveys are administered to assess opinions, perceptions, and attitudes.
5. Documents. Documents are analyzed to establish the record.

**Make Preliminary Choices**

The process explained here assumes that in developing the prospectus you will make only a preliminary choice that may be like the following.

| Type/ Method | Test, measurement | Interview | Observation | Survey | Documents |
|---|---|---|---|---|---|
| Experiment | P | | A | | A |
| Quasi- | P | | A | | A |

| | | | | | |
|---|---|---|---|---|---|
| experimental | | | | | |
| Causal comparison | P | | A | | A |
| Co relational | P | | A | | A |
| Descriptive | A | A | | P | A |
| Evaluation | P | A | A | A | A |
| Ethnographic | | A | P | | A |
| Action | | A | P | A | |
| Case study | | A | P | A | A |

Following is the summery of the both types of research.

| | **Quantitative Research** | **Qualitative Research** |
|---|---|---|
| Key concepts | Variable<br>Controlled<br>Reliable<br>Hypothesized<br>Statistically significant | Meaning<br>Understanding<br>Social construction<br>Context<br>Situation |
| Context Used | Agriculture<br>Psychology<br>Political Science<br>Economics<br>Basic Sciences | Anthropology<br>History<br>Sociology |
| Goals | Test theory<br>Establish facts<br>Show relationship<br>predict<br>Statistically describe | Ground theory<br>Develop understanding<br>Describe multiple realities<br>Capture naturally occurring<br>Behavior |
| Design | Structured<br>Predetermined<br>Formal<br>Specific | Evolving<br>Flexible<br>General |

| | | |
|---|---|---|
| Data | Quantities<br>Counts<br>Measures/instruments<br>Numbers<br>Statistics | Verbal descriptions<br>Field notes<br>Observations<br>Documents |
| Techniques or Methods | Experiments<br>Quasi-experiments<br>Structured observations<br>Structured interviews<br>Surveys | Observation<br>Participant observation<br>Open-ended interviewing<br>Review of documents and artifacts |
| Role of Researcher | Distant<br>Short term<br>Detached<br>Uninvolved | Close<br>Long term<br>Involved<br>Empathetic<br>Trusting<br>Intense |
| Data Analysis | Deductive | Inductive<br>Ongoing<br>Stress models, themes, and concepts |

**Format and Style**

You will be required to abide by the following format and style as specified by the Department.

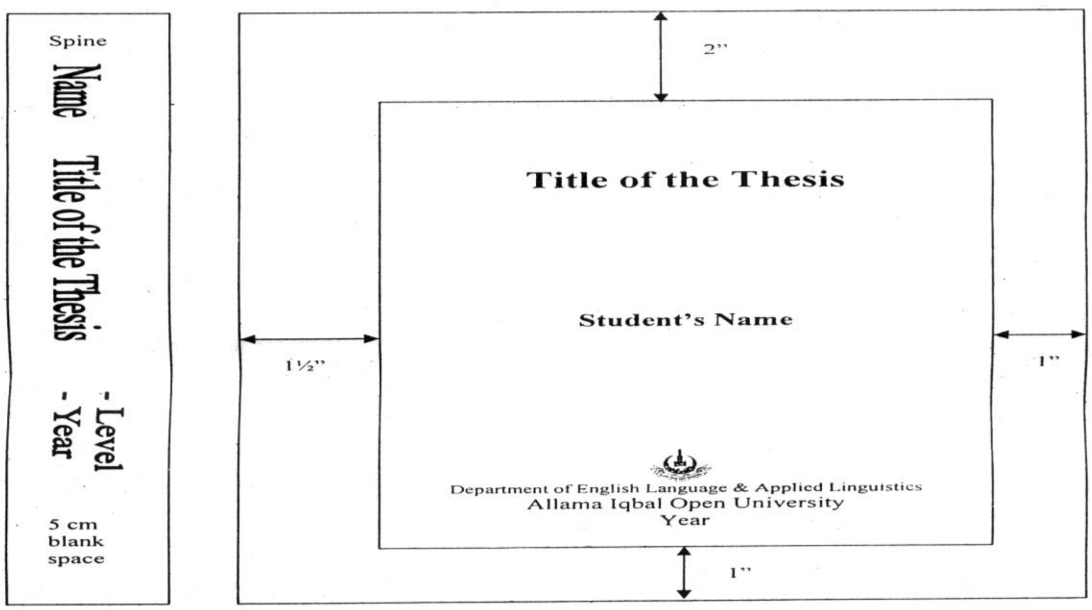
| | |
|---|---|
| Font | Time New Roman |
| Chapter Headings | 18 Bold CAPS |
| Headings | 14 Bold CPS |
| Sub-headings | 14 Bold |

