"Education is a liberating force, and in our age it is also a democratising force, cutting across the barriers of caste and class, smoothing out inequalities imposed by birth and other circumstances."

— Indira Gandhi
# Block 3

## Business Correspondence

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<tr>
<td>Prof. V.N. Rajasekharan Pillai</td>
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<td>Director, ACD, {Member MIC, DBPO (F&amp;A)} IGNOU, New Delhi</td>
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</tr>
<tr>
<td>Mrs. Deepika Bhattacharya</td>
<td>Vice President, Accenture, Delhi</td>
</tr>
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### Course Expert Committee

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Prof. Anju S Gupta</td>
<td>School of Humanities, IGNOU, New Delhi</td>
</tr>
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</tr>
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<td>Mrs. Nandini Baruah</td>
<td>Manager, Accenture, Bengaluru</td>
</tr>
<tr>
<td>Prof. Jagtar Chawla</td>
<td>Barkatullah University, Bhopal</td>
</tr>
<tr>
<td>Mrs. Alistair D Roza</td>
<td>Dy. Manager, Accenture, Bengaluru</td>
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<tr>
<td>Prof. Jagtar Chawla</td>
<td>Barkatullah University, Bhopal</td>
</tr>
</tbody>
</table>

### Block Preparation

<table>
<thead>
<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Dr. Tasneem Shahnaz</td>
<td>Associate Professor, Aurobindo College, Delhi University</td>
</tr>
<tr>
<td>Ms. M. M. Sapna</td>
<td>Research and Training Assistant</td>
</tr>
<tr>
<td>Ms. Roseliz Francis</td>
<td>Research and Training Assistant</td>
</tr>
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<td>Mr. Alistair D Roza</td>
<td>Dy. Manager, Accenture, Bengaluru</td>
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### Print Production

<table>
<thead>
<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Mr. Y. N. Sharma</td>
<td>A.R. (P) MPDD, IGNOU</td>
</tr>
<tr>
<td>Mr. Babulal Rewadia</td>
<td>S.O. (P) MPDD, IGNOU</td>
</tr>
</tbody>
</table>

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BLOCK INTRODUCTION

In this Block we have primarily concentrated on different types of Business Correspondence, which are essential to you in your workplace. Note that all these diverse types of correspondence can also be written in the form of email.

We have given you practice in writing for both Internal and External Business Correspondence. Internal correspondence involves memos, offices orders, circulars, notices, etc. which are used for circulation within the workplace. External correspondence involves writing letters, emails to business colleagues, partner and customers outside your workplace. The mechanics of each type of writing has also been discussed.

Along with the activities pertaining to difference types of correspondence we have also given you practice in vocabulary enhancement, grammar and listening comprehension.

Note, with the print material we have also sent you a CD. Use it along with the course material. The content of this block are as follows:

Unit 9 - Modes of Communication
Unit 10 - Internal Business Correspondence-I
Unit 11 - Internal Business Correspondence-II
Unit 12 - External Business Correspondence-I
Unit 13 - External Business Correspondence-II

We hope you enjoyed the block and found it useful.

ACKNOWLEDGEMENT

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UNIT 9: MODES OF COMMUNICATION

Structure

9.0 Objectives
9.1 Warm up
9.2 Reading: Different Styles of Communication
9.3 Language Focus: Idioms
9.4 Listening
9.5 Writing
9.6 Grammar: Phrases and Clauses
9.7 Pronunciation: Functional Stress
9.8 Let Us Sum Up
9.9 Answers

9.0 OBJECTIVES

In this Unit you will learn about:

- Basic forms of communication
  - Verbal and Non-verbal
- Styles of communication
  - The relater
  - The socializer
  - The thinker
  - The director
- Barriers to Communication
- Usage of some idioms
- Difference between phrases and clauses

9.1 WARM UP

Activity 1

1 Before we begin to learn about the modes and styles of communication, it is important to know what this word means. Does it mean:
   - Sharing/ exchanging information, feelings, thoughts etc. with others?
   - Imparting/transmitting news, information, ideas, motions etc.?
   - Having means of passage or to be connected?
   - Succeeding in conveying one’s meaning?

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

2 Think about the following:
   i How can you communicate effectively?
   ii Think of an instance when your meaning was distorted because of miscommunication.
   iii Did it create a ‘comedy of errors’ or lead to a ‘sad situation/sorry state of affairs’?
How will you react when faced with the situations given below? Give your answers in both media, verbal and non-verbal. The first one has been done for you.

i. Your grandparents have come to visit you.

You will greet them verbally by saying 'namaste', 'salaam' etc. The non verbal greeting would be a warm hug, a welcoming smile and/or touching their feet in respect. The communicative mode is thus a mix of both formal and informal.

ii. You have gone with your friends to see a film. You meet your teacher at the theatre who is going to administer a test the next day.

iii. You meet an old friend unexpectedly at a restaurant.

iv. You want to complain to the municipal authorities about the increasing menace of stray animals in your area.

v. Your boss has asked you about the marketing strategies your team has adopted regarding the latest product of the company.

vi. You have to visit your boss who has lost his father recently.

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

9.2 READING: DIFFERENT STYLES OF COMMUNICATION

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

Styles of Communication

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

a. Some people become very angry and show it through their facial expressions and body gestures. They may walk up to the customer help desk and shout at the person sitting behind the counter, using bad language and a rude tone.

b. Others may react in a passive way by shrugging their shoulders and resign themselves to a long wait.

c. Some others may walk up to the counter and try to enquire about the cause of delay. They may probably be given the option of refund of fare or a food voucher and they will, in all probability, walk away smiling.

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

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

How to deal with them:

• Share personal experiences or common interests with them
• Build a rapport with them
• While discussing any matter, impress upon them and focus on how changes may affect relationships

The Socializer

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

How to deal with them:

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

The Thinker

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

How to deal with them:

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

The Director

Such people tend to be forceful, dominating and aggressive. They are bold, direct and don’t believe in a soft approach. They believe that achieving a goal is more important than focusing on the ways to accomplish it. It is not a matter of concern for them if a few people are hurt in the process. For them, people
and emotion are secondary to the goal. They handle conflict mainly by imposing their ideas upon others. They may not be able to work as a team as they are confrontational and not open to listening to other people’s views.

How to deal with them:

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

Check your progress 1

1. Answer the following questions:

   i. Mention any 2 characteristics of relaters and say how you can handle them.

   ii. Does ‘socializers’ mean socially acceptable people? What are the ways of dealing with them?

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

   iv. Suppose your colleague at work is dominating and aggressive in his manner. Into which category or type would you put him? What will you do to ensure smooth functioning of work?
2. Find words from the passage which mean the same as the words/phrases given below:

i) Responding
ii) A gesture to show disinterest
iii) To accept something because you feel that you cannot change the situation
iv) Willing to do something
v) A special bond / an affinity
vi) Showing great energy and determination
vii) Instinct, unexplained feeling
viii) Someone behaving in an insistent and forceful way without caring for other’s feelings

Check your progress 2

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

<table>
<thead>
<tr>
<th>Factors</th>
<th>Types</th>
<th>Socializers</th>
<th>Thinkers</th>
<th>Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to recognize them</td>
<td>Helpful, like attention, want people to like them</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What they dislike</td>
<td>Don’t like people to be uncaring towards them, hate rejection</td>
<td>Don’t like boring explanations, or too many facts and figures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reaction to pressure</td>
<td>Become argumentative and try to sell their ideas</td>
<td></td>
<td>Become more dominating and take charge and control</td>
<td></td>
</tr>
<tr>
<td>Best way of dealing with them</td>
<td>Provide lots of data and information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Like to be measured by</td>
<td>Friends, close relationships</td>
<td></td>
<td>Results achieved, goal oriented</td>
<td></td>
</tr>
<tr>
<td>Best results with</td>
<td>Inspire and encourage them to better and bigger accomplishments</td>
<td></td>
<td>Structure a framework or “track” to follow</td>
<td></td>
</tr>
</tbody>
</table>

Modes of Communication
9.3 LANGUAGE FOCUS:IDIOMS

Activity 2

Read the dialogue and match the idioms (underlined) with their definitions given afterwards.

For example: Mr Sharma is talking to his co-workers about asking the boss to get a new photocopying machine for the department. He says: "We should sound out the boss about procuring a new photocopying machine". The idiom 'sound out' means 'to find out what the boss thinks about the idea'. In the Reading passage, we have an example 'Shrugging their shoulders which is a gesture showing disinterest'.

Reena: Hello Ria. I have been looking for you. How do we plan for Rini's surprise birthday party?
Ria: Well, between you and me (i), the 'surprise' element may not be present any longer.
Reena: You have got to be kidding (ii)!
Ria: Without beating about the bush (iii), let me just say that she's got wind of (iv) the surprise party.
Reena: I see that we have hit a snag (v) in the program. How did that happen?
Ria: I'm not sure. Someone who was in the loop (vi) may have let her in (vii) on it. Why don't you find out about it? I wanted to ask Rini about this. But I've been unable to get through (viii) to her. I'll be in touch (ix) with you after talking to her and then we can compare notes (x).
Reena: Okay, but let's come up with something(xi) and save the day(xii).

Definitions:
1. Having knowledge or information of and involvement in something.
2. To reveal a secret.
3. To find out something that was a secret or not known earlier.
4. Private.
5. Do something to solve a serious problem.
6. To make contact with someone by telephone or other means.
7. To avoid talking of the main matter or issue by talking about other things.
8. Share opinions or information with someone on any matter.
9. In communication with someone.
10. Not being serious.
11. To experience a problem or difficulty.
12. To think of a solution.

9.4 LISTENING

Activity 3

Listen to the tape script and answer the questions given below:

1. Fill in the blanks with appropriate words/phrases:
The 5 barriers to communication are: (a) ........................................
(b) ................................................ (c) ........................................
(d) ................................................ (e) ........................................

The first barrier means .................................................................
..............................................................................................

This barrier is present because of our individual ways of ...........
..............................................................................................

As children, we have always been told to ........................................
..............................................................................................
..............................................................................................

In global communication it is considered rude to ......................
..............................................................................................

Indians do not always understand the ...........................................
of British and American English.

Listen to the recording again and give one word answers to the
following phrases:

that which hinders or obstructs
incorrect/faulty communication
a person's way of seeing the world around her/himself
relating to people's state of mind
what human beings use for communicating

Activity 4

Given below is a list of telegrams that have come to the company's office.
You have to write them out in complete sentences. The first one has been done
as an example.

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

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

Garment company rep expected Delhi 9.00 flight

No response from computer maintenance company stop send reminder
letter or phone

Sewa Company cheque cleared SBI stop supply goods earliest

Purchase Dell computers stop Normal order procedure

Receive Managing Director at IGI Airport 18 hours flight from Hong
Kong stop take him company guest house stop arrange room and food
earlier
Study the following sentences:

1. a) They are useful to have on a team.
   b) They are useful to have on a team as they can motivate others.

2. a) On his way home from college, Adit stopped at M-Block market.
   b) While he was coming home from college, Adit stopped at M-Block market.

3. a) I will meet you in your office.
   b) I will meet you when you come to my office.

These are phrases:
- useful to have on a team
- on his way home from college
- in your office

These are clauses:
- as they can motivate others
- while he was coming home from college
- when you come to my office

The following table will show you the difference between clauses and phrases.

<table>
<thead>
<tr>
<th>Phrases</th>
<th>Clauses</th>
</tr>
</thead>
<tbody>
<tr>
<td>A meaningful group of words</td>
<td>A meaningful group of words</td>
</tr>
<tr>
<td>Has no predicate</td>
<td>Has a subject and a predicate</td>
</tr>
<tr>
<td>Has no finite verb</td>
<td>Has a finite verb</td>
</tr>
<tr>
<td>Dependent on another part of the sentence for completing meaning</td>
<td>Dependent on another part of the sentence for complete meaning</td>
</tr>
<tr>
<td>Forms part of a sentence</td>
<td>Forms part of a sentence</td>
</tr>
</tbody>
</table>

A sentence has all the features of a clause but can stand alone as an independent sentence e.g. Rohan hit a number of boundaries.

Check your progress 3

1. Say whether the underlined parts of the following sentence are phrases or clauses.

   i) Murphy et al suggest that communication is a process of transmitting and receiving verbal and non-verbal messages.
   ii) The tops of the mountains were covered with snow.
He has a chain which is made of gold.

