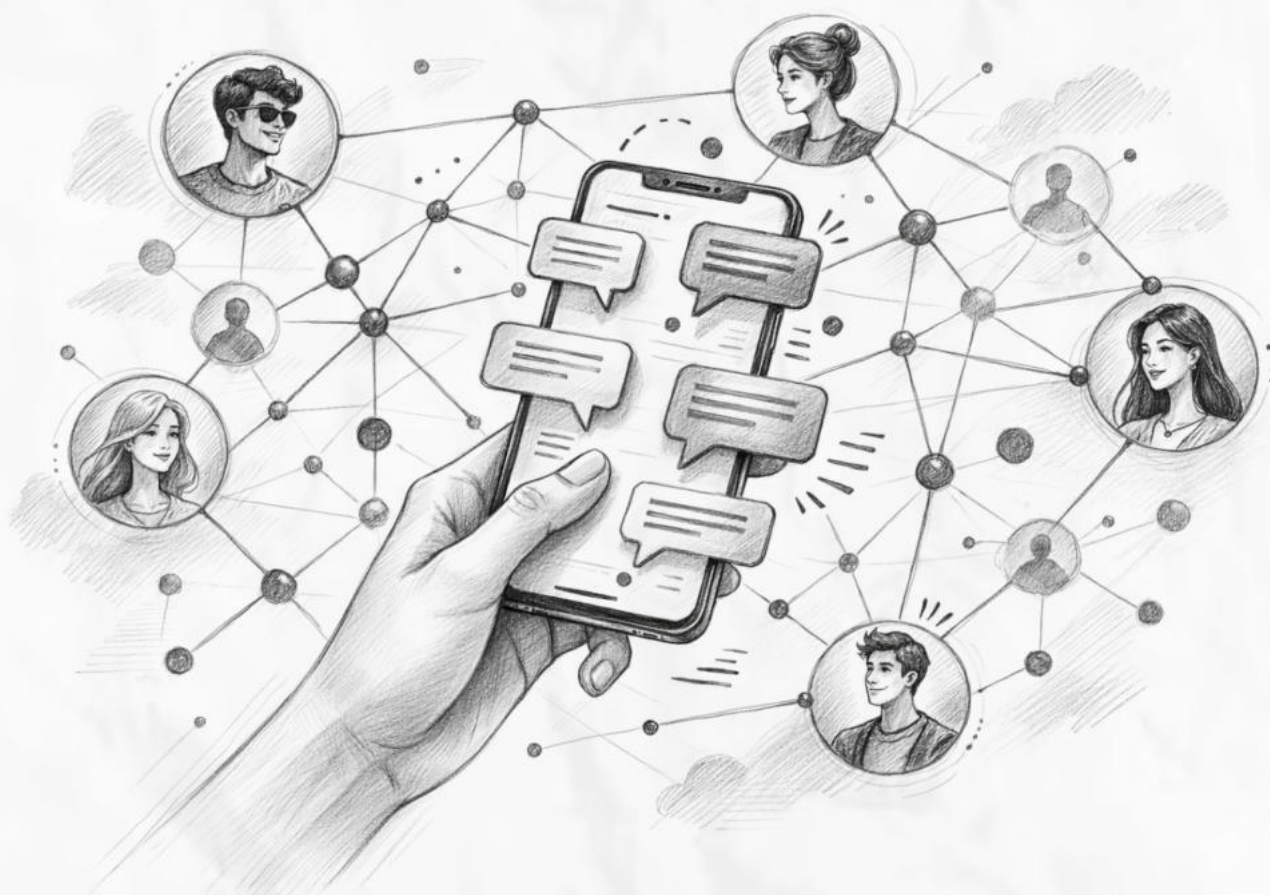


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On behalf of TEAM YES

CS VIKAS VOHRA
(Founder)

CA CS HARISH A. MATHARIYA
(Founder)

1. ENGLISH GRAMMAR AND ITS USAGE

PARTS OF SPEECH

NOUN

- Noun is a naming word. It is the name of a person, animal or thing. Example- Muskan teaches at Yes Academy and she is a girl.