Do not italicize or underline the headings and sub-headings)

| | |
|---|---|
| Text | 12 |
| Paper Quality | Offset Paper 90 grams |
| Paper Size | A4 – 213mm x 275mm |
| Spacing | Double |
| Paragraphing | Indented & space between paragraphs |

| | | | |
|---|---|---|---|
| Binding | | | |
| Evaluation Copy | Spiral binding | | |
| Final Copy | Hardbound covered with cloth | | |
| Color of binding | Dark Black | | |
| Spine | To contain student's name, title of the thesis, level and year | | |
| Citation Manual | APA | | |
| Margins | Left | 1 | 2.5 cm |
| | Right | 1" | 2.5 cm |
| | Top | 1¼" | 3.2 cm |
| | Bottom | 1" | 2.5 cm |

| | | |
|---|---|---|
| Font: | Time New Roman | |
| Size: | Topic | 24 bold |
| | Student's Name | 18 bold |
| | Name of the Dept | 16 bold |
| | Name of the university | 18 bold |




**Text**

The inner title would be the same, plus:

i) Statement of submission:
Submitted in partial fulfillment of the requirements for the XXX at the Department of XXXXXXX Virtual University, Lahore

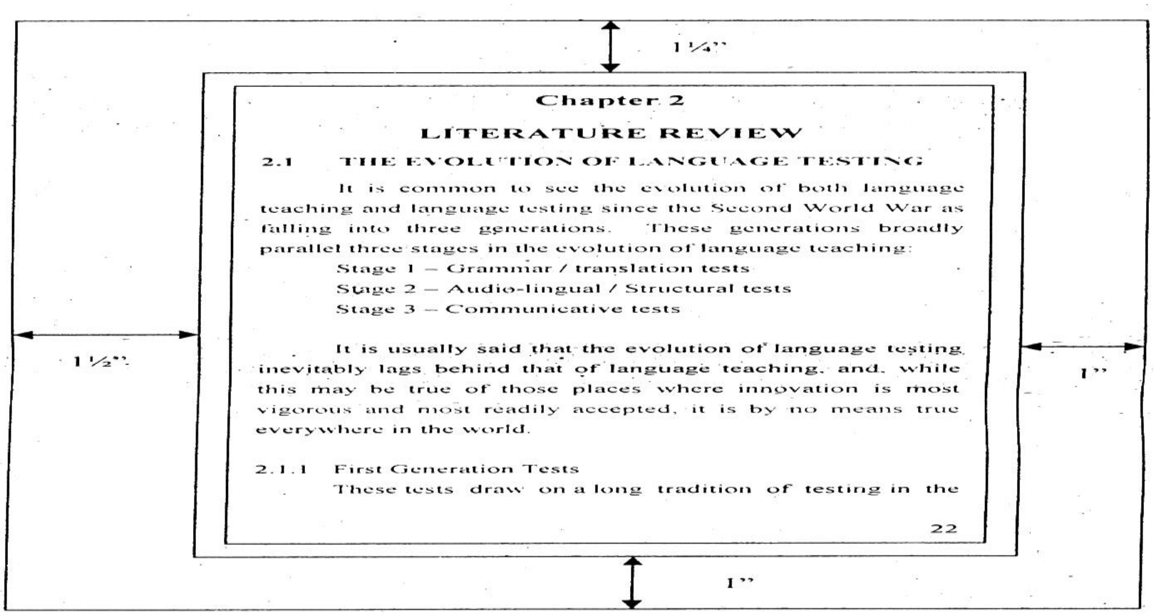
ii) Supervisor's Name

iii. Month, Year

| | | |
|---|---|---|
| Font: | Time New Roman | |
| Size: | Chapter Headings | 18 bold |
| | Headings | 14 bold CAPS |
| | Sub-headings | 14 bold |

(Do not *italicize* or underline the headings & sub-headings)
Text 12

| | |
|---|---|
| Alignment | Justified |
| Spacing | Double |
| Paraphrasing | Either indent or don’t but consistent. |




**8.2 Organization**

A research thesis probably includes:

i. Title Page
ii. Inner Title
iii. Abstract (2 pages)
iv. Acceptance Certificate *(Annex E)*
v. Dedication / Acknowledgements (optional)
vi. Content List
vii. Chapter 1: Introduction
viii. Chapter 2: Literature Review
ix. Chapter 3: Procedure of the study
x. Chapter 4: Data Analysis
xi. Chapter 5: Conclusion
xii. Bibliography
xiii. Appendices, if any

Prelims (Inner title – content list) will be numbered in Roam numerals – i, ii, iii, iv, etc.