When you send a message to a receiver there are several options available to you.

He finished his work and went home to sleep.

We all ran into the foyer when we heard a bang.

I will meet you very soon in the school.

She came back early from work because she was not feeling well.

Complete the following sentences with phrases or clauses as indicated in the brackets.

Mithu has a chain ....................... (clause)

Rajni stopped at Mr. Kumar’s shop to give him the good news. (phrase)

I showed her the house ....................... (clause)

They returned ....................... (phrase)

We cannot go out ....................... (clause)

we are playing the Chennai team. (phrase)

his mother gave him some fruit to eat. (clause)

I will meet you ....................... (phrase)

The sun rises ....................... (phrase)

I don’t know ....................... (clause)

9.7 PRONUNCIATION: FUNCTIONAL STRESS

There are a number of two syllable words (but certainly not all of them) which function both as noun (or adjective) and as verb, e.g., conduct, convict, etc. Whenever such words occur in sentences, the stress is (a) on the first syllable when they are used as noun or adjective, and (b) on the second syllable when used as verb. The following examples illustrate the point.

Listen carefully to the stress on the words in italics:

Her 'conduct is good. (noun)

She con'ducts herself well. (verb)

What is our 'import policy? (adjective)

We im'port this item from the USA. (verb)

He was 'present here yesterday. (adjective)

Please pre'sent your case. (verb)

Tell me the 'object of your visit. (noun)

I ob'ject to your proposal. (verb)

The ' convict was arrested. (noun)

He was con'victed by the judge. (verb)
Business Correspondence

Activity 5

Make the stressed syllables in the italicized words in the following sentences. You can also listen to these sentences on the audio recording.

i  How many students are absent today?
ii  He absented himself from the meeting.
iii  They bartered farm products for machinery.
iv  Try to channel your abilities to something useful.
v  Two parties have combined to form a government.
vi  The general commanded his men to attack the city.
vii  He seems content just to sit in front of the television all night.
viii  He contented himself with light snacks even though he could have had a full meal.
ix  I like the style of this book but I don’t like the content.
x  Everything in her story is correct to the smallest detail.

Different Patterns of Stress in Related Words

There are also words which are related but have different stress patterns. Say the words after the teacher.

photograph  photographe
democrat  de'mocracy
diplomat  dip'lomacy
family  fa'miliar
mechanism  me'chanical

'examine  exami'ne
'examination  exami'nation

9.8 LET US SUM UP

In this unit you have learnt about the basic types of communication. Now you know the difference between verbal and nonverbal communication and when to use the suitable form of communication. You have also learnt about the different styles of communication according to which people are categorized as relaters, socializers, thinkers and directors. You were also told how to handle or deal with such people. The grammar section gave you information on the difference between phrase and clause. The pronunciation section dealt with functional stress.

9.9 ANSWERS

Check your progress 1

2  i  Reacting
   ii  Shrugging their shoulders
   iii  Resign themselves...
   iv  Amenable
   v  Rapport
   vi  Spirited
   vii  Intuition
   viii  Aggressive
### Check your progress 2

<table>
<thead>
<tr>
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<th>Socializers</th>
<th>Thinkers</th>
<th>Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to recognize them</td>
<td>Relaters</td>
<td>Helpful, like positive attention, want people to like them</td>
<td>They get excited and are enthusiastic.</td>
<td>They like to have their own way; they are decisive and have strong views and opinions</td>
</tr>
<tr>
<td>What they dislike</td>
<td>Thinkers</td>
<td>Don’t like explanations, or too many facts and figures</td>
<td>They don’t like spontaneous occurrence of things; don’t like being caught on the wrong foot or being unprepared</td>
<td>They don’t like anyone being in charge or making decisions for them</td>
</tr>
<tr>
<td>Reaction to pressure</td>
<td>Directors</td>
<td>Become silent, argumentative and try to ‘sell’ their ideas</td>
<td>Seek out more data and information for analysis and problem solving</td>
<td>Become more dominating, and try to take charge and control</td>
</tr>
<tr>
<td>Best way of dealing with them</td>
<td></td>
<td>Catch their enthusiasm and express your ideas and feelings</td>
<td>Provide them with lots of data and information</td>
<td>Allow them to be in charge</td>
</tr>
<tr>
<td>Like to be measured by</td>
<td></td>
<td>Praise, feedback and recognition</td>
<td>Being busy and involved in activities that lead to results</td>
<td>Results achieved, goal oriented</td>
</tr>
<tr>
<td>Best results with</td>
<td></td>
<td>Inspire and encourage them to better and bigger accomplishments</td>
<td>Structure a framework or “track” to follow</td>
<td>Give them freedom to do things their own way</td>
</tr>
</tbody>
</table>

### Modes of Communication
9.4 Listening

Tape script

Many people think communication is easy. It is something we have been doing all our lives. It becomes difficult and complex when we put barriers in its way resulting in miscommunication. The word ‘barrier’ usually carries the meaning of an impediment at different levels. It could be a physical wall or fence, as well as a mental wall or obstruction which hinders thoughts and perceptions. Some of the barriers to communication are:

1 Physical barriers
2 Perceptual barriers
3 Emotional barriers
4 Cultural barriers
5 Language barriers

1 Physical barriers include
- marked out areas into which strangers are not allowed, e.g. offices having electronic doors which can be opened by access cards
- Separate areas/rooms for people of different status
- One working unit which is physically separated from other such areas

2 Perceptual barriers are the individual ways of perceiving or looking at things around us. In the process of perceiving things, we select information, organize it and then interpret it in our own way. This may also prove to be a barrier to communication.

3 Emotional barriers are our fears, mistrust, misgivings and suspicion of others. We have often heard in our childhood that children should be seen and not heard nor should they question or retaliate to elders. As a result many people hold back from communicating their thoughts and feelings. Psychological factors or personal problems can also come in the way of communication.

4 Cultural barriers cause miscommunication because of the presence of diverse cultures, each having its own expressions and behavioral patterns. With global communication, it has become common to adopt global etiquette, e.g. it is considered rude to burp after a meal especially in public.

5 Language barriers occur when we communicate with people who are not familiar with our expressions, slang or jargon. Indians do not always understand the idiomatic expressions of British or American English.
Activity 3

1 i (a) physical (b) perceptual (c) emotional
   (d) cultural (e) language
   ii marked out areas where strangers are not allowed, separate areas for people of different status and physically demarcated working areas.
   iii perceiving/looking at the world around us.
   iv be seen and not heard and not to question or answer back to elders.
   v burp after a meal especially in public.
   vi idiomatic expressions.

2 i barrier/obstruction/impediment
   ii miscommunication
   iii perception
   iv psychological
   v language

Check your progress 3

1 i Clause
   ii Phrase
   iii Clause
   iv Clause
   v Phrase
   vi Clause
   vii Phrase
   viii Clause

2 i which is made of gold.
   ii On his way to office.
   iii that was recently painted.
   iv to their home
   v until it stops raining
   vi Next week
   vii When he finished his meal
   viii on Sunday
   ix in the East
   x when the exams will be held.

Activity 5

i 'absent
   ii ab'sented
   iii 'bartered
   iv 'channel
   v com'bined
   vi co'mmanded
   vii con'tent
   viii 'contented
   ix 'content
   x 'detail
UNIT 10: INTERNAL BUSINESS CORRESPONDENCE-I

Structure

10.0 Objectives
10.1 Warm up
10.2 Language Focus: Phrasal Verbs
10.3 Reading: Letters, Memos, Office Orders and Circulars
10.4 Vocabulary: Idioms
10.5 Listening and Speaking
10.6 Writing
10.7 Grammar: the Present Continuous/Progressive Tense
10.8 Pronunciation: Word Stress
10.9 Let Us Sum Up
10.10 Answers

10.0 OBJECTIVES

In this Unit you will learn about:

- Internal business correspondence
- Types and functions of internal business correspondence
  - Downward, non-interactive internal business correspondence
    - Memo
    - Office Order
    - Circular
- How to write them?

10.1 WARM UP

Activity 1

Read the 2 passages given below. Can you identify their writers and the receivers? Do you think a response is required for them? Give reasons.

1 MEMORANDUM

To: Managers (Sales, Production, Finance, Quality Control)
From: MD
Date: 24/02/2010

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

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

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

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

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

---

2

Serangoon Garments
Serangoon Road
Singapore
Tel: 934-23456 Fax: 934-23457

Date: 27th February 2010

Your Ref no. IG//2008
Our Ref no. SG/2009

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

Dear Mr. Sareen,

Sub: Discrepancies in your last consignment of garments no. IG-01/08

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

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

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

Yours truly,

Hwang Cho
Manager
Serangoon Garments
Singapore
### Activity 2

Given below are some verbs in Column A. Match them with the correct prepositions in Column B to form phrasal verbs and use them in the sentences that follow. You can use the verbs with more than one preposition. The meaning of the phrasal verbs is given in brackets. The first one has been done for you. Change the form of the verb wherever necessary.

<table>
<thead>
<tr>
<th>Column A</th>
<th>Column B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broke out of/ out</td>
<td></td>
</tr>
<tr>
<td>Cut up/up with</td>
<td></td>
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<tr>
<td>Look into</td>
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<tr>
<td>Put off</td>
<td></td>
</tr>
<tr>
<td>Run over</td>
<td></td>
</tr>
<tr>
<td>Get down/down on</td>
<td></td>
</tr>
</tbody>
</table>

1. Serangoon Garments **broke off** its business relations with India. 
   Garments over a defective delivery of goods. (ended)

2. Some thieves **entered** the office complex yesterday. (entered by force)

3. She **lost** herself when she heard about her poor results. (lose self control)

4. We have to **tolerate** a lot of problems because of pollution. (tolerate)

5. Please **extinguish** the candle before leaving the room. (extinguish)

6. Her trip to Kanyakumari office has been **postponed** for a week because of problems at the Head Office. (postponed)

7. The kidnapped boy wondered how to **escape** the clutches of his abductors. (escape)

8. It is difficult to **accept** the loss of a close relative. (accept)

9. You should not **enter** things you don’t know. (enter)

10. The company **incurred** debts amounting to over crores of rupees. (incurred)

11. One should never **criticize** one’s colleagues or friends. (criticize)

12. The speeding car **crushed** the dog. (crushed)

13. If you don’t pay your mobile bill by the due date, your connection may be **disconnected** abruptly. (disconnect)

14. Most companies have been forced to **reduce** their expenses during these times of recession. (reduce)
15 Looking at the child’s ability to write, it appears that she is .......... to be a writer. (having a special talent)

16 It is the duty of the State to ....................... its less privileged citizens. (care)

17 Don’t .................upon those people who are less privileged than you. (hate)

18 Why don’t you .................the information on the Internet? (search)

10.3 READING: LETTERS, MEMOS, OFFICE ORDERS AND CIRCULARS

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

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

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

• **Be clear** – select words carefully in order to make sense. Do not use high sounding, pretentious words or vague, outdated phrases like “We beg to acknowledge the receipt ...”.

• **Be courteous** – use the appropriate level of formality. Use a salutation suitable to the status of the recipient at the beginning of the letter and at the end too.

• **Be concise** – use few, effective words instead of being verbose. Do not repeat yourself and include relevant material only.

• **Be concrete** – your message should be specific, definite and vivid rather than vague or general. Use the active voice rather than the passive.

• **Be considerate** – use the ‘you attitude’ where the focus is on the reader.

• **Be complete** - include all facts, data and necessary information that the reader requires for correct understanding and for making the response that you want from her/him.

• **Be correct** – use grammatically correct language. Other than accuracy in spelling and punctuation, use accurate facts, figures and words

• **Be gender sensitive** – avoid the use of sexist language, e.g. ‘The chairman of the company delivered the valedictory speech’. Change this to ‘The chairperson ...’.
Be original – to make business letters more appealing, particularly for sales promotion, and on special occasions such as the introduction of a new product, it may be a good idea to achieve originality of form, expression and style. Stereotyped forms and phrases should be replaced by more natural forms.

Activity 3
Can you add more guidelines?

10.3.2 Downward, Non-interactive Internal Communication

Memorandum

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

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

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

Features of a Memo

- The memo carries the word MEMORANDUM on top of the page whereas a business letter makes use of the company letterhead. The memo form contains space beneath the heading for writing the name (and/or designation) of the sender and receiver(s), the date and the subject.