Muskan, Yes Academy and Girl are three nouns in the above given sentence.

- Nouns are further divided into three categories:

Common Noun

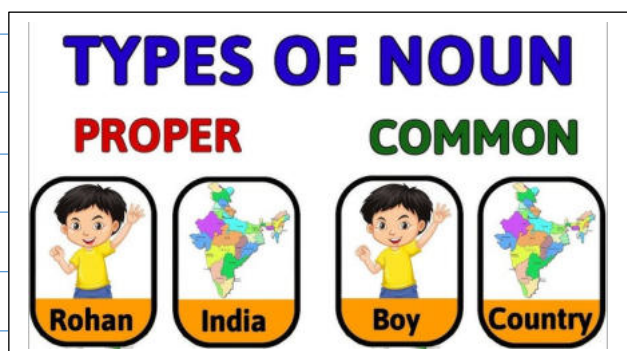
Are the names given in common to all persons, places or things of the same class. Example- bank, shop, market, girl, boy.

Collective Noun

Common nouns include other class known as collective nouns which names a group of people, animals or things. Example- crowd, mob, flock, university.

Proper Noun

Are the names of a particular person, place or thing? Example- Yes Academy, Muskan, January, Pune.



PRONOUN

- Words used in the place of noun are called as pronoun. Example- Muskan is a good girl. She likes dancing. In the above sentence she is a pronoun.
- Pronouns are further classified as personal pronouns and relative pronouns.
- Personal pronouns are used to represent person or things, e.g., I, you, she, he, we, him, her, us, them.
- Relative pronouns act as pronoun and conjunctions, e.g., whom, which, that.
- Possessive pronouns show possession, e.g., mine, ours, yours, theirs, its and hers.

ADJECTIVES

- Word used to describe the noun i.e a person, an animal, a place or thing is called as adjective.
Example, Shruti is a beautiful girl. The word beautiful here is called as adjective.
- Example: He gave me six books. (how many books?)

Here six is adjective.

VERB

A verb is a word which tells us about the person or things. A verb may tell us what a person or thing does; Example- Ram sings

or what is done to a person or thing; Example- The door is broken

or what a person or thing is; Example- Ram is sad, The boy is hurt etc.

ADVERB

While adjectives add meaning to the nouns, adverbs add meaning to the verbs, adjectives and prepositions in a sentence. Example:

- Small investors find it very difficult to invest wisely.

In the above given sentence the word wisely add meaning to the verb invest, hence, it is an adverb and word very adds meaning to the adjective difficult hence, it is an adverb.

- The CEO is an exceptionally sharp manager.

In the above sentence, the word exceptionally modifies the word Sharp; hence, it is an adverb.

Thus, to conclude any word which modifies the verb, adjective or preposition in a sentence is called as an adverb.

PREPOSITION

There are hardly any rules for governing preposition, but the thumb-rule for preposition is that sentences should read well. A wrong preposition can change the entire meaning, hence, it is necessary to use them carefully.

Example- on, of, at, under, above, in, besides etc.

CONJUNCTION

Conjunctions are the words used to join the sentences. Example and, but etc.

- Example: I like tea. I don't like coffee.
- I like tea but not coffee.

Conjunctions used in pairs like neither-nor, either-or, but-also etc are called as **Correlative conjunctions**.

INTERJECTIONS

Interjections are used to express the strong emotions or feelings. Example-Hi!, Alas!, Hurray!, etc.

TYPES OF VOICES

Sentence can be written in active voice or passive voice. As a general rule, we should use Active Voice in our sentences. Such sentences are shorter, direct and emphatic, e.g- Follow the traffic rules, while driving.

However, passive voice is used when we want to emphasise the verb and object of a sentence rather than object.

E.g. The traffic rules should be followed while driving.

How Active Voice will be converted to Passive Voice ?