Arabic numerals (1, 2, 3, etc.) will begin from Chapter 1:

# LESSON 45

# RESEARCH METHODOLOGY

**Outline:**

- Understanding the Concept of Documentation
- Abstract
- Headings
- Visuals
- List of References
- In-Text Citations: The Basics
- APA Citation Basics
- Personal Communication
- Citing Indirect Sources
- Electronic Sources
- Reference List: Basic Rules

## Understanding the Concept of Documentation

How to make documents

i) MLA Modern Language Association (name & page ref at each place where source is used, a parenthetical citation system

ii) APA American psychological association a parenthetical citation system source name and publication system and sometimes page reference

Your essay should be typed, double-spaced on standard-sized paper (8.5 X 11 inches) with margins of 1 inch on all sides. Your final essay should include, in the order indicated below, as many of the following sections as are applicable, each of which should begin on a separate page:

**Title page:** includes a running head for publication, title, and byline and affiliation.

Learning to Format 1

Running head: LEARNING TO FORMAT

Learning to Format Papers

in APA Style

Jodi Wagner

Purdue University

**General APA Guidelines**

Image Caption: Sample APA title page; running head and page number in upper right-hand corner, definition of running head IN ALL CAPS, and vertically and horizontally centers the title of the paper, its author and her affiliation to the page.

**Page Numbers and Running Head**

In the upper right-hand corner of each page, include a 1-2 word version of your title. Follow with five spaces and then the page number.

**Abstract**

If your instructor requires an abstract, write a 75-100 word overview of your essay which should include your main idea and your major points. You also may want to mention any implications of your research. Place the abstract on its own page immediately after the title page. Center the word Abstract and then follow with the paragraph.

**Headings**

Although not absolutely necessary, headings can be helpful. For undergraduate papers, only one level of heading is necessary. Major headings should be centered. Capitalize every word in the heading except articles (a, the), short prepositions (in, by, for), and coordinating conjunctions (and, but, or).

**Visuals**

Visuals such as tables and figures include graphs, charts, drawings, and photographs. Try to keep the visuals as simple as possible and clearly label each visual with an Arabic numeral (ex: Table 1, Table 2, etc.) and include the title of the visual. The label and the title should appear on separate lines above the table, flush left. Below the table, provide the source. A sample Figure treatment is shown below.


Figure 1. A sample page from The OWL at Purdue.

**Reference List: Basic Rules**

Your reference list should appear at the end of your paper. It provides the information necessary for a reader to locate and retrieve any source you cite in the body of the paper. Each source you cite in the paper must appear in your reference list; likewise, each entry in the reference list must be cited in your text.

Your references should begin on a new page separate from the text of the essay; label this page References (with no quotation marks, underlining, etc.), centered at the top of the page. It should be double-spaced just like the rest of your essay.

All lines after the first line of each entry in your reference list should be indented one-half inch from the left margin. This is called hanging indentation. Authors' names are inverted (last name first); give the last name and initials for all authors of a particular work unless the work has more than six authors. If the work has more than six authors, list the first six authors and then use et al. after the sixth author's name to indicate the rest of the authors. Reference list entries should be alphabetized by the last name of the first author of each work. If you have more than one article by the same author, single-author references or multiple-author references with the exact same authors in the exact same orders are listed in order by the year of publication, starting with the earliest. When referring to any work that is NOT a journal, such as a book, article, or Web page, capitalize only the first letter of the first word of a title and subtitle, the first word after a colon or a dash in the title, and proper nouns. Do not capitalize the first letter of the second word in a hyphenated compound word. Capitalize all major words in journal titles. Italicize titles of longer works such as books and journals. Do not italicize, underline, or put quotes around the titles of shorter works such as journal articles or essays in edited collections.

**List of References**

Create your list of references on its own page after the last page of your text. Center the title References one inch from the top of the page. Give double space. Alphabetize the list of references by the last name of the authors. If the work has no author or editor, alphabetize the work by the first word of the title (excluding A, An, or The).

**In-Text Citations: The Basics**

Reference citations in text are covered on pages 207-214 of the Publication Manual. What follows are some general guidelines for referring to the works of others in your essay.

Note: APA style requires authors to use the past tense or present perfect tense when using signal phrases to describe earlier research. E.g., Jones (1998) found or Jones (1998) has found...

**APA Citation Basics**

When using APA format, follow the author-date method of in-text citation. This means that the author's last name and the year of publication for the source should appear in the text, E.g., (Jones, 1998), and a complete reference should appear in the reference list at the end of the paper.