- It is often short, running to a few lines. Sometimes, it may be a few paragraphs long, though it rarely exceeds a page. However, a memo does not, necessarily have to be confined to one page. A letter is usually a page or more in length.
It is less formal than a letter. It has no salutation at the beginning or at the end. Unlike a letter, it has no inside address and the designations of the receivers is written informally such as ‘Managers: Sales, Prod’ etc.

A memo states its purpose directly, while a letter usually refers to a previous communication and leads to the main message by stating the context first.

Politeness markers, which are an indispensable part of a business letter, are less used in a memo. A request is made directly (e.g. ‘Please come to my office’) and not indirectly as in a formal letter (e.g. ‘I hope it will be possible to ……….’). However, it must be remembered that polite expressions are not dispensed with altogether. Courtesy is never cast aside as it is an integral part of any business communication.

**Uses of a Memo**

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

**Writing a Memo**

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

Avoid saying

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

Instead word it like this

“Workers can use the newly constructed recreational facility next to the cafeteria from the 1st of September 2009.”
10.3.3 Office Order

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

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

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

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

India Garments
New Delhi

No. ............... Date: .................

OFFICE ORDER

Text of message..................................................................................................................
.................................................................................................................................
.................................................................................................................................

To: ...

Signature
(Designation)

Cc: a)
   b)
Given below is an example of an actual office order:

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

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

OFFICE ORDER

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

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

(SUDHIR KUMAR)
COLLECTOR
CUM
DISTRICT ELECTION
OFFICER
KARAikal DISTRICT

To
The Dy. Collector (Revenue),
Karaikal

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

10.3.4 Circulatrs

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

- The letterhead of the company
- The descriptive label of the message (in this case ‘CIRCULAR’ and its reference number)
Check your Progress 1

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

1. What are the principles of effective business correspondence?

2. When are memos and office orders written?

3. What is the difference between these two kinds of communication?
4 List 3 characteristics of a memo.

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

6 What factors should be kept in mind while drafting a memo or an office order?
7 What is the purpose of writing a circular?

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

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

i  some of the teddy bears were not properly stitched and were coming apart.

ii Some of the dresses of the dolls were torn in places.

iii The number of dolls was less than ordered

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

**Activity 4**

Expressions which have a special meaning are called **idioms**. These terms are usually peculiar to a language. Choose the correct idiom from those given in the box and fill in the blanks. Use the correct form of the idiom. The first one has been done for you.

| see eye to eye | set tongues wagging | have a finger in every pie |
| turn a deaf ear | let one’s hair down | take to one’s heels |
| take something to heart | with open arms | on good terms |

i. Due to a defective consignment, *Serangoon Garments* was not **on good terms** with *India Garments*.

ii. My parents received me ....................... after I came back from a month long trip.

iii. After completing a project successfully, the employees ....................... by having a grand party.

iv. Drivers often ....................... to the pleas of beggars at traffic intersections.

v. The haggard look of the woman ....................... in the community.

vi. Soni is participating in many competitions. It seems she likes ....................... .

vii. The senior manager and his junior did not ....................... on most matters.

viii. When her boss criticized her, the secretary ....................... and started crying.

ix. When the thieves heard the siren of the police cars, they ....................... .

### 10.5 LISTENING AND SPEAKING

**Activity 5**

Listen to the audio recording and then respond to the instructions.

i. Answer the question asked at the end of the tape script and give reasons for your choice.

ii. Now summarize the tape script orally in your own words (150 words).
10.6 WRITING

Activity 6

1. As the Finance Manager of your company, write a memo about the decisions arrived at in a meeting between the MD and you. The decisions were about the guidelines for executives traveling on company business.

   i. Company executives will travel in economy class in planes and AC two tier class in trains.
   ii. They will stay at 3-star hotels.
   iii. The Travel Department of the company will make all arrangements for their travel including booking of tickets and hotel reservations.
   iv. The executives can withdraw cash up to Rs. 10,000/- as advance for incidental expenses.
   v. Hotel bills shall be settled directly by the company. Payments unrelated to company business shall be made by the executive.

2. Draft an office order for the following situation:

   Ms. Sheela Nair, Deputy Manager Sales, was promoted to the next higher grade of Senior Manager on 26th of July 2009.

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

10.7 GRAMMAR: THE PRESENT CONTINUOUS/PROGRESSIVE TENSE

Look at the following sentences:

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

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

Functions of the Present Continuous:

- Moment of Speaking
  The present continuous is used to talk about an activity taking place at the moment of speaking. Example:
I’m afraid Dr. Bhardwaj is not available at the moment. She is talking to a patient on the other phone.

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

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

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

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

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

Suresh is having a party this weekend.

**Check your progress 2**

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

<table>
<thead>
<tr>
<th>lead</th>
<th>spend</th>
<th>have</th>
<th>prepare</th>
</tr>
</thead>
<tbody>
<tr>
<td>deal</td>
<td>make</td>
<td>get</td>
<td>affect</td>
</tr>
</tbody>
</table>

i. Take these figures to Jasmeet. He needs them for the presentation he .................

ii. At the moment we ......................... a training video for Indian Telecom.

iii. I ......................... with enquiries about our new car while Suresh Kapai is away on vacation.

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

v. Roshan: How’s business?
Binoy: Not that good? The recession ......................... us.
People ......................... (not) very much and we ......................... (not) many new orders.

vi. Kiran is upstairs with Dhruv and Shiv. They ......................... a meeting about the new catalogue.
Using mainly the present continuous/progressive, write about 5 to 6 sentences on the changes taking place in the car market in India. Use the cues given below:

i  Size: On the whole, the medium size to big car market is growing.
ii  Safety features
iii  Indian made cars
iv  Pollution
v  Electric cars

10.8 PRONUNCIATION: WORD STRESS

Activity 7

Mark the stress in the following words and say them. Listen to the audio and repeat after the teacher.

i  Internal correspondence
ii  Memorandum
iii  Interlocked
iv  Defective
v  Explanation
vi  Discrepancy
vii  Debts
viii  Colleagues
ix  Recession
x  Courteous
xi  Announcement
xii  Acknowledgement
xiii  Investigation
xiv  Factory premises
xv  Circular

10.9 LET US SUM UP

In this unit you have learnt about the different types of non-interactive, downward internal correspondence. You know what a memo is and the purpose of writing it. In the same way, you have learnt about an office order and a circular and their functions within the business organization. You have also learnt how to write these instruments of communication. In the grammar section we have given you practice in the present continuous and in the pronunciation section, we give you more practice with word stress.

10.10 ANSWERS

Activity 2

(2) broke into
(3) broke down
(4) put up
(5) put out
(6) put off
(7) get out of
(8) get over
(9) get into
(10) ran into
(11) run down
(12) ran over
(13) cut off
(14) cut down
(15) cut out
(16) look after
(17) ran down
(18) look for
Activity 3

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

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

Check your progress 1

1. **The principals of effective business communication are as follows:**

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

2. **Memos and office orders:**

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

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

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

   i. In the **memo** the name and designations of the sender and receiver is given. It is addressed to the concerned receiver while the **office order** is not. The office order is about a particular person but usually a third person is used and details are given about the person and the action to be taken. The names and designations of persons to whom copies of the order are being sent are mentioned in the Office order.

   ii. The memo is usually not sent on the company letterhead whereas for the Office order the company letterhead can be used.

   iii. Politeness markers are less used in a memo whereas in an office order a polite tone should be used.
The memo has the following characteristics:

i. It carries the word MEMORANDUM on top of the page and contains space beneath for writing the name (and/or designation) of sender and receiver(s), the date and the subject.

ii. It is often brief and states the main message directly.

iii. It is less formal than a letter as it has no salutation at the beginning or the end. Neither does it have any inside address and the designations of receivers are written informally.

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

i. The business letter is formal with appropriate salutations while the memo is less formal and contains no salutations.

ii. The business letter has the address of the sender and the receiver whereas the inside addresses are absent in the memo.

iii. The business letter is sent on the company letterhead whereas the memo does not because the latter is meant for in-company communication. It is sent on a plain paper or on printed memo forms.

iv. The business letter is usually a page or more in length whereas the memo is often concise in form and content and rarely exceeds a page.

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

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

MEMORANDUM

Date: 27/2/2010

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

Subject: Urgent meeting concerning Funky Toys.

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

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

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

Activity 4

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>ii</td>
<td>with open arms</td>
</tr>
<tr>
<td>iv</td>
<td>turn a deaf ear</td>
</tr>
<tr>
<td>vi</td>
<td>having a finger in every pie</td>
</tr>
<tr>
<td>viii</td>
<td>took it to heart</td>
</tr>
</tbody>
</table>

10.5 Listening and Speaking

Tape script

As one of the main instruments of communication at the workplace, memos have gradually acquired a distinctive style. They are usually written in a hurry and hence it is important that they should reveal the main message at a glance. If they look like there are several paragraphs to be read, then the chances are they will be put aside to be read later. So you should make your memo brief. At the same time it should be organized in such a way that it even looks brief.

Memos have always been used by government bureaucrats but their style is a little antiquated and outdated. They use the passive voice rather than the active. Their memos contain phrases like “It has been brought to the notice of the undersigned that ..........” rather than “I have noticed that..........”. They refer to themselves in the third person (the use of ‘I’ is usually avoided) and get to the main message in an indirect manner. They will begin with an introduction which may consist of one or more sentences and then announce the main message. This kind of bureaucratic style of writing memos is no longer used. People who are busy at work do not have the time and patience to cut through yards of verbiage before reading the main message. The modern mode of writing memos advocates a direct style which avoids beating around the bush and goes to the message proper. Keeping them short and simple is the preferred way to write memos.

One must also think of the reader’s time when composing a memo. Write only what is important and what the receiver needs to know. Even though you may be tempted to do so, cut out the philosophy and your personal viewpoint. Make your communication readable, direct and transparent. This reflects upon your personality as a friendly, open and accessible person. Therefore, remember the cardinal rule of stating your subject directly and precisely. To illustrate with an example, if a doctor has been appointed to provide free medical check-up to all workers of the company, how would you word it? Which of the following subject lines is the most effective and clear?

✧ Welfare measures for all workers
✧ Follow-up action of the agreement with the union
✧ Free medical check-up for all workers and their families
✧ Doctor to visit the company in order to provide free medical check-up
Activity 5

i
“Free medical check-up for all workers and their families” seems to be the most effective and clear subject line as the 1st and 2nd choices are very vague. They do not specify what the welfare measures are or what the nature of follow up action is. The fourth choice is long and states the obvious fact that a doctor will be coming to provide the free medical check-up. The 3rd choice is to the point and the message is easily understood.

ii
Summary of the passage:

In today’s fast track life memos are popular choices for communication in the workplace. Memos have evolved over the years. From an indirect and verbose style used by government bureaucrats they have transformed into concise and direct messages. The main message is stated right at the start. This is suited to the people busy at work, unable to read through long winding letters. The communication should be readable, direct and transparent. An effective memo reveals a friendly, open and accessible personality. In time to come memos will continue to be main instruments of communication at the workplace.

Activity 6

i
Memo about the guidelines for executives travelling on company business:

MEMORANDUM

To: Managers (Sales, Production, Marketing, Quality Control)
From: Finance Manager
Date: February 22nd 2010
Subject: Guidelines for business travel

The following were the decisions taken regarding business travel in the meeting chaired by the MD on 20th February, 2010.

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

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

Attachment: Copy of the minutes of the meeting held on 20/02/2010
OFFICE ORDER

Sub: Promotion of Ms. Sheela Nair as Senior Manager

The MD and Board of Directors decided to promote Ms. Sheela Nair, Deputy Manager Sales, to the grade of Senior Manager in a meeting convened on 20th February, 2010. She will now be overseeing the sales in Gurgaon and South Delhi region.

Vivek Bhatia
Secretary

To
Ms. Sheela Nair
Deputy Manager, Sales

Copy to:
1. All the Senior Managers and Deputy Managers (Sales, Production, Marketing, Quality Control and Finance)
2. The Finance Division
3. Office copy

CIRCULAR

Ref no: GDL/KDJ/HF/LMK/2009/17 24/2/2010

Sub: Removal of Grey-line Buses from the City Roads

The number of traffic violations and accidents involving Grey-line buses have increased manifold especially in the last quarter of 2009. Due to the negligent attitude of the bus owners as well as drivers it has been decided to remove the Grey-line buses plying on all major routes in Delhi and NCR. DSTA will be adding 400 DTC buses to replace them. Any inconvenience caused to the commuters is deeply regretted.