ARTICLES

The words a or an and the are called Articles. The is called the Definite Article because it normally points out some particular person or thing, e.g. He is the doctor with whom I have consulted. A or an is called the Indefinite Article, because it does not point out particular person or thing, e.g. There was a doctor sitting right next to me on the plane.

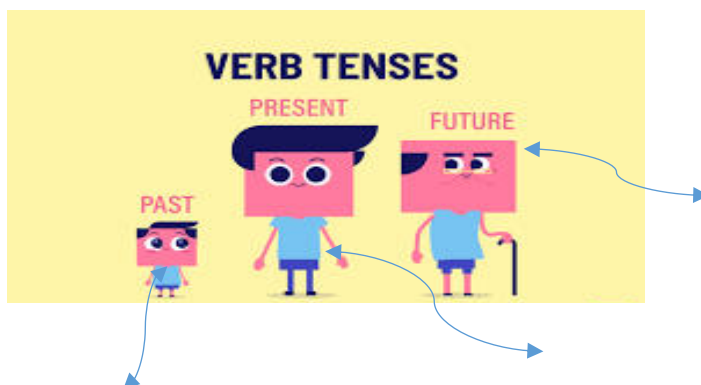
The article 'an' is used when the noun to which it is attached begins with a vowel sound (a, e, i, o and u).

TENSES

The word tense comes from Latin word tempus, meaning time. Sentences can be in present tense, past tense and future tense, which is further sub-divided into simple, continuous, perfect and perfect continuous.

Tense	Present	Past	Future
Simple	He drives a car	He drove a car	He will drive a car
Continuous	He is driving a car	He was driving a car	He will be driving a car
Perfect	He has driven a car	He had driven a car	He will have driven a car
Perfect continuous	He has been driving a car since morning	He had been driving a car since 6 am.	He will have driving a car at 6 am tomorrow.

Write Types of Present, Past and Future tense:



Present Tense (draw the chart)

Simple Present

Present continuous

Present Perfect

Present perfect continuous

Past Tense (draw the chart)

Simple Past

Past continuous

Present Perfect

Present perfect continuous

Future Tense (draw the chart)

Simple Present

Present continuous

Present Perfect

Present perfect continuous

SENTENCE CONSTRUCTION

- Sentence always consist of two parts; **subject and predicate**. The part which names the person or thing we are speaking about is called the subject of the sentence.
- A **Phrase** is a group of words, which neither has a finite verb nor makes any sense by itself. It can be a noun, adjective or adverbial phrase.
- A group of words that form a part of a sentence, and has a subject and a predicate of its own, is called a **clause**. The clause that makes good sense by itself, and hence could stand by itself, as a separate sentence is called a **Principal or Main Clause**.
- A clause which cannot stand by itself and makes good sense but not complete sense are called a **Dependent or Subordinate Clause**.

TYPES OF SENTENCES:

1. A sentence which has only one finite verb and one independent clause is called Simple sentence. (ONE VERB + ONE INDEPENDENT CLAUSE)
2. A compound sentence is made up of two or more independent clauses. (2 INDEPENDENT CLAUSES)
3. A complex sentence has an independent clause and at least one dependent clause. (1 INDEPENDENT CLAUSE + 1 DEPENDENT CLAUSE)



Sentences can be constructed using different structures or patterns.

- a. The simplest sentence may have a noun or a pronoun in the beginning, a verb in the middle, another noun or its equivalent in the end. Example- Muskan is running in playground.
- b. The sentence can be in the form of **Subject + verb + Object**.
- c. On the basis of complexity of writing sentences can be **Loose sentences** (suited to simple style of letter writing and are closer to the spoken form) and **Periodic sentences** (decorous and

emphatic but more difficult to write, where main statement is made in the end).

- d. On the basis of length they can be classified as **short sentences** (easier to write and understand) and **long sentences** (prone to grammatical errors and need careful thought and planning).

PARAGRAPH CONTRSUCTION

Paragraph construction is also as important as sentence construction. If a good sentence should focus on a single thought, a good paragraph should restrict itself to a single topic or idea.