If you are referring to an idea from another work but NOT directly quoting the material, or making reference to an entire book, article or other work, you only have to make reference to the author and year of publication in your in-text reference.

**In-Text Citation Capitalization, Quotes, and Italics/Underlining**

Always capitalize proper nouns, including author names and initials: D. Jones.

If you refer to the title of a source within your paper, capitalize all words that are four letters long or greater within the title of a source: *Permanence and Change*. Exceptions apply to short words that are verbs, nouns, pronouns, adjectives, and adverbs: *Writing*

*New Media*, *There Is Nothing Left to Lose*. (Note that in your References list, only the first word of a title will be capitalized: *Writing new media*.)

When capitalizing titles; capitalize both words in a hyphenated compound word: *Natural-Born Cyborgs*.
Capitalize the first word after a dash or colon: "Defining Film Rhetoric: The Case of Hitchcock's *Vertigo*."
Italicize or underline the titles of longer works such as books, edited collections, movies, television series, documentaries, or albums: *The Closing of the American Mind*; *The Wizard of Oz*; *Friends*.

Put quotation marks around the titles of shorter works such as journal articles, articles from edited collections, television series episodes, and song titles: "Multimedia Narration: Constructing Possible Worlds"; "The One Where Chandler Can't Cry."

**Short Quotations**
If you are directly quoting from a work, you will need to include the author, year of publication, and the page number for the reference (preceded by "p."). Introduce the quotation with a signal phrase that includes the author's last name followed by the date of publication in parentheses.

According to Jones (1998), "Students often had difficulty using APA style, especially when it was their first time" (p. 199).Jones (1998) found "students often had the difficulty using APA style" (p. 199); what implications does this have for teachers? If the author is not named in a signal phrase, place the author's last name, the year of publication, and the page number in parentheses after the quotation. She stated, "Students often had difficulty using APA style," (Jones, 1998, p. 199), but she did not offer an explanation as to why.

**Long Quotations**
Place direct quotations longer than 40 words in a free-standing block of typewritten lines, and omit quotation marks. Start the quotation on a new line, indented five spaces from the left margin. Type the entire quotation on the new margin and indent the first line of any subsequent paragraph within the quotation five spaces from the new margin. Maintain double-spacing throughout. The parenthetical citation should come after closing punctuation mark.

Jones's (1998) study found the following:
Students often had difficulty using APA style, especially when it was their first time citing sources. This difficulty could be attributed to the fact that many students failed to purchase a style manual or to ask their teacher for help. (p. 199)

**Summary or Paraphrase**
If you are paraphrasing an idea from another work, you only have to make reference to the author and year of publication in your in-text reference, but APA guidelines encourage you to provide also the page number (although it is not required.)According to Jones (1998), APA style is a difficult citation format for first-time learners APA style is a difficult citation format for first-time learners (Jones, 1998, p. 199).

**In-Text Citations: Author/Authors**

APA style has a series of important rules on using author names as part of the author-date system. There are additional rules for citing indirect sources, electronic sources, and sources without page numbers.

**Citing an Author or Authors**

A Work by Two Authors**:** Name both authors in the signal phrase or in the parentheses each time you cite the work. Use the word "and" between the authors' names within the text and use "&" in the parentheses.

Research by Wegener and Petty (1994) showed...
(Wegener & Petty, 1994)

**A Work by Three to Five Authors:**

List all the authors in the signal phrase or in parentheses the first time you cite the source.
(Kernis, Cornell, Sun, Berry, & Harlow, 1993)
In subsequent citations, only use the first author's last name followed by "et al." in the signal phrase or in parentheses.
(Kernis et al., 1993)
**In *et al., et* should not be followed by a period.**

**Six or More Authors:**

Use the first author's name followed by et al. in the signal phrase or in parentheses.

Harris et al. (2001) argued...
(Harris et al., 2001)

**Unknown Author:**

If the work does not have an author, cite the source by its title in the signal phrase or use the first word or two in the parentheses. Titles of books and reports are italicized or underlined; titles of articles and chapters are in quotation marks. A similar study was done of students learning to format research papers ("Using APA," 2001).
**Note**: In the rare case the "Anonymous" is used for the author, treat it as the author's name (Anonymous, 2001). In the reference list, use the name Anonymous as the author.

**Organization as an Author:**

If the author is an organization or a government agency, mention the organization in the signal phrase or in the parenthetical citation the first time you cite the source. According to the American Psychological Association (2000),...If the organization has a well-known abbreviation, include the abbreviation in brackets the first time the source is cited and then use only the abbreviation in later citations. First citation: (Mothers Against Drunk Driving [MADD], 2000)

Second citation: (MADD, 2000)

**Two or More Works in the Same Parentheses:**

When your parenthetical citation includes two or more works, order them the same way they appear in the reference list, separated by a semi-colon.