Prashant Sharma
Chairman
Check your progress 2

Missing words are given in bold.

i Take these figures to Jasmeet. He needs them for the presentation he is preparing.

ii At the moment we are making a training video for Indian Telecom.

iii I am dealing with enquiries about our new car while Suresh Kapai is away on vacation.

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

v Roshan: How’s business?

a. Binoy: Not that good? The recession is affecting us. People are not spending very much and we are not getting many new orders.

vi Kiran is upstairs with Dhruv and Shiv. They are having a meeting about the new catalogue.

Activity 7

Stress mark

i In'ternal corres'bondence
ii Memo'randum
iii 'Interlocked
iv De'fective
v Expla'nation
vi Dis'crepancy
vii 'Debts
viii 'Colleagues
ix Re'cession
x 'Courteous
xi An'nouncement
xii Ac'knowledgement
xiii Investi'gation
xiv 'Factory premises
xv 'Circular
UNIT 11: INTERNAL BUSINESS
CORRESPONDENCE-II

Structure

11.0 Objectives
11.1 Warm up
11.2 Reading
11.3 Vocabulary
11.4 Listening and Speaking
11.5 Writing
11.6 Grammar: the Simple Past Tense
11.7 Pronunciation: Word Stress
11.8 Let Us Sum Up
11.9 Answers

11.0 OBJECTIVES

In this unit you will learn about:
• More kinds of downward, non-interactive internal correspondence
• Types and functions of internal correspondence:
  - Notice
  - Agenda
  - Minutes
• How to write them

11.1 WARM UP

Activity 1

i Does a notice put up in college perform the same function as a notice in a business organization?

ii The word ‘agenda’ is often used in more than one context. The government may have ‘hidden agenda’ while a notice for a meeting in a company also has an ‘agenda’ in it. What is the difference between the two?
Minutes’ is another word which has more than one meaning. Do you know them?

11.2 READING

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

11.2.1 Notice

A notice is like a circular but there is a slight difference between the two forms. While the former is put up on the notice board or on the company’s website for viewing by employees, the latter is usually distributed by hand or mail.

A notice for a meeting, also called a notification, is sent well in advance so that all members attending it can come well prepared and contribute their utmost to the deliberations. It contains information about the following:

- Who is to meet whom
- Nature of the meeting (whether it is routine, emergency, special, extraordinary etc.)
- Day, date and time of the meeting
- Venue of the meeting
- Purpose or agenda of the meeting
- Signature of the Secretary
- Date on which the notice was issued
- How long will the meeting take (optional)
- Whether tea/lunch will be served (optional)

If the secretary of the MD of India Garments has to write a notice for a meeting of all managers with the MD, then s/he would probably write like this:

India Garments
5, Okhla Industrial Estate
New Delhi 110023

NOTICE

The MD would like to meet managers of all departments on Tuesday, the 28th of February, 2010 at 11.30 am in the Committee Room in order to discuss the problems and possible solutions relating to the last batch of garments sent to Serangoon Garments, Singapore.

24 February, 2010

Secretary
11.2.2 Agenda

An agenda is a list of items to be discussed or of official things to be done at a formal meeting. This list is prepared in advance of the meeting, by the secretary in consultation with the Chairperson. The agenda is the backbone of any meeting and helps to focus the members’ attention on the matter at hand and thereby channelizes the discussion to a fruitful outcome. Thus, there is an optimum utilization of time and members’ energy. An agenda contains the following items:

- The letterhead of the organization
- The date, time and place of the meeting (It is not necessary to include this if the agenda is sent with the notice which has all these details)
- Apologies for absence
- Confirmation of minutes of previous meeting (if applicable)
- Matters arising from the minutes
- Items for discussion
- Any other matter
- Date, place and time of next meeting (if required)

11.2.3 Minutes of a Meeting

All formal meetings require a written record of the discussions held and decisions reached. For this it is essential to record what happened in a meeting so that members are reminded of the outcome of the discussions held regarding different issues. Notes have to be taken during the meeting in order to prepare the minutes. Minutes are prepared by the secretary of the Chairperson. S/he requires certain skills like note-taking, use of reported speech and the technique of summarizing in order to compile them. All discussions during the meeting have to be converted into reported speech and the sequence of ideas; proposals, suggestions etc. have to be noted in a logical manner. The prepared minutes should follow a definite format and the sequence of the agenda.

11.2.4 Format of Minutes

The following information is given in the minutes:

- Name of the body; nature of the meeting; day; date; time and place of the meeting e.g. Minutes of the first meeting of the MD and Managers of all Departments held on Tuesday 29th April, 2009 at 11.30 am in the Committee Room.
After the above information, the names of people (with their designations) who attended the meeting are given, beginning with the Chairperson.

**Present:**
Shiv Sareen (MD, Chairperson)
Raman Kumar (Manager, Production)
Ratna Ahmad (Manager, Sales)

Names without designations can be given when the meeting is informal. But minutes of formal meetings should carry the designations as well.

There should be a separate mention of the people who attended the meeting in a special capacity like the secretary. Information about the people who may have been invited specially to participate and assist in the proceedings of the meeting by virtue of their special expertise, e.g., an auditor, solicitor, designer etc.

**In Attendance:**
Raj Gopal (Secretary)
Reena Kirmani (Computer Consultant)
Om Gupta (Auditor)
Reba Choudhary (Designer)

After giving these details the minutes will follow the agenda closely. Now the person making the minutes will report any apologies for absence from those persons who were unable to attend the meeting. Usually these names and their apologies are announced or read out during the meeting. This will be recorded as follows:

**Apologies for Absence:** Apologies were received from the following persons:
K. S. Subramanyam
A. Ahluwalia

Ratification of the Minutes of a previous meeting (if any) e.g. The minutes of the last meeting held on ........... were confirmed and signed. In case there are any accepted amendments to these minutes, they should be recorded as follows: It was pointed out that item no. ....... should read as “a tax rate of 50%” instead of “a tax rate of 35%”.

With the acceptance of this amendment, the minutes were confirmed and signed.

If any discussion arises out of the minutes of the previous meeting, it is recorded in the present minutes as:

**Matters arising out of the minutes:**
1. Manager (Sales) reported that the figures of the last quarter had been delayed due to unavailability of figures from different departments.
Manager (Quality Control) informed members that a breakdown in one of the machines had created a problem with the quality of production but the matter was resolved shortly.

After reporting the above information, the items for discussion in the agenda are recorded. Each item is recorded separately, e.g. in the item given above, the agenda consists of a discussion of the problem consignment and possible damage control measures.

Manager (Sales) reported that the problem with the consignment could have been due to a computer breakdown and suggested having an annual maintenance contract with a company with good credentials.

Manager (Production) informed members that a workers' strike had created a problem with production and hence the consignment contained a reduced quantity of dresses.

If any other matter requires discussion, it is taken up with the permission of the Chair.

If another meeting is fixed, it is recorded in the minutes.

Language and Style of Minutes

Minutes of formal meetings should be recorded in a specific language and in a particular format. They are supposed to represent a reliable record of all important matters discussed, resolutions moved, recommendations made, decisions taken, and action taken or to be taken in the meeting. Therefore, the language used should be simple and clear, free from ambiguity, and precise so that the contents are easily understood.

Usually, the decisions taken in meetings are a result of collective activity. Thus, the language used should also reflect this. While important suggestions and proposals can be ascribed to individual members, it should not assign decisions to individuals.

The language of minutes should be concise and precise. Only the major points of discussion, resolutions reached, and decisions taken are included. Names of proposer and seconder, and tasks assigned to particular individuals / committees are incorporated into the minutes of a meeting.

Minutes are an official record of a meeting and may be used for reference by other agencies and institutions including the courts of law in case there is a dispute. Hence, care should be taken to ensure that the language conforms to standards of formality and impersonality that publicly used language requires.

The language of minutes uses simple past tense, and passive voice. For example, "The matter was raised.....", "It was agreed .......", etc. This helps to make the minutes impersonal and objective.
The language of minutes should be free from ostentation and literary flourishes.

Minutes should also be presented in a well-organized manner by using a systematic layout.

Each section of the minutes should be presented in a separate paragraph. Double space lines should be used between two paragraphs.

Headings of sections or of agenda items should be in bold letters. In case there are sub-sections or items within a section, they should be numbered and presented in separate paragraphs. If there is an action item, it should be put in a separate paragraph with the heading ‘Action’.

Whenever there is a summary of a discussion, the different contents should be itemized. This will enable the reader to understand the main points of the argument.

Check your progress 1

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

1. When are notices written?

2. Who issues the notice for a formal meeting?

3. What is the difference between a notice and a circular?

4. What is the importance of having an agenda?

5. Why should minutes be written in a particular style?
6. Check which of the following items of information should be included in a notice for a meeting? Delete the incorrect ones:

i. The name of the person who is calling the meeting
ii. Only the date of the meeting should be given
iii. The agenda of the meeting
iv. Signature of the person calling the meeting should be given
v. The time of the meeting
vi. Names/designations of the persons attending the meeting
vii. The place of the meeting
viii. Enclosures should not be sent

11.3 VOCABULARY

Activity 2

Read the passage given below:

Ms. Ratna Ahmad said that the promotional pamphlets, posters and brochures of the company had become outdated as they did not make any reference to the new models the company had brought out since 2008. The older models had undergone modifications and changes which did not find a place in the promotional literature of the company's products. Thus while the company was spending a lot of energy and expense in updating its products, it was failing to communicate its achievements to the public. As a result, the increased development and research effort was not getting translated into increased sales of our products.

This passage is quite elaborate and stylized. The main idea is that the promotional literature of the company needs to be updated in order to incorporate the new products and changes in the old ones. This kind of language is quite inappropriate to the style of minutes. **Rewrite it in a clear, simple, concise and yet formal manner.**

Activity 3

Match the idioms given in the box with their meanings:

<table>
<thead>
<tr>
<th>a</th>
<th>against your better judgement</th>
<th>b</th>
<th>on the fence</th>
</tr>
</thead>
<tbody>
<tr>
<td>c</td>
<td>come to the table</td>
<td>d</td>
<td>put your cards on the table</td>
</tr>
<tr>
<td>e</td>
<td>draw a line at doing something</td>
<td>f</td>
<td>take the plunge</td>
</tr>
<tr>
<td>g</td>
<td>give and take</td>
<td>h</td>
<td>between a rock and a hard place</td>
</tr>
<tr>
<td>i</td>
<td>hammer something out</td>
<td>j</td>
<td>meet someone halfway</td>
</tr>
</tbody>
</table>
Meanings:

<table>
<thead>
<tr>
<th></th>
<th>Meaning</th>
<th></th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>to meet for discussion</td>
<td>2</td>
<td>to make a decision that is difficult or risky</td>
</tr>
<tr>
<td>3</td>
<td>to explain what you think and want</td>
<td>4</td>
<td>to be undecided</td>
</tr>
<tr>
<td>5</td>
<td>to decide not to do something</td>
<td>6</td>
<td>to make a decision that you believe is not the best</td>
</tr>
<tr>
<td>7</td>
<td>to have only bad choices</td>
<td>8</td>
<td>to create an agreeable solution</td>
</tr>
<tr>
<td>9</td>
<td>the exchange of some of what you want for some of what someone else wants</td>
<td>10</td>
<td>to accept part of what someone else wants</td>
</tr>
</tbody>
</table>

11.4 LISTENING AND SPEAKING

Activity 4

Listen to the audio recording and then respond to the instructions.

1 Fill in the blanks with appropriate words.
   i All formal meetings require that a record should be maintained of the ................. held and the ................. taken in it.
   ii This is important in order to avoid .........................
   iii It is required by the law that some meetings like the ................. ................. of companies keep a written record.
   iv There are ............. ways of organizing the content of minutes of meetings.
   v The first one is called the .................................................
   vi The second one is termed as .................................................

2 Say whether the following statements are true or false. Correct the false ones.
   i Writing the minutes of a meeting is an inessential requirement.
   ii Minutes of a meeting help only those who are present at the meeting.
   iii Even a non-formal meeting requires minutes to be recorded.
   iv In the first kind of minutes writing, the leading points of discussion are arranged in the following way:
      a title of the point in the agenda
      b the ideas, agreements and disagreements of members
c statements of the chairperson regarding the matter under discussion
d     the final resolution
v     The second way of arranging the content of minutes follows the order given below:
a     title of item on the agenda
b     decision or resolution arrived at

11.5 WRITING

Activity 5

1     Based on tape script of 11.4 Listening and Speaking, draft a notice calling a meeting for the situation given below. Include an agenda and then write the minutes of the meeting.