Sentence of a paragraph sums up the central idea and develops an understanding.

PREFIXES & SUFFIXES



If the affix or addition to the root word comes at the beginning, it is called a prefix. Prefixes fall into following groups:

- **Supportive Prefixes:**

Pro-choice, Pro-market, Pro-life

- **Opposing Prefixes:**

antibody, antibacterial, antibiotic, anticlockwise, antidote, anti-inflammatory, contraflow, contra-active, contradict, contradistinction, counterculture, counter-in-surgency, countermeasure, counterproductive, etc.

- **Negative Prefixes:**

amoral, ahistorical, atheist, asymmetric, anaesthetic, anaemic, anaerobic, disloyal, disable, disarm, dishonest, distrust, disadvantage, inactive, inconsiderate, inconsonant, incomprehensible, incomplete, incompetent, inconsecutive, illegal, illiterate, illegible, illegitimate, imbalance, immaterial, immeasurable, immobile, immovable, impassable, impatient, impossible, imperfect.

- Reversative Prefixes:

decriminalise, dehumidify, deselect, decontaminate, disqualify, dishonest, disinvite, untie, unscramble, unlock.

- Derivative Prefixes

debug, defrost, disarm, disillusion, unleaded, unmark, unhouse, uncap, uncover.

- Pejorative Prefixes

miscalculate, misgovern, misspell, mismanage, misalign, misapply, misbelief.

- Place Prefixes:

antecedent, antechamber, anteroom, circumvent, circumnavigate, circumlocution, circumbulate, circumlunar, extracurricular, extrasensory, extraordinary, extraterrestrial, indoors, in-patient, inside, indebt, introvert, introspect, prearrange, preface, precaution, prefabrication, preamble.

- Size Prefixes:

megaphone, megastar, megalith, megawatt, minibus, miniseries, minicab, minimarket.

- Time Prefixes:

ex-wife, ex-president, ex-student, forenoon, foresee, foretell, forecast, post-war, post-modernism, postdate, reprint, reapply, replay, renew.

- Number Prefixes:

unidirectional, unilateral, unicycle, unity, bicycle, bilateral, bilingual, dioxide, dichromatic, tetrachloride, tetrameter, hexapod, hexagram, decibel, decimal, hemisphere, hemistock, semiconductor, semidetached, megahertz, megabuck, megabit.

SUFFIXES.



- Noun Suffix

usefulness, carelessness, willingness, kindness, wilderness, scholarship, companionship, citizenship,

workmanship, membership, collaboration, exploration, evolution, exaltation, inhalation, communion, oblivion, objection

- Verb Suffix

beautify, purify, gratify, electrify, pacify, personify, capitalize, modernise, popularise, terrorise, expertise

- Adjective Suffix

tidal, accidental managerial, musical, cultured, heavy handed, talented, Arabic, aristocratic, dramatic,

- Adverb Suffix

amiably, candidly, surprisingly, greatly amiably, candidly, surprisingly, greatly

COMBINATION WORDS

Combination words are those words which are formed from a combination of two existing words to form a new word.

bio-diversity, biology, biography, autograph, autopilot, crypto-fareast, cryptogram, cryptocrystalline, cryptonym, malpractice, malnutrition, malpractice, maladminister, maladjusted, macro-organism, macroeconomics, midfield, midair, midway, midsection, mid-afternoon, midwinter, midnight, micro-organism, micro-computer, microsurgery, microgram, microscope

PUNCTUATIONS

The marks, such as full stop, comma, inverted commas, hyphen and brackets are used in writing to separate sentences and their elements and to clarify meaning, are called punctuation marks. It makes the meaning of a written passage clear and removes ambiguities.

It serves following purposes:

- Introducing delicate effects in style.
- Altering the flow of a sentence.
- Highlighting certain words.
- Bringing about modulations in sentence.

Uses of punctuation marks:

- i. Space ()

Most basic form of punctuation which separates words, sentences, paragraphs and chapters.

ii. Full Stop (.)