(Berndt, 2002; Harlow, 1983)

**Authors with the Same Last Name:**

To prevent confusion, use first initials with the last names.

(E. Johnson, 2001; L. Johnson, 1998)

**Two or More Works by the Same Author in the Same Year:**

If you have two sources by the same author in the same year, use lower-case letters (a, b, c) with the year to order the entries in the reference list. Use the lower-case letters with the year in the in-text citation.

Research by Berndt (1981a) illustrated that...

**Personal Communication:**

For interviews, letters, e-mails, and other person-to-person communication, cite the communicator's name, the fact that it was personal communication, and the date of the communication. Do not include personal communication in the reference list.

(E. Robbins, personal communication, January 4, 2001).

A. P. Smith also claimed that many of her students had difficulties with APA style (personal communication, November 3, 2002).

**Citing Indirect Sources**

If you use a source that was cited in another source, name the original source in your signal phrase. List the secondary source in your reference list and include the secondary source in the parentheses.

Johnson argued that... (as cited in Smith, 2003, p.102).

**Note:** When citing material in parentheses, set off the citation with a comma, as above.

**Electronic Sources**

If possible, cite an electronic document the same as any other document by using the author-date style.

Kenneth (2000) explained...

**Unknown Author and Unknown Date:**

If no author or date is given, use the title in your signal phrase or the first word or two of the title in the parentheses and use the abbreviation "n.d." (for "no date").

Another study of students and research decisions discovered that students succeeded with tutoring ("Tutoring and APA," n.d.).

**Sources without Page Numbers**

When an electronic source lacks page numbers, you should try to include information that will help readers find the passage being cited. When an electronic document has numbered paragraphs; use the symbol, or the abbreviation "Para" followed by the paragraph number (Hall, 2001, 5) or (Hall, 2001, Para. 5). If the paragraphs are not numbered and the document includes headings, provide the appropriate heading and specify the paragraph under that heading. Note that in some electronic sources, like Web pages, people can use the Find function in their browser to locate any passages you cite.

According to Smith (1997), (Mind over Matter section, para. 6).

**Note:** Never use the page numbers of Web pages you print out; different computers print Web pages with different pagination.

**Reference List: Author/Authors**

The following rules for handling works by a single author or multiple authors apply to all APA-style references in your reference list, regardless of the type of work (book, article, electronic resource, etc.)

**Single Author**

Last name first, followed by author initials.

Berndt, T. J. (2002). Friendship quality and social development. *Current Directions in Psychological Science*, *11*, 7-10.

**Two Authors**

List by their last names and initials. Use the "&" instead of "and."

Wegener, D. T., & Petty, R. E. (1994). Mood management across affective states: The hedonic contingency hypothesis. *Journal of Personality & Social Psychology, 66*, 1034-1048.

**Three to Six Authors**

List by last names and initials; commas separate author names, while the last author name is preceded again by "&"

Kernis, M. H., Cornell, D. P., Sun, C. R., Berry, A., & Harlow, T. (1993). There's more to self-esteem than whether it is high or low: The importance of stability of self-esteem. *Journal of Personality and Social Psychology, 65*, 1190-1204.

**More Than Six Authors**

If there are more than six authors, list the first six as above and then "et al.," which stands for "and others." Remember not to place a period after "et" in "et al."

Harris, M., Karper, E., Stacks, G., Hoffman, D., DeNiro, R., Cruz, P., et al. (2001). Writing labs and the Hollywood connection. *Journal of Film and Writing, 44*(3), 213-245.

**Organization as Author**

American Psychological Association (2003)

**Unknown Author**

*Merriam-Webster's collegiate dictionary* (10th ed.).(1993). Springfield, MA: Merriam-Webster.

**NOTE**: When your essay includes parenthetical citations of sources with no author named, use a shortened version of the source's title instead of an author's name. Use quotation marks and italics as appropriate. For example, parenthetical citations of the two sources above would appear as follows: (*Merriam-Webster's*, 1993) and ("New Drug," 1993).

**Two or More Works by the Same Author**
Use the author's name for all entries and list the entries by the year (earliest comes first).

Berndt, T.J. (1981).

Berndt, T.J. (1999).

When an author appears both as a sole author and, in another citation, as the first author of a group, list the one-author entries first.

Berndt, T. J. (1999). Friends' influence on students' adjustment to school. *Educational Psychologist, 34*, 15-28.