The Board of Directors of Energy Conserve had a meeting on 27th February 2010 in order to discuss a new policy measure for their employees. The policy is regarding establishing a recreational area for all employees in the factory premises. The place has to be an eco-friendly zone as well as utilize all measures to save energy.

11.6 GRAMMAR: THE SIMPLE PAST TENSE

Activity 6

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

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

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

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

The verb to be follows a different pattern.

I/he/she/it was/was not (wasn’t)...  
We/you/they were/were not (weren’t)...  
Was I/he/she/it ...? (Yes, I/he/she/it was. / No, I/he/she/it wasn’t.)  
Were we/you/they ...? (Yes, we/you/they were. /No, we/you/they weren’t.)
Business Correspondence

**Functions:**

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

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yesterday</td>
<td>on Monday</td>
<td>last week</td>
<td>in the 1960s</td>
</tr>
<tr>
<td>at 6:30</td>
<td>in January</td>
<td>a few days ago</td>
<td></td>
</tr>
</tbody>
</table>

Example:

1. On June 15, 2006, Microsoft announced that effective July 2008 Gates will move out of a day-to-day role in the company.

2. Minutes of the first meeting of the MD and the Managers of all Departments held on Tuesday 29th January, 2010.

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

- Manager (Sales) reported that the figures of the last quarter had been delayed...
- William (Bill) H. Gates was the Chairman of Microsoft Corporation.
- Sunit and I frequently studied together when we were in class VII.

**Activity 7**

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

<table>
<thead>
<tr>
<th>eat</th>
<th>be</th>
<th>visit</th>
<th>start</th>
<th>go</th>
<th>realize</th>
<th>accept</th>
<th>complain</th>
<th>place</th>
<th>ring</th>
</tr>
</thead>
</table>

   i. ______ you ______ the Red Fort when you went to Delhi?
   ii. On Monday, last week, the tenth class students ______ their board examination.
   iii. I ______ her up yesterday, but she ______ at home.
   iv. I am writing with reference to the order I ______ with you last month.
   v. Last week a number of customers ______ about the tardy service.
   vi. Oh I am sorry. I ______ you had visitors.
   vii. When ______ they ______ the new company?
   viii. When ______ you ______ abroad last year?
   ix. She ______ ______ ______ the job because the timings didn’t suit her.
   x. We ______ ______ the food as it had gone bad.
Write a short paragraph of about 10 lines about your father's career, giving dates where possible.

For example:
My father's name is Shri Virender Sahgal. He went to University in 1973, where he studied Architecture. He graduated in 1978 and started his own architecture firm.

11.7 PRONUNCIATION: WORD STRESS

Activity 8

Put the correct stress mark on the following words:

i organize  organization
ii maintain  maintenance
iii recommend  recommendation
iv secretary  secretarial
v manager  managerial
vi office  official
vii utility  utilization
viii confirm  confirmation
ix suggest  suggestion
x inform  information

11.8 LET US SUM UP

In this unit you have learnt about some more types of downward non-interactive internal business correspondence. You now know what a notice is and how you should write it. You have also become familiar with what an agenda means and how it should be drafted. You are aware that discussions or decisions taken during any meeting are recorded in the form of minutes. You have read how a particular style and language is used to write down minutes.

11.9 ANSWERS

Activity 1

i The notice put up in a college is read by a large number of students who may or may not respond to the notice whereas in the case of the business organization all or some members definitely have to respond to the notice. For e.g. a notice in a college informs about an intercollegiate quiz competition while a notice in an organization informs about a meeting of the employees with the management.
The word ‘agenda’ refers to a list of items to be dealt with especially at a meeting. It gives direction to the proceedings of the meeting. It helps to save time and ensures that the meeting takes place in an organized manner.

‘Hidden agenda’ refers to a secret plan or an ulterior motive. For e.g. the government’s hidden agenda in imposing heavy taxes on processed foods is to encourage people to turn to natural food products.

The familiar meaning of the word ‘minutes’ is one sixtieth of an hour. For example: It will take ten minutes to get to the bus stop.

The other meaning of the word ‘minutes’ is a written summary of the points discussed at a meeting. It is a written record of the proceedings of a meeting.

Check your progress 1

1. Notices are written to give information to the public. It is a sheet or a placard displaying information about a meeting or decisions taken by the management.

2. Usually the Secretary of the Managing Director issues the notice for a formal meeting.

3. The notice is usually put up on a notice board or on the company’s website for viewing by employees while a circular is usually distributed by hand or mail.

4. An agenda is the backbone of any meeting as it gives direction to it. It helps the members to focus attention on the important matters and therefore channelize the discussion to a fruitful outcome. This ensures optimum utilization of time and members’ energy.

5. The minutes should be written in a particular style because they are an official and reliable record of all important matters discussed, resolutions moved, recommendations made, decisions or actions taken during a meeting. Therefore, it should be simple, clear and free from ambiguity. Since it indicates collective activity the language used should also reflect this. Rather than being verbose the language should be concise and precise and thus should focus on the main points of discussion of the meeting. Simple past tense and passive voice should be used. It should be well-organized with headings of sections or of agenda of items in bold letters. If there is an action item, it should be put in a separate paragraph with the heading “Action”. Whenever there is a summary of the discussion, contents are itemized to enable the reader to understand the main points of the argument.

6. The incorrect ones are (ii), (iv) and (viii)

Activity 2

Suggested answer:
The updating of promotional literature to include the company’s new models was suggested by Ms. Ratna Ahmad. She pointed out that some changes had also been made to older models and this information needed to be included in the promotional literature.
Activity 3

a - 6;  b - 4;  c - 1;  d - 3;  e - 5;  f - 2;  g - 9;  h - 7;  i - 8;  j - 10

11.4 Listening and Speaking

Tape script

All formal meetings require that a written record of the discussions held and decisions reached be prepared and kept for possible future reference. This is necessary in order to avoid disputes about what was exactly said or decided at a meeting. It is no surprise that certain meetings like the Annual General Meetings and meetings of Board of Directors of companies are required by law to record the minutes of their proceedings. Even non-formal meetings like a face-to-face meeting of two officials of a company, may find it necessary to keep at least an informal record of their decisions in the form of a memo. Records of meetings also help other people who need to know but are not required to be present at the meeting, to find out what transpired at the meeting.

There are two ways in which the content of the minutes of a meeting can be written – the first one is the minutes of narration and the second one is the minutes of resolution. In the former, the leading points of the discussion are arranged in a particular way. The title of the point on the agenda is written first, and then the statements of the chairperson regarding the matter under discussion are recorded. After noting these items, the ideas, suggestions, agreement and dissent (if any) of the various members are written. Finally, whatever is the final resolution or decision taken in the meeting is recorded. The second way of writing minutes, that is, the minutes of resolution, is when only the title of the item on the agenda and the decision or resolution agreed upon is recorded.

Activity 4

1
i discussions, decisions
ii disputes
iii Annual General Meetings and meetings of Board of Directors
iv two
v minutes of narration
vi minutes of resolution
2
i False (Writing the minutes of a meeting is an essential requirement)
ii False (Minutes of a meeting not only help those who are present at the meeting but also those who need to know what happened but are not required to be present there)
iii True
iv False (The correct order is: a, c, b, d)
v True
NOTICE

The Board of Directors would like to meet the employees' representatives of the various departments on Thursday, the 27th of February, at 2.30 p.m. in the Committee Room. This is to discuss new policy measures regarding a recreational area for the employees in the factory premises.

25th February 2010

Secretary

cc:  
i  Ms. Reshma James, Director (Sales)  
ii  Mr. Akhil Kumar, Director (Production)  
iii  Mr. Aijaaz Muhammed, Director (Marketing)  
iv  Mr.-----------------------------  
v  Ms.-----------------------------

Enclosure: A copy of the agenda of the meeting.

AGENDA

Items for discussion:

- Need for a recreational area for employees.
- Feasibility of such an area within factory premises
- Locating a suitable area
- Allocation of Budget for the recreational area.
- Developing it as an Eco-friendly zone
- Energy saving mechanisms to be deployed in this area

MINUTES

Minutes of the first meeting of the MD, Board of Directors and Employees' Representatives held on 27th January 2010 at 2.30 pm in the Committee Room.

Present:

Mr. Shivdutta Sen (M.D.)
Mr. Akhil Kumar, Director (Production)
Mr. Aijaaz Muhammed, Director (Marketing)
Mr. Anesh Gupta, Director (Finance)
Ms.-----------------------------
Mr. Prashant Sharma (Employees' Representative)
Mr. Sukhdev Singh (Employees' representative)
In Attendance:

Aruna Kapoor (Secretary)
Shruti Samuel (Architect)

Apologies for Absence: Apologies for absence was received from the following person.

Ms. Reshma James, Director (Sales)

Proceedings

Meeting called to order at 2.30 p.m. by Chair, Mr. Shivdutta Sen

Need for a recreational area for employees.

1 The Managing Director recommended the need for a recreational area for all employees in the factory premises. He emphasized that the company was concerned about the employees' welfare and thus such a step was being taken. The Board of Directors seconded the framing of the new policy after debating over the feasibility of such a facility within the factory premises.

2 Director (Production) suggested that the recreation centre could be constructed near the canteen for easy accessibility. The others approved of this decision.

3 The Employees' representatives gave inputs on the facilities to be provided within the recreation centre such as a mini screen for showing movies, a library, play area for children, etc.

4 The Director (Finance) informed that a budget of 30 lakhs can be allocated for this recreation center.

5 The architect gave her suggestions about the location and design of the facility. She advised that the building should be eco friendly and gave suggestions for the same. She also highlighted how energy saving mechanisms could be deployed in this center.

The suggestions were taken into consideration. The next meeting to discuss the plan of the recreation center is to be held on 3rd February, 2010

Meeting adjourned by 4.00 pm.
Minutes submitted by Aruna Kapoor (Secretary).

Activity 6

1 Wrong. ....... people traveled ...........
2 Wrong. .................. went to ............
3 Correct
4 Wrong. .................. fire destroyed ...........
5 Correct
6 Wrong. ............... check ................
Activity 7

Missing words are given in bold.

i Did you visit the Red Fort when you went to Delhi?
ii On Monday, last week, the tenth class students started their board examination.
iii I rang her up yesterday, but she was not at home.
iv I am writing with reference to the order I placed with you last month.
v Last week a number of customers complained about the tardy service.
vi Oh I am sorry. I didn’t realize you had visitors.
vii When did they start the new company?
viii When did you go abroad last year?
ix She didn’t accept the job because the timings didn’t suit her.
x We didn’t eat the food as it had gone bad.

Activity 8

Stress mark:

i 'organize organization
ii main'tain 'maintenance
iii recommend recommen'dation
iv 'secretary secre'tarial
v 'manager mana'gerial
vi 'office official
vii u'tility utili'zation
viii con'firm confir'mation
ix sug'gest sug'gestions
x in'form infor'mation
UNIT 12: EXTERNAL BUSINESS
CORRESPONDENCE-I

Structure

12.0 Objectives
12.1 Warm up
12.2 Language Focus
12.3 Reading
12.4 Vocabulary
12.5 Listening
12.6 Writing
12.7 Grammar: the Present Perfect and the Perfect Continuous Tenses
12.8 Pronunciation: Stress in Short Phrases
12.9 Let Us Sum Up
12.10 Answers

12.0 OBJECTIVES

In this Unit you will learn:

- What is external business correspondence
- Types and functions of external business correspondence
  - Informative and Persuasive Letters
    - routine letters
    - sales letters
  - Letters for Special Purposes
  - Problem Letters
- How to write
  - Routine Letters
    - Letter of inquiry
    - Letter seeking information
    - Letter of request
    - Letter of quotation
  - Sales Letters
    - Prospecting letter
    - Cover letter with offers etc
    - Follow up letters
    - Sales appreciation letters

The other kinds of external business correspondence shall be discussed in External Business Correspondence-II.