- Used to end a declarative sentence, a sentence which is not a question or an exclamation.
- Full stops are used to end a request politely framed as a question, after initials or after a shortened form of a word to indicate an abbreviation or to denote abbreviated numerals.
- However, in the following cases full stop is omitted:
 - After addresses that head letters and on the envelopes After dates
 - After name that ends letters
 - After title of books, newspaper headlines, chapter headings, sub-headings, page numbers
 - After acronyms which are pronounced as one word. For example: AIDS (Acquired Immune Deficiency Syndrome) GST (Goods and Services Tax)
 - In between alphabets of the abbreviations.
For example: WTO (World Trade Organisation), GMT (Greenwich Mean Time), BBC (British Broadcasting Corporation)
 - In shortening of words where the first and last alphabets of the word are present. Mr., Mrs., Dr., Rd., Ltd.
 - Space is used for the initials of personal names instead of a full stop. For example: A K Singh, D S RAJAN
 - Abbreviations for measures, chemicals elements, etc. are used without a full stop. Kg (Kilogram), s (Second), Hz (Hertz) Sq (Square), km (Kilometre), m (minute) amp (ampere), O (oxygen), H (Hydrogen)
 - If a sentence ends with an exclamation mark or question mark, the full stop is not used.

iii. Comma (,)

- Commas are used to separate two main clauses in a sentence. Example- The house was almost in ruins, but the tree studded avenue was lovely.
- Commas can be used before tags/questions/comments. Example- You was late for the meeting, weren't you?
- It can be used to enclose additional thoughts, qualifications or information. Example- The movie was, I believe, well picturised.
- It can also be used to separate adjectives, numbers into units, names, and title or honour, or degree,

day, month and year in a date. Example- He is a smart, reliable, sincere and hardworking student.

iv. Hyphen (-)

A hyphen is usually used in these cases:

- After a few prefixes or other word elements.
- Before a few suffixes where the last alphabet of the first word and the first alphabet of the second word are the same, in order to avoid an unattractive sequence. Example- Bull-like, get-together, profit-taking, self-financing, water-resistant
- When the main part of a word begins with a capital letter. Example- un-American, Neo- Darwinism, neo-Nazism, anti-Indian.
- When the prefix is repeated. Example-Sub-subcommittee.
- When a noun and a verb are combined to form a word. Example- hand-operated, hand- pick, hand-held.
- When an adjective and a noun are combined to form a word. Example- blue-pencil, loose-leaf, long-grained open-air, simple-minded, middle-aged, community-oriented, high-fibre.
- When two adjectives are combined to form a word. Example-old-fashioned, short-sighted, red-blooded.
- It is also used to link the starting and ending point of a series. Example- The Delhi-Jaipur Highway.
- To avoid confusion or ambiguity.
- To prevent confusion between a new formation and a conventional word with the same prefix. Example- re-creation (recreation), re-formed (reformed).

v. Semi colon (;)

It is used to separate two or more independent clauses that are placed together and which are of equal importance in the sentence. Example- Those present at the function included Mr. and Mrs. Jain, their children Usha, Amit and Raghu; Paul and Joe Thomas; Raj and Ravi Malhotra; Colonel and Mrs. James, and their children Jyotsna, Julie and James Junior; etc.

vi. Colon (:)

It is used to introduce some kind of explanation, examples or quotations or direct speech.

Example- They did not sleep last night: they must be tired.

vii. Apostrophe (')

Apostrophe is used either for marking omission of one or more characters, e.g- do not to don't, or for marking possessive case of nouns, e.g- In one month's time you have to submit your assignments, or for marking plural of individual characters, e.g- comma's etc.

viii. Quotation marks (" ")

Also known as quotes or inverted commas are used to enclose material that is introduced into a text from outside it, such as quotations or words used by other people. Example- The motto of the market was "Let the buyer beware"; now it is "Customer is king."

ix. Crescent Brackets (())

These brackets are used to enclose an abbreviation that is subsequently used in the text, e.g. The Department of Company Affairs (DCA) issued a circular on the matter., to enclose a translation or equivalent expression, e.g. The agreement was void ab initio (from the beginning), to enclose references from other topics in a text, e.g. As depicted in (Fig. 1.1) it is obvious that the process of communication is quite complex.

x. Square Brackets: ([])

Square Brackets are used to enclose words that are not usually intended to be the part of a sentence, e.g. I appreciate it [the honour], but I must refuse.