Berndt, T. J., & Keefe, K. (1995). Friends' influence on adolescents' adjustment to school. *Child Development, 66*, 1312-1329.

References that have the same first author and different second and/or third authors are arranged alphabetically by the last name of the second author or the last name of the third if the first and second authors are the same.

Wegener, D. T., Kerr, N. L., Fleming, M. A., & Petty, R. E. (2000). Flexible corrections of juror judgments: Implications for jury instructions. *Psychology, Public Policy, & Law, 6*, 629-654.

Wegener, D. T., Petty, R. E., & Klein, D. J. (1994). Effects of mood on high elaboration attitude change: The mediating role of likelihood judgments. *European Journal of Social Psychology, 24*, 25-43.

**Two or More Works by the Same Author in the Same Year**
If you are using more than one reference by the same author (or the same group of authors listed in the same order) published in the same year, organize them in the reference list alphabetically by the title of the article or chapter. Then assign letter suffixes to the year. Refer to these sources in your essay as they appear in your reference list, e.g.: "Berdnt (1981a) makes similar claims..."

Berndt, T. J. (1981a). Age changes and changes over time in pro-social intentions and behavior between friends. *Developmental Psychology, 17*, 408-416.

Berndt, T. J. (1981b). Effects of friendship on pro-social intentions and behavior. *Child Development, 52*, 636-643.

## Reference List: Articles in Periodicals

### Basic Form

APA style dictates that authors are named last name followed by initials; publication year goes between parentheses, followed by a period. The title of the article is in sentence-case, meaning only the first word and proper nouns in the title are capitalized. The periodical title is run in title case, and is followed by the volume number which, with the title, is also italicized or underlined.

Author, A. A., Author, B. B., & Author, C. C. (Year). Title of article. *Title of Periodical, volume number* (issue number), pages.

### Article in Journal Paginated by Volume

Journals that are paginated by volume begin with page one in issue one, and continue numbering issue two where issue one ended, etc.

Harlow, H. F. (1983). Fundamentals for preparing psychology journal articles. *Journal of Comparative and Physiological Psychology, 55*, 893-896.

### Article in Journal Paginated by Issue

Journals paginated by issue begin with page one every issue; therefore, the issue number gets indicated in parentheses after the volume. The parentheses and issue numbers are not italicized or underlined.

Scruton, R. (1996). The eclipse of listening. *The New Criterion, 15*(30), 5-13.

### Article in a Magazine

Henry, W. A., III. (1990, April 9). Making the grade in today's schools. *Time, 135,* 28-31.

### Article in a Newspaper

Unlike other periodicals, p. or pp. precedes page numbers for a newspaper reference in APA style. Single pages take p., e.g., p. B2; multiple pages take pp., e.g., pp. B2, B4 or pp. C1, C3-C4.

Schultz, S. (2005, December 28). Calls made to strengthen state energy policies. *The Country Today*, pp. 1A, 2A.

## Letter to the Editor

Moller, G. (2002, August). Ripples versus rumbles [Letter to the editor]. *Scientific American, 287*(2), 12.

## Review

Baumeister, R. F. (1993). Exposing the self-knowledge myth [Review of the book *The self-knower: A hero under control*]. *Contemporary Psychology, 38,* 466-467.

**Reference List: Books**

**Basic Format for Books**

Author, A. A. (Year of publication). *Title of work: Capital letter also for subtitle*. Location: Publisher.

**NOTE**: For "Location," you should always list the city, but you should also include the state if the city is unfamiliar or if the city could be confused with one in another state.

Calfee, R. C., & Valencia, R. R. (1991). *APA guide to preparing manuscripts for journal publication*. Washington, DC: American Psychological Association.

**Edited Book, No Author**

Duncan, G.J., & Brooks-Gunn, J. (Eds.). (1997). *Consequences of growing up poor*. New York: Russell Sage Foundation.

**Edited Book with an Author or Authors**

Plath, S. (2000). *The unabridged journals* (K.V. Kukil, Ed.). New York: Anchor.

**A Translation**

Laplace, P. S. (1951). *A philosophical essay on probabilities*. (F. W. Truscott & F. L. Emory, Trans.). New York: Dover. (Original work published 1814).

**NOTE**: When you cite a republished work, like the one above, work in your text, it should appear with both dates: Laplace (1814/1951).

**Edition Other Than the First**

Helfer, M.E., Keme, R.S., & Drugman, R.D. (1997). *The battered child* (5th ed.). Chicago: University of Chicago Press.