12.1 WARM UP

12.1.1 There are two letters written by the same person for different purposes. Are they the same in tone, format and content? What is same / different about them?
Letter 1

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

Date: 23rd February 2010

Dear Jatin,

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

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

With love
Samar

Letter 2

To
The Marketing Manager
The Entertainers
Jhandewalan
Delhi

Date: 22nd February 2010

Sir,

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

Thank You

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

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

<table>
<thead>
<tr>
<th>Formal letter</th>
<th>Informal letter</th>
</tr>
</thead>
<tbody>
<tr>
<td>It is written to make a specific point to a person/organization known or unknown to us.</td>
<td>It can address different topics and is written to people you know.</td>
</tr>
<tr>
<td>Its primary aim is to convey information.</td>
<td>Generally it deals with private thoughts, feelings and topics of interest to the person to whom the letter is addressed.</td>
</tr>
<tr>
<td>It contains certain linguistic features which are formal in nature.</td>
<td>It contains expressions which characterize conversation – exclamatory expressions (How lovely!), questions (Why don’t you come?), contracted forms (It’ll take some time), etc.</td>
</tr>
<tr>
<td>It is generally brief, clear precise and complete. It is well-organized and points are arranged in a logical sequence.</td>
<td>It may talk about different subjects and even ramble a bit. There is no sense of organization or logical continuity.</td>
</tr>
</tbody>
</table>

Activity 1
Can you add some more differences?

12.1.3 There can be communication between individuals who are working at the same level of management. This is termed as horizontal or lateral communication. It helps in fostering informality and interaction between people at the same level. A meeting of VPs (Vice Presidents) of different departments like sales, production or others is an example of this kind of communication. We have already read about the different kinds of non-interactive internal business correspondence in previous units. Let us now go through various types of formal, interactive horizontal external correspondence. This kind of business writing is usually carried out between an organization or business concern and its clients, customers or buyers and is formal in nature. It is mutual and interdependent since it hopes for a positive response and action-oriented feedback in terms of patronage and procurement.

12.2 LANGUAGE FOCUS

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

No way (most informal)
Not possible
Absolutely not
This is simply impossible / not possible
It seems difficult for this to happen
I’m afraid this is really not possible
I’m sorry it may not be possible for this to happen
I regret to inform you that this may not be possible (most formal)

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

Dear Mr. Sareen,

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

Thank you,

Yours sincerely,

Hiten Saxena
Store Manager

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

Dear Mr. Sareen,

Thank you for your letter of 7th Oct 2009.

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

Sincerely yours,

Hiten Saxena
Store Manager
Activity 2

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

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

12.3 READING

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

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

12.3.2 Informative and Persuasive Letters

- **Routine letters:**
  - Enquiries, seeking information and requests
  - Quotations
  - Orders and acceptance
  - Payment

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

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

12.3.3 Informative / Persuasive Letters

Letter of Enquiry

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

[Date]

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

Subject: Catalogue of dresses for your consideration

Dear [Ms./Mr. last name]

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

Sincerely,

[Your name]
[Your address, if not using your letterhead]

Letter seeking information (for a business plan)

[Date]

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

Subject: Seeking help for a business plan

Dear [Ms. /Mr. last name]

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

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

Sincerely,

[Your name]
[Your address, if not using your letterhead]

Letter of Request

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

Activity 3

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

[Date]

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

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

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

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

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

Kindly let us know the required information at the earliest.

Thank you for your time.

Yours Sincerely,

[Your name]
Letter of Quotation

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

[Date]

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

Dear [Ms./Mr. last name]

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

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

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

Looking forward to hearing from you soon.

Sincerely yours,

[Your name]
[Your address, if not using your letterhead]

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

Sales Letters

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

- **Prospecting letters** - This is sent to prospective or potential customers for your products or services.

- **Cover letters** – They accompany catalogues, fliers, information sheets and offers by companies.
• **Proposal letters** – These are written to take on new products, services etc.

• **Follow up letters** – They help to outline in writing what you and the recipient have discussed in a meeting or phone call and what you two have decided. They can also work as reminders to customers who may have discontinued patronizing your products or may be in the form of replies to queries by customers.

• **Sales appreciation letters** – Such appreciation letters acknowledging a customer's patronage build both good will and business.

**Some important factors to consider while writing sales correspondence:**

❖ While composing a sales letter, you should be able to catch the attention of your reader with an effective opening and generate an interest in her/his mind to know more.

❖ Identify your potential customers' need. Sales letters should not only be about what you have to sell; they should address the customer's need and how you can satisfy this need.

❖ A sales letter should make the act of purchasing easy. It should clearly state what the customer is expected to do in case s/he wishes to buy a product. The action to be taken should be within easy reach and possibility of the customer.

❖ You should also indicate reader benefit, that is, how the action performed will benefit the receiver of the letter

❖ Be polite and conversational in your sales letters. Don't try to be comic or flippant as most people regard parting with their money as serious business.

❖ Check and revise your letter for accuracy.

**Prospecting letter**

**Activity 4**

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

---

[Date]

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

Dear [Ms./Mr. last name]

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

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

Yours Sincerely,

[Your name]
[Your address if not using letterhead]

Activity 5
Special Offer letter
In the letter given below, the sentences are grammatically incorrect. Rewrite the letter with grammatically correct sentences.

[Date]

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

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

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

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

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

Sincerely,

[Your name]
[Your address if not using company letterhead]
Follow up letter 1

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

Dear [Ms./Mr. last name]

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

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

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

Sincerely,

[Your name]
[Your address if not using company letterhead]

Activity 6

Follow up letter 2

Complete the letter given below.

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

Dear [Ms./Mr. last name]

It has been a month since we installed your new dishwasher

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

............................................................

............................................................

............................................................

............................................................

............................................................

............................................................
Thanks for buying our product.

Sincerely,

[Your name]

Check your progress 1

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

1. What are the different kinds of business letters?

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

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

4. What are the different kinds of sales letters?

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

Activity 7

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

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

<table>
<thead>
<tr>
<th>frequent</th>
<th>storm</th>
<th>sparkle</th>
<th>question</th>
</tr>
</thead>
</table>

1 (a) Some business letters are in the form of a questionnaire in which you have to answer a set of

(b) When the Manager his subordinates about the missing file, they answered quite fearlessly.

(c) His spirit has not dimmed with advancing years.

(d) He looked at me

2 (a) The weather kept people at home.

(b) The MD out of the meeting after meeting stiff opposition to his proposal.

(c) The strike was like a in a teacup because it ended within a few hours of its beginning.

3 (a) The dewdrops and in the morning sunshine.

(b) The waters of the spring gushed out from the side of the mountain.

(c) A of mischief lit up the face of the child.

4 (a) He is a visitor to Delhi.

(b) The Manager noticed that the employees the cafeteria and concluded that they were either fond of eating or of shirking work.
(c) After his retirement, the management spoke of him .......... .......... and with great affection.

(d) The ................................................................ of swine flu is increasing in an alarming manner.

12.5 LISTENING

Activity 8

Listen to the audio recording and then complete the sentences. You may listen to it more than once if required.

1 Informal letters are like having a/an ........................................

2 Personal letters unlike the more formal letters have diverse .....................

3 The conventions of formal letters are ........................................

4 Business correspondence include the following letter types (name any four):
   i ........................................................
   ii ........................................................
   iii .....................................................
   iv .....................................................

5 Formal letters must have the following four points:
   i .....................................................
   ii .....................................................
   iii .....................................................
   iv .....................................................

12.6 WRITING

Activity 9

1 Make an enquiry to CFL Company Ltd. about the bulbs you wish to replace in your office.

............................................................................................................................................
............................................................................................................................................
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............................................................................................................................................
............................................................................................................................................
............................................................................................................................................
............................................................................................................................................
You want to announce the catalogue of your new venture of sports gear. Write a cover letter for this and remember to include your website URL in your letter.

12.7 GRAMMAR: THE PRESENT PERFECT AND THE PERFECT CONTINUOUS TENSES

12.7.1 The Present Perfect Tense

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

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

The words in bold are in the Present Perfect Tense.

Has/have + past participle of the verb
Function

• The Present Perfect Tense is used to talk about the present result of past actions. It is also used to talk about recent events.

1 I have given your report to the Director. (S/He has it now.)
2 I have sent them the samples they wanted. (I have sent them, they are in the post now.)

• The Present Perfect Tense is used for a finished action at an unknown or unstated time, often with ever, never, just, already, yet, since and for.

1 Sunil has never been to England.
2 I’ve just finished reading the report.
3 My office has been here since 1950.
4 Have you spoken to Sushant yet?

12.7.2 The Present Perfect Continuous Tense

Read the sentences given below:

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

Function:

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

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

Check your progress 2

1 Complete the following sentences by putting the verbs into the Present Perfect.

i I’m going to send them a reminder. They ................ (not pay) us for the last shipment.

ii I ......................... (work) enough. I want to retire now.

iii I arrived late to the airport, I ...................... (miss) my flight.

iv We ......................... (spend) a lot of money on modernizing the factory, and it is now very well equipped.

v Sumit, ......................... (you/meet) Kiran Nadar? She’s is our Managing Director.

vi The dollar ....................... (fall) sharply.
You are in charge of a project. Write a short paragraph saying what you have already done and what you haven’t done yet. We give you an example:

We have already completed the needs analysis...
We have not started collecting the data as yet.

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

i. I .................................(write) a report for Mr. Kanduri. (it is finished)

ii. I .................................(not/take) a holiday for two years.

iii. I .................................(not/feel) well recently.

iv. We .................................(visit) potential sites for the new office, but we haven’t found anything suitable yet.

v. Since January, our turnover ...........................................................(increase) by 40%.

vi. The legal cell ................................. (look) through the MOU, but they say they need another day to read it all.

vii. I deserve a pay hike because I ...........................................(work) hard this year.

viii. I ...........................................(work) on those figures. They are almost ready.

12.8 PRONUNCIATION: STRESS IN SHORT PHRASES

Mark the stress in the following short phrases and then listen to the audio and repeat after the teacher.

Activity 10

i. Business correspondence

ii. Letter of inquiry

iii. Letter of request

iv. Prospecting letters
Two-year warranty
Persuasive letters
Informative letter
Prospective buyers
Regular customer
Discount coupon

12.9 LET US SUM UP

In this unit you have learnt what interactive external business correspondence is. You also learnt about various types of such correspondence and the purpose for which they are written. You have also become familiar with writing informative and persuasive letters which include routine and sales letters. You were also shown how to write letters of inquiry, letters seeking information and letters of request. For writing different kinds of sales letters, you were given examples of writing prospecting letters, cover letters with promotional / discount offers, follow up letters and sales appreciation letters. We hope you find the unit useful and interesting.

12.10 ANSWERS

Activity 1

i. The formal letter contains the sender’s and receiver’s address whereas this is not required in the informal letter.

ii. In the formal letter we use salutations like Respected, Reverend etc. while in the informal letter we use informal salutations like Dearest, My Dear, etc.

Activity 2

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

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

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

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

Activity 4

Appropriate prepositions are:

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

Activity 5

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

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

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

Activity 6

Dear [Ms./Mr. last name]

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

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

Sincerely,
Check your progress 1

1 Different kind of business letters are as follows

**Informative and persuasive letters:**

i Routine letters may include the following:
- Enquiries, seeking information and requests
- Quotations
- Orders and acceptance
- Payment

ii Sales letters such as:
- Promotional letters
- Cover letters with fliers, catalogues etc.
- Proposal letters
- Follow up letters
- Sales appreciation letters

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

iv Problem letters
- Complaints and follow-ups
- Concessions
- Collection Letters on account of overdue/pending payment

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

3 The letter of quotation is the response to a letter of enquiry from a prospective buyer. It should contain complete information about the nature and quality of goods asked for, time and mode of delivery, prices, any additional charges for packing and shipping or other services and terms of payment.

4 The different kinds of sales letters are as follows:

a Prospecting letters
b Cover letters
c Proposal letters
d Follow up letters
e Sale appreciation letters
Some important factors to consider while writing sales correspondence:

- It should have an effective opening to get the attention of the reader and generate interest.
- It should address the customer's need and how you can satisfy his/her need.
- It should clearly state what the customer is expected to do in case s/he wishes to buy a product. The action to be taken should be within easy reach and possibility of the customer.
- It should also indicate how the action performed will benefit the receiver of the letter.
- The tone should be polite and conversational. Humour should be avoided.
- It should be checked and revised for accuracy.