LET'S TEST OUR KNOWLEDGE

Choose the correct options out of the four choices

1. Give an example pertinent_____ the case.

- (a) with
- (b) on
- (c) for
- (d) to

Ans- to

2. The reward was not commensurate_____the work done by us.

- (a) for
- (b) on
- (c) with
- (d) order

Ans- with

3. Supposedly, digital voice discs, or DVDs as they are called, are _____ resistant to scratching
_____ records

- (a) much / than
- (b) so / as
- (c) such / that
- (d) far more / than

Ans- d

4. English is today the third _____ native language worldwide after Chinese and Hindi, with some 380 million speakers.

- (a) the most spoken
- (b) the more spoken
- (c) most spoken
- (d) the least spoken

Ans- most spoken

5. No clinical studies _____ in this child disease research so far.

- (a) had completed
- (b) have been completed
- (c) have completed
- (d) had to complete

Ans- have been completed

6. I don't know why she didn't ask me how to do it as I _____ her.

- (a) must have helped
- (b) could have helped
- (c) might help
- (d) should have helped

Ans-could have helped

7. We all think that Maria _____ an interesting person to meet as we _____ a lot of stories about her so far.

- (a) is / had heard
- (b) can be / heard
- (c) might have been / hear
- (d) would be / have heard

Ans- d

8. Mike has been told he will have to pay the fine _____ his high rank in the military.

- (a) even if
- (b) furthermore
- (c) on grounds that
- (d) despite

Ans- despite

9. In the following sentence a part of the sentence may have an error. Find out which part of the sentence has an error.

- (a) We got caught
- (b) / in pouring rain
- (c) / without either raincoats non umbrella
- (d) / no error

Ans- c

ENRICHING VOCABULARY

Choice of Words

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

- The range of your vocabulary - Unless you know a word, you would not be able to use it.
- Your audience or person you are communicating with - Firstly, you must assess the literacy level of the audience or person. Then try to find out what kind of situation you are in - whether the audience or person is senior or junior to you; whether you are formal or informal with them, etc., these considerations will help you greatly in the choice of words.
- Type of communication - Whether it is formal or informal, oral or written, these factors will also influence your choice of words.
- The message you intend to convey - The urgency, disappointment, the level of accuracy required, etc. can also be conveyed through the apt words. Therefore, these too will influence your choice of words.
- Context and usage - Certain words can only be used in a particular context, and if they are used otherwise, they would convey the wrong sense.
- Regional or national differences in language or connotation also influence your choice of words - 'Liberal' in Britain has a positive meaning. It means generous and open minded, whereas in America it is used as a term of political abuse.
- Improving Vocabulary - Try and understand the root/etymology of the words.

These are following tips that you should remember while choosing words:

Simple language produces the best and the quickest response from everyone, though, at times, long and unusual words have to be used because they are more precise

USE FAMILIAR WORDS

using familiar words means using the language that is used by most of us in everyday conversation.

We should avoid stiff, more difficult words that do not communicate so precisely or quickly.

JARGON

Jargon is language that is unique to a particular field of knowledge, e.g., science, technology, art, trade or a profession. There is for instance legal jargon, military jargon, and political jargon.

AVOID USING SUPERFLUOUS WORDS/VERBOSITY

Verbosity (an expressive style that uses excessive or superfluous words) or using more words than necessary is a common weakness. The speaker/writer uses more words than needed in the hope of diverting/retaining audiences.