**Article or Chapter in an Edited Book**

Author, A. A., & Author, B. B. (Year of publication). Title of chapter. In A. Editor & B. Editor (Eds.), *Title of book* (pages of chapter). Location: Publisher.

**NOTE**: When you list the pages of the chapter or essay in parentheses after the book title, use "pp." before the numbers: (pp. 1-21). This abbreviation, however, does not appear before the page numbers in periodical references, except for newspapers.

O'Neil, J. M., & Egan, J. (1992). Men's and women's gender role journeys: Metaphor for healing, transition, and transformation. In B. R. Wainrib (Ed.), *Gender issues across the life cycle* (pp. 107-123). New York: Springer.

**Multivolume Work**

Wiener, P. (Ed.). (1973). *Dictionary of the history of ideas* (Vols. 1-4). New York: Scribner's.

***Reference List: Other Print Sources***

**An Entry in an Encyclopedia**

Bergmann, P. G. (1993). Relativity. In *The New Encyclopedia Britannica* (Vol. 26, pp. 501-508). Chicago: Encyclopedia Britannica.

**Work Discussed in a Secondary Source**

List the source, the work was discussed in:

Coltheart, M., Curtis, B., Atkins, P., & Haller, M. (1993). Models of reading aloud: Dual-route and parallel-distributed-processing approaches. *Psychological Review, 100*, 589-608.

**NOTE:** Give the secondary source in the references list; in the text, name the original work, and give a citation for the secondary source. For example, if Seidenberg and McClelland's work is cited in Coltheart et al. and you did not read the original work, list the Coltheart et al. reference in the References. In the text, use the following citation:

In Seidenberg and McClelland's study (as cited in Coltheart, Curtis, Atkins, & Haller, 1993)

**Dissertation Abstract**

Yoshida, Y. (2001). Essays in urban transportation (Doctoral dissertation, Boston College, 2001). *Dissertation Abstracts International, 62*, 7741A.

**Government Document**

National Institute of Mental Health. (1990). *Clinical training in serious mental illness* (DHHS Publication No. ADM 90-1679). Washington, DC: U.S. Government Printing Office.

**Report from a Private Organization**

American Psychiatric Association. (2000). *Practice guidelines for the treatment of patients with eating disorders* (2nd ed.). Washington, D.C.: Author.

**Conference Proceedings**

Schnase, J.L., & Cunnius, E.L. (Eds.). (1995). Proceedings from CSCL '95: *The First International Conference on Computer Support for Collaborative Learning*. Mahwah, NJ: Erlbaum.

**Reference List: Electronic Sources**

**Article from an Online Periodical**

Online articles follow the same guidelines for printed articles. Include all information the online host makes available, including an issue number in parentheses.

Author, A. A., & Author, B. B. (Date of publication). Title of article. *Title of online periodical, volume number* (issue number if available). Retrieved month day, year, from http://www.someaddress.com/full/url/

Bernstein, M. (2002). 10 tips on writing the living Web. *A List Apart: For People Who Make Websites, 149*. Retrieved May 2, 2006 from http://www.alistapart.com/articles/writeliving

**Online Scholarly Journal Article**

Author, A. A., & Author, B. B. (Date of publication). Title of article. *Title of journal, volume number*. Retrieved month day, year, from http://www.someaddress.com/full/url/

Kenneth, I. A. (2000). A Buddhist response to the nature of human rights. *Journal of Buddhist Ethics, 8*.Retrieved February 20, 2001, from http://www.cac.psu.edu/jbe/twocont.html

If the article appears as a printed version as well, the URL is not required. Use "Electronic version" in brackets after the article's title.

Whitmeyer, J.M. (2000). Power through appointment [Electronic version]. *Social Science Research, 29*, 535-555.

**Article from a Database**

When referencing material obtained from an online database (such as a database in the library), provide appropriate print citation information (formatted just like a "normal" print citation would be for that type of work). Then add information that gives the date of retrieval and the proper name of the database. This will allow people to retrieve the print version if they do not have access to the database from which you retrieved the article. You can also include the item number or accession number in parentheses at the end, but the APA manual says that this is not required. (For more about citing articles retrieved from electronic databases, see page 278 of the Publication Manual.)

Smyth, A. M., Parker, A. L., & Pease, D. L. (2002). A study of enjoyment of peas. *Journal of Abnormal Eating, 8*(3). Retrieved February 20, 2003, from PsycARTICLES database.

**Non Periodical Web Document, Web Page, or Report**

List as much of the following information as possible (you sometimes have to hunt around to find the information; don't be lazy. If there is a page like http://www.somesite.com/somepage.htm, and somepage.htm doesn't have the information you're looking for, move up the URL to http://www.somesite.com/):

Author, A. A., & Author, B. B. (Date of publication). *Title of document*. Retrieved month date, year, from http://Web address.