Activity 7

1. (a) questioning (adjective)  
   (b) questioned (verb)  
   (c) question (noun)  
   (d) questioningly (adverb)

2. (a) storm (noun)  
   (b) stormed (verb)  
   (c) stormy (adjective)

3. (a) sparkle (verb)  
   (b) sparkling (adjective)  
   (c) spark (noun)

4. (a) frequent (adjective)  
   (b) frequented (verb)  
   (c) frequently (adverb)

12.5 Listening

Tape script

In the course of our life, we have to write both formal and informal letters/emails. Let us discuss the difference between the two.

As you are aware, informal letters are likely to be in the form of extended long distance private conversation. For instance, in a letter to a relative or a friend, you may wish to describe a place or a person, tell a story, or even have an argument. In these personal letters, you can use whichever style serves you best. Such letters are therefore, rather varied in their style and content.

Formal letters, on the other hand, are generally more 'set' in their style and phraseology, although the conventions change from time to time. They are usually written, for example, when you want to request an organization to do something for you, or when the decisions of the government have to be conveyed to the people concerned and records have to be kept.

What are these formal letters? These include, for example, letters of inquiry, application for jobs, letters to newspapers, orders for goods, letters asking for travel and hotel reservations, etc. They may also be semi-formal (also called demi-official) letters written to business/professional colleagues and addressed by name.

The importance of formal letters becomes increasingly clear after entering the workplace.
A formal letter has to observe the form usually adopted for such communication. There are certain things that one should keep in mind, when writing a formal letter.

- Keep your letters as brief as possible. Remember that the person you are writing to does not have the time to go through a long, rambling letter. If s/he receives such a letter, s/he is likely to slip it in at the bottom of her/his pile of incoming mail, with the thought that s/he will look at it when s/he has the time.

- In fact, most formal letters are restricted to one or two main points. Most of them do not exceed one page of single space typing and very few are longer than two pages. Complex topics are usually dealt with in reports rather than in a letter. If required, a covering letter may be sent with the report and state the main points and conclusion.

- Your letter should be clear, precise and complete. Unnecessary details should be avoided. Care should be taken to focus upon important issues. These points should be arranged in a logical sequence.

**Activity 8**

1. a long distance private/personal conversation
2. style and context
3. more rigid than informal letters
4. letters of enquiry, request, complaint, letters about jobs, letters of acceptance and rejection
5. i brevity
   ii clarity
   iii focus
   iv logical sequencing

**Activity 9**

1. 19-01-2010

To
The Sales Manager
CFL Company Ltd.
DLF Square, Phase-II,
Hauz Khas
Delhi, 110016

**Subject: Bulbs required for replacement in the office premises.**

Dear Mr. Sinha

We saw your advertisement in today’s issue of The Times of India. In an attempt to be a ‘green’ organization we want to replace all the tungsten bulbs in our office with CFL bulbs. We would like to have a look at samples of the different CFL lights your company
manufactures. If you could send us a catalogue of the varied models with their prices we could place our order. Please do so at the earliest.

Sincerely,

Kritika Gulati

The Nielsen Company
Gate No: 4
YWCA Building
Gole Dakhana
New Delhi-110001.

2

Cover letter

Sports Shoppe
No:11, South Ext. II
New Delhi-110054
Ph No: 011-2554362
9811243564
www.sportsshoppe.com

20.1.10

Employer Name
Company
Address
City, State,

Dear Mr./Ms. Last Name,

If you are serious about sport, then we're sure you would be as serious about the quality. The advances in the area of modern sports gear have ensured that not using comparable grade of sports equipment makes a sportsman significantly less competitive.

A pair of basketball shoes or a tennis racket or a cricket bat may make the difference between winning and losing and to the longevity of a sportsman. Modern sports equipment blends materials science, sports medicine and of course, aesthetics and design.

Sports Shoppe: Your source for sports gear requirements. If you are looking for the right kind of sports equipment then look no further. If you play cricket, then we will let you find the source for the best cricket bats, cricket balls, cricket gloves, stumps, abdomen guards, wicket keeping gloves and more. If you play golf, we will show you the best places for golf clubs, golf balls and more.

We are here to care for your preferences. You can place your orders on our website www.sportsshoppe.com after subscribing. We are enclosing a catalogue showing the different products we offer. We offer reasonably priced and genuine sports gear.
Place an order on or before the 31st of January 2010 and you will get 15% off on your orders. We look forward to you joining hands with Sports Shoppe for all your sports gear needs.

Sincerely,

XYZ

Check your progress 2

1  i  have not paid
   ii  Have worked
   iii  Have missed
   iv  Have spent
   v  Have you met
   vi  Has fallen

3  i  have written
   ii  have not taken
   iii  have not been feeling
   iv  have visited
   v  has increased
   vi  has been looking
   vii  have worked
   viii  have been working

Activity 10

Stress Mark

i  'Business corres'pondence
ii  'Letter of in'quiry
iii  'Letter of re'quest
iv  Pros'ecting 'letters
v  'Two-year 'warranty
vi  Per'suasive 'letters
vii  In'formative 'letter
viii  Pros'ective 'buyers
ix  'Regular 'customer
x  Dis'count 'coupon
UNIT 13: EXTERNAL BUSINESS CORRESPONDENCE–II

Structure

13.0 Objectives
13.1 Warm up
13.2 Language Focus
13.3 Reading-I: Different Types of Letters
13.4 Writing-I: Sequencing
13.5 Grammar: Direct and Reported Speech
13.6 Listening
13.7 Writing Letters
13.8 Reading-II: Email Guidelines
13.9 Writing-II: Writing an Email
13.10 Pronunciation: Stress in Phrases
13.11 Let us sum up
13.12 Answers

13.0 OBJECTIVES

In this Unit you will learn about:

- The mechanics of drafting external business correspondence
- More types of external business correspondence
  - Letters for special purposes
    - Agency letters
    - Personnel letters relating to employment
    - Status enquiries
    - Seeking finance
  - Problem letters
    - Complaints and follow ups
    - Concessions
    - Collection Letters on account of overdue/pending payment
  - E-mails
    - Some guidelines for writing them
- How to write these letters

13.1 WARM UP

13.1.1 After reading the previous unit on external correspondence you must have realized the importance of using language correctly and clearly in order to communicate effectively through writing. Barbara Tuchman (noted historian) rightly remarks that it takes two persons to fulfill the function and purpose of the written word. However, “this function can be largely met only when the writer keeps the written form simple, concise and brief.”
Activity 1

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

When the mall owners were contacted on December 23rd, the assistant manager informed the senior chief engineer that they were thinking over ordering advertising block 1 for sale. But he also expressed his inability to take a firm decision by requesting this company to confirm their intention of buying the block within a month when their president will comeback from a business trip, which will be January 22nd 2010.

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

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

13.2 LANGUAGE FOCUS

The Mechanics of Writing a Letter

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

› The letter should give the date i.e. tell when the letter was sent.
› It should have the name and designation of the recipient. Ensure that the name is spelled right as nothing turns off a reader more surely than her/his name being misspelled. Do not address a lady as Mr. or as Mrs. if she is unmarried.
› The recipient’s address should be given correctly.
› The letter should also give the address of the sender i.e. from where it is being sent.
› It should have the name and designation of the sender.
It is a good idea to **plan your letter** before writing it. There are some steps involved in it:

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

**Forms of Salutations, the Beginnings and the Endings**

A business letter usually begins with ‘Dear Sir/Madam’ or even a simple ‘Sir/Madam’ is enough. If you know the name of the person you are writing to, address her/him by their surname, e.g. ‘Dear Dr. Sinha’. Then begin the letter by saying why you are writing, e.g. “I am writing to ask...........,” or ‘I am writing to confirm ............’ etc. When you write a letter seeking a favor, or information, you close it by saying “Thank you, Yours Sincerely” or “Sincerely yours”. If you wish to get an answer to your letter, you may close by writing “I look forward to hearing from you” or “An early reply would be greatly appreciated”.

**Activity 2**

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

<table>
<thead>
<tr>
<th>ask</th>
<th>inquire about</th>
<th>confirm</th>
<th>apologize for</th>
</tr>
</thead>
<tbody>
<tr>
<td>invite</td>
<td>inform</td>
<td>complain</td>
<td>about</td>
</tr>
<tr>
<td>thank</td>
<td>request</td>
<td>allow</td>
<td>for</td>
</tr>
</tbody>
</table>

i ... the poor quality of the cloth used ....
ii ... the rude behavior of my clerk...
iii ... you for the excellent arrangements ...
iv ... the post you advertised...
v ... the dates which we agreed on ....
13.3 READING-I: DIFFERENT TYPES OF LETTERS

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

We have already learnt about routine and sales letters. In this unit you will read about Letters for Special Purposes and Problem letters.

1 Letters for Special Purposes are:

i Agency Letters relating to banks, insurance agents/company, government and regulatory agencies, appointing business agents, etc.

ii Personnel letters relating to employment

iii Status enquiries

iv Seeking finance

2 Problem Letters are:

a Complaints and follow ups

b Concessions

c Collection Letters on account of overdue/pending payment

13.3.2 Special Purpose Letters

i Agency Letters

- Correspondence with Banks

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

[Date]

[To – Name of branch manager]
[Name of bank]
[Address]
[City, State PIN code]

Subject: To open a current account

Dear [Ms./Mr. last name]

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

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

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

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

[Date]

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

Subject: Request for agency

Dear Madam/Sir

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

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

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

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

Sincerely,

[Your name]  
[Your company address, if not using your letterhead]
Activity 3

Read the letter of appointment of agent (given below) and fill in the gaps with appropriate words.

[Date]

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

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

Sub: ........................................

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

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

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

You will be ............... 5% commission on sales as per our agreement.

Please ............... the enclosed Form of Agency and ............... it by return post.

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

Yours ...............,

[Your name]

ii Personnel Letters

Activity 4

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

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

Looking forward to hearing from you soon.

Sincerely yours,

[Your name]
[Your address]

Activity 5

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

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

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

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

Sincerely,

[Your name]

iii Status Enquiry Letter

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

[Date]

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

Dear [Ms./Mr. last name]

Thank you very much for your order dated February 5th 2009, for 100 dresses on credit for 2 months. As you are dealing with us for the first time, we shall be grateful if you could furnish to us either a bank guarantee or a Delhi reference known to us. This is standard and usual practice. Meanwhile, we shall give our attention to your order.

Sincerely yours,

[Your name]
[Your company address]

iv Letters Seeking Finance

These letters are written to banks or other financial institutions asking them to extend loan facility to business concerns.
Given below is a letter of complaint to the Railways.

[Date]

[Your address]

The Superintendent
Railway Parcel Section
New Delhi Station.
New Delhi

Dear Madam/Sir

This is to inform you that on January 15th 2009, we had sent a consignment of our products to Mr. Salve of Mumbai vide railway receipt no.[give number and date] from New Delhi station. The railway receipt was sent to our customer.

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

Sincerely yours,

[Your name]

b Letters Asking for Concessions

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

c Collection Letters

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

Activity 6

Complete the body of the letter.

[Date]

[To - Name]
[Company]
[Address]
[City, State PIN code]
Dear [Ms./Mr. last name]

We regret to point out that we have written to you repeatedly, on 10th and 25th December, 2009 and again on 21st January 2010, calling your attention to our unsettled account of Rs 22,250/- against supply of dresses as per your order.

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

Sincerely yours,

[Your name]
[Your company's address]

Check your progress 1

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

1. What are the principles of effective communication?

2. What are the points to be considered in drafting a business letter?
3 Why do business firms appoint agencies instead of opening branches?

4 Define collection letters.

5 Describe the stages of sending collection letters.

13.4 WRITING - I: SEQUENCING

Activity 7

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

i My present job requires me to not only to sell goods but also to keep an account of the sales and do some typing too.

ii I am 26 years old and hold an MBA degree.

iii I am interested in applying for the post of a sales officer which was advertised in The Hindustan Times on 30th of July 2009.

iv I enclose my CV and will be happy to give you further information if required.

v You can contact me at my home phone or on my mobile during business hours.

vi The reason for wanting to leave this job is that I find the office routine too monotonous.

vii I have been working in a department store for the last three years where I have been the sole in charge.
Since the job advertised involves traveling and meeting people, it would suit my abilities and temperament.

13.5 GRAMMAR: DIRECT AND REPORTED SPEECH

Read the following sentences:

- The MD said, “I want result oriented performance”.
- The MD said that he wanted result oriented performance.