CHOOSE SHORT WORDS

Short words generally communicate better than long words. However, the suggestion that short words be chosen does not mean that all short words are easy and all long words are hard. Many exceptions exist. Thus, you should concentrate on short words and use long words with caution.

SELECT WORDS FOR PRECISE MEANING

Knowledge of language enables you to use words that carry the meaning you want to communicate.

USE GENDER NEUTRAL WORDS

In business today, men and women, the young and the old and people of all races work side by side in roles of mutual respect. It would be unfair to use words that discriminate against any of them.

II. SYNONYMS

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

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

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

initiate implies taking of the first step or steps as in a process

Examples:

<u>WORD</u>	<u>SYNONYM</u>
Adept	proficient, skilled
Abstain	refrain, withhold
Abridge	shorten, curtail
Abundant	plentiful, ample, copious
Accessory	additional, auxiliary
Achieve	accomplish, execute, gain
Adept	proficient, skilled
Adequate	sufficient, satisfactory
Adherent	follower, disciple
Admiration	praise, approbation
Brisk	lively, agile
Callous	hard, unsympathetic
Cordial	gracious, congenial
Captious	censorious, hypercritical
Cogent	valid, convincing
Deteriorate	degenerate, decline
Dexterity	skill, deftness
Didactic	moralising, preach
Effete	exhausted, worn-out
Ephemeral	transient, short-lived
Extravagant	excessive, wasteful
Fabricate	concoct, contrive
Fatal	deadly, disastrous
Fastidious	messy, fussy
Gaiety	festivity, merriment
Gigantic	colossal, huge
Hazardous	dangerous, risky
Inadvertent	careless, unplanned, unintentional

<i>Insidious</i>	<i>astute, cunning</i>
<i>Judicious</i>	<i>sensible, prudent, wise</i>
<i>Malice</i>	<i>ill will, spite</i>
<i>Morbid</i>	<i>morose, sickly</i>
<i>Negligent</i>	<i>careless, lax</i>
<i>Obtuse</i>	<i>dull, stupid, blunt</i>
<i>Onerous</i>	<i>burdensome, oppressive</i>
<i>Panegyric</i>	<i>eulogy, encomium</i>
<i>Penury</i>	<i>want, poverty</i>
<i>Reticent</i>	<i>silent, reserved</i>
<i>Ruinous</i>	<i>destructive, wreckful</i>
<i>Sterile</i>	<i>barren, infertile</i>
<i>Thrive</i>	<i>prosper, flourish</i>
<i>Urbane</i>	<i>cosmopolitan, suave, cultured</i>
<i>Wholesome</i>	<i>healthy, sound, healing</i>
<i>Yearn</i>	<i>crave, pine</i>
<i>Zenith</i>	<i>summit, culmination</i>

III. ANTONYMS

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

Word	Antonym	Word	Antonym
<i>Ability</i>	<i>Inability</i>	<i>Haste</i>	<i>Slowness</i>
<i>Able</i>	<i>Unable</i>	<i>Hope</i>	<i>Despair</i>
<i>Abnormal</i>	<i>Normal</i>	<i>Humble</i>	<i>Proud</i>
<i>Accurate</i>	<i>Inaccurate</i>	<i>Idle</i>	<i>Busy</i>
<i>Bankrupt</i>	<i>Solvent</i>	<i>Import</i>	<i>Export</i>
<i>Economical</i>	<i>Extravagant</i>	<i>Inferior</i>	<i>Superior</i>
<i>Diligent</i>	<i>Dilatory/lazy</i>	<i>Loud</i>	<i>Quiet/Soft</i>
<i>Economical</i>	<i>Extravagant</i>	<i>Meager</i>	<i>Plentiful</i>
<i>Emigrant</i>	<i>Immigrant</i>	<i>Narrow</i>	<i>Broad</i>
<i>Explicit</i>	<i>Implicit</i>	<i>Native</i>	<i>Foreign</i>

Exit	Entrance/Enter Omission Addition/Inclusion		
Fact	Fiction	Oral	Written
Flattery	Criticism	Original	Duplicate
Flexible	Rigid	Outward	Inward
Fresh	Stale	Peace	War
Genuine	Spurious	Quick	Slow
Growth	Decline/Stagnation		

IV. **HOMONYMS**



A homonym is a single word (with one spelling) that has more than one meaning.