**NOTE**: When an Internet document is more than one Web page, provide a URL that links to the home page or entry page for the document. Moreover, if there isn't a date available for the document, then use (n.d.) for no date.

**Chapter or Section of a Web Document**
Author, A. A., & Author, B. B. (Date of publication). Title of article. In Title of book or larger document (chapter or section number). Retrieved month day, year from http://www.someaddress.com/full/url/.

Engelshcall, R. S. (1997). Module mod_rewrite: URL Rewriting Engine. In *Apache HTTP Server Version 1.3 Documentation* (Apache modules.) Retrieved March 10, 2006 from http://httpd.apache.org/docs/1.3/mod/mod_rewrite.html

**NOTE**: Use a chapter or section identifier and provide a URL that links directly to the chapter section, not the home page of the Web site.

**E-mail**
E-mails are not included in the list of references, though you parenthetically cite them in your main text: (E. Robbins, personal communication, January 4, 2001).

**Online Forum or Discussion Board Posting**
Message posted to an online newsgroup, forum, or discussion group. Include the title of the message and the URL of the newsgroup or discussion board.

Frook, B. D. (1999, July 23). New inventions in the cyberworld of toylandia [Msg 25]. Message posted to http://groups.earthlink.com/forum/messages/00025.html

**NOTE**: If only the screen name is available for the author, then use the screen name; however, if the author provides a real name, use their real name instead. Be sure to provide the exact date of the posting. Follow the date with the subject line, the thread of the message (not in italics). Provide any identifiers in brackets after the title as in other types of references.

**Computer Software**
Ludwig, T. (2002). Psych Inquiry [computer software]. New York: Worth.

For more help with citing electronic sources, see the APA style web site's coverage of electronic references or Frequently Asked Questions about APA Style from the APA web site, or visit our additional resources section.

**Reference List: Other Non-Print Sources**

**Interviews, Email, and Other Personal Communication**

No personal communication is included in your reference list; instead, parenthetically cite the communicator’s name, the fact that it was personal communication and the date of the communication in your main text only.

(E. Robbins, personal communication, January 4, 2001).

A. P. Smith also claimed that many of her students had difficulties with APA style (personal communication, November 3, 2002).

**Motion Picture**
Basic reference list format:

Producer, P. P. (Producer), & Director, D.D. (Director). (Date of publication). *Title of motion picture* [Motion picture]. Country of origin: Studio or distributor.

**Note**: If a movie or video tape is not available in wide distribution, add the following to your citation after the country of origin: (Available from Distributor name, full address and zip code).

**A Motion Picture or Video Tape with International or National Availability**
Smith, J.D. (Producer), & Smithee, A.F. (Director). (2001). *Really big disaster movie* [Motion picture]. United States: Paramount Pictures.

**A Motion Picture or Video Tape with Limited Availability**
Harris, M. (Producer), & Turley, M. J. (Director). (2002). *Writing labs: A history* [Motion picture]. (Available from Purdue University Pictures, 500 Oval Drive, West Lafayette, IN 47907)

**Television Broadcast or Series Episode**
Producer, P. P. (Producer). (Date of broadcast or copyright). Title of broadcast [*Television broadcast or Television series*]. City of origin: Studio or distributor.

**Single Episode of a Television Series**
Writer, W. W. (Writer), & Director, D.D. (Director). (Date of publication). Title of episode [Television series episode]. In P. Producer (Producer), *Series title*. City of origin: Studio or distributor.

Wendy, S. W. (Writer), & Martian, I.R. (Director). (1986). The rising angel and the falling ape [Television series episode]. In D. Dude (Producer), *Creatures and monsters*. Los Angeles: Belarus Studios.

**Television Broadcast**

Important, I. M. (Producer). (1990, November 1). *The nightly news hour* [Television broadcast]. New York: Central Broadcasting Service.

**A Television Series**

Bellisario, D.L. (Producer). (1992). *Exciting action show* [Television series]. Hollywood: American Broadcasting Company.

**Music Recordings**

Songwriter, W. W. (Date of copyright). Title of song [Recorded by artist if different from song writer]. On *Title of album* [Medium of recording]. Location: Label. (Recording date if different from copyright date).

Taupin, B. (1975). Someone saved my life tonight [Recorded by Elton John]. On *Captain fantastic and the brown dirt cowboy* [CD]. London: Big Pig Music Limited.

For more about citing audiovisual media, see pages 266-269 of the Publication Manual.