The first sentence gives the actual words of the speaker and is in direct speech while the second sentence reports what the MD had said in indirect speech. Remember:

If the reporting-verb is a past tense, the tense of the verb in indirect speech must be changed to past tense. For example: ‘want’ in sentence (a) is changed to ‘wanted’ in sentence (b).

If the reporting verb is a present or future tense, the tense of the verb in indirect speech remains unchanged. For example,

- The MD says “Collaboration is the need of the hour”.
- The MD says that collaboration is the need of the hour.

The talk shows how tenses change in reported speech when we use a reporting verb in the past tense.

<table>
<thead>
<tr>
<th>Actual Words</th>
<th>Report Speech</th>
</tr>
</thead>
<tbody>
<tr>
<td>'I work for BML.'</td>
<td>He said that he worked for BML.</td>
</tr>
<tr>
<td>'I am working for BML.'</td>
<td>He said that he was working for BML.</td>
</tr>
<tr>
<td>'I worked for BML.'</td>
<td>He said that he had worked for BML.</td>
</tr>
<tr>
<td>'I was working for BML.'</td>
<td>He said that he had been working for BML.</td>
</tr>
</tbody>
</table>
‘I have worked for BML.’  He said that he had worked for BML.’
‘I will work for BML.’  He said he would work for BML.’
‘I may/can work for BML.’  He said he might/could work for BML.’

Check your progress 2

1. Change the following into reported or indirect speech:

   i. The President told his employees, “There will be bonus for all”.

   ii. The captain said to his men, “Stand at ease”.

   iii. The customer said, “I’m thinking of buying a new car”.

   iv. The lady said, “I’m very interested in working for you”.

   v. The Director told the Manager, “Please don’t mention the plan
to anyone”.

   vi. The Manager said to his Secretary, “Don’t put any calls
through to my office”.

   vii. “I will show the visitors round the factory tomorrow,” said the
Factory In charge.

   viii. “I may work for EFL,” said the young man.

2. Read the report about what a candidate said at the interview. Change the words in bold into direct speech.

   (i) Geetika Singh said that she was very keen to work for us. (ii) She
said that she had been working at Pioneering Publisher for the last
three years. When we asked her about her reasons for leaving, she
said that (iii) she liked what she did, but she wanted more
responsibility and challenges. As far as her terms of notice are
concerned, she said that (iv) she couldn’t leave her job for another
month. When we offered her the job in our company she said that
(v) she would be glad to join provided she was given a promotion
as Chief Editor.
13.6 LISTENING

Activity 8

Listen to the audio recording and then complete the sentences. You may listen to it more than once if required.

1 Say whether the following statements are true or false. Correct the false ones.

i Letters of complaint are written by sellers.

ii Letters of complaint are written when there is a difference between the goods ordered and the goods supplied.

iii A complaint letter should reflect the anger of the person.

iv When you write a complaint letter, you must start with the assumption that the other party is not a cheat.

v When a complaint is received by a supplier, s/he should wait for some time before attending to it.

vi Vague and rambling letters of complaint which are unsupported by evidence should be attended to as soon as possible.

13.7 WRITING LETTERS

Activity 9

1 Write a letter to Punjab National Bank seeking finance for your new venture.
2 Write a letter of complaint against a TV-company which has delivered a defective TV.

---

13.8 READING – II: EMAIL GUIDELINES

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

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

Given below is a sample email page:

```
Hello,

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

Thanks!
```
Some rules have to be observed while writing e-mails. These guidelines constitute 'e-mail etiquette'. They are:

- Make your mail easy to read.
- Use the subject line to tell the recipient the purpose of the message. Have one subject in each mail.
- Use concrete words that avoid negative connotations.
- Use the appropriate level of formality. If you are writing to your boss, be as formal as you would be in printed letters.
- Write in a clear and organized manner. Use short and simple sentences. Use correct spelling and basic grammar.
- Generally, the length of your message should be kept to one screen only. If there is a file or document you want your reader to view, send it as an attachment with your e-mail.
- Just like a written letter, be sure to begin your email with a greeting like ‘Dear Dr. Gupta’ or ‘Dear Ms. Sahgal’ and also close with a salutation.
- Use standard spelling, punctuation, and capitalization. Do not write in all upper case letters as this denotes shouting/screaming. This is also called “flaming” and considered bad manners.
- Write clear, short paragraphs and be direct and to the point; professionals and academics alike see their email accounts as business. Don't write unnecessarily long emails or otherwise waste the recipient's time.
- Adopt the “you” attitude, emphasize positive points, be polite, use bias-free language and project the company’s image.
- Be sure to revise your letter after writing it.
- Don’t think e-mail is a private affair. Some people send information to recipients who shouldn’t read, receive or don’t need it.
- Don’t send usernames or passwords through email. Information about credit cards or bank accounts should never be given via e-mail. Avoid sensitive or information that could be potentially damaging to someone's career and/or reputation, including your own.
- Do not overuse e-mail acronyms or abbreviations.
- Don’t use exclamation marks in every important sentence. This is too informal. Don’t use emoticons in business letters.

Activity 10

Can you add more guidelines?
Check your progress 3

1. How is e-mail better than other forms of communication?

2. Enumerate some rules/guidelines (at least 5) to observe while writing e-mail.

3. What kind of language should be used in e-mails?

13.9 WRITING – II: WRITING AN EMAIL

Activity 11

Compose an e-mail in the correct format for the following situation:

Your company, India Garments, wants to buy good quality Chinese silk from a Chinese company. Write an e-mail to the business head of the Chinese company stating your purpose.
13.10 PRONUNCIATION: STRESS IN PHRASES

Activity 12

Mark the stress in the following phrases and then listen to the audio and repeat after the teacher.

| i | Letters for Special Purposes | vi | Concession letters |
| ii | Agency letters | vii | Letter of appointment |
| iii | Personnel letters relating to employment | viii | Letter seeking finance |
| v | Status enquiries | ix | Letters of complaints |
| v | Problem letters | x | Government agencies |

13.11 LET US SUM UP

In this unit you have learnt what interactive external business correspondence is. You also learnt about the principles of effective communication and the mechanics of letter writing. You have been introduced to various types of such correspondence and the purpose for which they are written. You have also become familiar with letters written for special purposes and Problem letters. The former includes agency letters for appointing business agents, letters to banks, insurance companies, financial institutions, government agencies or regulatory bodies, letters relating to personnel and status enquiry letters. The problem letters include complaints and follow ups, concession letters and collection letters.

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

13.12 ANSWERS

Activity 1

Suggested answer:

The senior chief engineer contacted the mall owner, on December 23rd to enquire if block 1 was on sale. He was informed by the assistant manager that the company was thinking of selling block 1. He was further told that the decision would not be taken until the president returned / came back from a business trip on January 22nd 2010.
**Activity 2**

i I am writing to complain about …

ii I would like to apologize for …

iii I would like to thank …

iv I am writing to apply for …

v I am writing to confirm …

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**Activity 3**

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

**Sub: Appointment of Agency**

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

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

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

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

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

Yours Sincerely,

[Your name]

---

**Activity 4**

Missing lines are given in **bold**:  

[Date]

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

Dear [Ms/Mr last name]

I **would like to apply for the post of Manager (Sales) that was advertised in The Times of India on 15th July 2009.**

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

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

Looking forward to hearing from you soon.

Sincerely yours,

[Your name]
[Your address]

Activity 5

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

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

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

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

Sincerely,

[Your name]
[Your designation]

Activity 6

Missing lines are given in bold:

[Date]

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

Dear [Ms./Mr. last name]

We regret to point out that we have written to you repeatedly, on 10th and 25th December, 2009 and again on 21st January 2010, calling your attention to our
Business Correspondence

unsettled account of Rs 22,250/- against supply of dresses as per your order. But you have not responded to any of our letters.

In such circumstances we are compelled to inform you with great reluctance that unless our account is settled by the end of February 2010, we shall place the matter in the hands of our solicitor.

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

Sincerely yours,

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

Check your progress 1

1  The principles of effective communication are as follows:

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

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

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

3  Business firms appoint agencies instead of opening branches as this is more cost effective. They can expand business by establishing agency relationships with other business firms. This would help them save the cost of operating and maintaining branches.
Collection letters are sent by business firms to those customers who have pending payments. They are also known as ‘Dunning letters’. Such letters should have a courteous and polite tone.

The collection letters are written in three stages usually:

i. The first in the form of a mild reminder. This is the ‘will pay’ stage where the company is confident of receiving payment.

ii. The second ‘persuasive letter’ is the ‘should pay’ stage. The business house has to persuade and appeal to the erring customer.

iii. The third is the ‘last resort’ stage when all reminders and persuasive letters fail to elicit the desired response from the customer. This letter is short and to the point. It gives the customer one last chance to pay.

Activity 7

Paragraph 1: sentence (iii)
Paragraph 2: sentences (ii), (vii), (i)
Paragraph 3: sentence (vi), (viii)
Paragraph 4: sentence (iv), (v)

Check your progress 2

1 i. The President told his employees that there will be bonus for all.
   ii. The captain commanded/ordered his men to stand at ease.
   iii. The customer said that he was thinking of buying a new car.
   iv. The lady said that she was very interested in working for me.
   v. The Director told the Manager not to mention the plan to anyone.
   vi. The Manager asked his Secretary not to put any calls through to his office.
   vii. The Factory In charge said that he would show the visitors round the factory next day.
   viii. The young man said that he might work for EFL.

2 i. “I am very keen to work for you”, said Geetika Singh
   ii. Geetika Singh said, “I have been working at Pioneering Publisher for the last three years”.
   iii. “I like what I do, but I want more responsibility and challenges”.
   iv. “I cannot leave my job for another month”.
   v. “I would be glad to join if I am given a promotion as Chief Editor”.

13.6 Listening

Tape script

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

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

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

Activity 8

i False, written by buyers ii True
iii False, should be politely worded iv True
v False, attended to immediately vi False, should be clear, definite and supported by evidence.

Activity 9

1 Letter to Punjab National Bank seeking finance:

1st February, 2010

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

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

Dear Mr. Kapoor,

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

Sincerely,

Shalini Mathew
F-129, Golf Links
Defence Colony
New Delhi- 110069
Letter of complaint against a TV company which has delivered a defective TV.

2nd February, 2010

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

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

Dear Madam/Sir

This is to inform you that the television which was sent to me on 25th January, 2010 has been malfunctioning. The model number is HYX-09 and the Bill no: 187490 dated 25th January 2010. After switching on the television it goes into the 'power off' mode in a few minutes. It is unfortunate that a reputed company such as yours has provided a defective product. Kindly replace the defective television at the earliest.

Thank you
Sincerely yours,

Shalini Mathew

Activity 10

More on e-mail etiquette:

i. Double check the name(s) you have entered in the “To” line before sending your mail.

ii. Reserve the “high priority” label for e-mails that are in reality “high priority”. Don’t label all mails as “high priority” as nobody will take your mail seriously after some time.

iii. Keep attachments to a minimum.

iv. Use bullets/markers/numbers so that the recipient can focus at once on the important details.

v. Being gender sensitive helps when replying to women.

vi. Do not use jargon and slang.

Check your progress 3

1. E-mail better than other forms of communication in following ways:

   • It has characteristics of both writing and speaking.
   • Email messages can include images and video clips.
   • Can be almost as immediate as a phone call.

2. Use standard spelling, punctuation, and capitalization. Do not write in all upper case letters as this denotes shouting/screaming. This is also called “flaming” and considered bad manners.

   Write clear, short paragraphs and be direct and to the point; professionals and academics alike see their email accounts as business. Don’t write unnecessarily long emails or otherwise waste the recipient’s time.
Adopt the “you” attitude, emphasize positive points, be polite, use bias-free language and project the company’s image.

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

Activity 11

To:
Cc:
Subject:

[Text of Message]

Dear Madam/Sir,

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

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

1
2
3

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

With regards,

[Your name]

[Your full company address with contact details]

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

Activity 12

Stress mark:

| i | 'Letters for 'Special 'Purposes | vi | 'Con'cession 'letters |
| ii | 'Agency 'letters | vii | 'Letter of ap'pointment |
| iii | Person'nel 'letters relating to em'ploymen | viii | 'Letter seeking 'finance |
| v | 'Status en'quiries | ix | 'Letters of 'complaints |
| v | 'Problem 'letters | x | 'Government 'agencies |