Examples:

1. **Address - Address**

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

2. **Band - Band**

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

3. **Bat - Bat**

I am afraid of bats.

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

4. **Match - Match**

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

5. **Mean - Mean**

What does this sentence mean?

He needed to find a mean between frankness and rudeness.

6. **Right - Right**

I'm sure I'm right.

Take a right turn at the intersection.

V. HOMOPHONES



The word, homo, means “same,” and phone means “sound.” Homophones are two words that sound the same, but have different meanings.

1. **Access, Excess**

Access : The workers could access the manager freely. (approach) **Excess :** The production is far in excess to the target. (more than)

2. **Advice, Advise**

Advice is a noun the end-sound is-s. Anyone can offer advice. **Advise** is a verb and the end sound is-z.

My father advised me to work hard.

3. **Ate, Eight**

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

I ate an entire pizza and now I’m really full and tired.

Eight is noun, the number after seven and before nine. Charles will wake up at eight o’clock tomorrow morning.

4. **Bare, Bear**

Bare (adjective): If something is bare, it means that it’s not covered or not decorated. Tom likes to walk around his house in bare feet. He says it’s more comfortable than wearing shoes.

Bear (noun): A large mammal.

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

5. **Cell, sell**

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

The prisoner spent 10 years in his cell.

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

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

VI. SINGLE WORD FOR GROUP OF WORDS (ONE WORD SUBSTITUTION)

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

VII. WORDS FREQUENTLY MISSPELT

- | <u>CORRECT WORD</u> | <u>COMMONLY MISSPELT AS</u> |
|---------------------|-----------------------------|
| • absence | abcense, absance |
| • accommodate | accommodate |
| • achieve | acheive |
| • calendar | calender |
| • liaison | liason |
| • receipt | receipt |
| • tomorrow | tommorow, tomorrow |

VIII. SPELLING ERRORS

Spelling errors usually occurs in following cases:

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

IX. STRESS AND RHYTHM

A syllable is the minimum rhythmic sound of a spoken language. A word may have one or more syllables. For example, there is only one syllable in fame, name, claim, train, etc., two in address, confess, redress, transgress.

X. IDIOMS AND PHRASES

1. Beat back (compelled to retreat). The firemen were beaten back by the flames and the building was reduced to ashes.
2. Boil down to (to amount to) His entire argument boiled down to the fact that he would not join the movement unless he saw some monetary gain in it.

3. *Cast aside (to reject, to throw aside)* People normally cast aside truth and honesty for immediate gains.
4. *Cut off with a shilling (to give someone a mere trifle in the will)* The father was so angry with the son over his marriage that he cut him off with a shilling.
5. *Gloss over (to ignore)* Even if you are an important person your faults cannot be glossed over.
6. *Labour under (to suffer from some disadvantage or distress)* Let us not labour under the delusion that our friends will come to our aid in times of difficulty.
7. *Play off against (to set one party against another for one's own advantage)*. It best serves the interests of the super powers to play off one poor nation against another. *Pull one through (to recover, to help one recover)* Armed with the latest medicines, the doctor will pull him through.
8. *Cast a slur upon (by word or act cast a slight reproach on someone)* Many a men cast a slur on their own good name by some mean act.
9. *To catch a Tartar (to encounter a strong adversary)* When Hitler marched on to Russia he hardly knew that he would catch a Tartar in the tough people of that country.
10. *To cut the Gordian knot (to remove a difficulty by bold or unusual measures)* The Indian Parliament threw out the Bill for Abolition of Privy Purses. The Government cut the Gordian knot by abolishing the purses through a Presidential Ordinance.
11. *To fall to someone's lot (to become someone's responsibility)* It has fallen to the lot of
12. the eldest brother to pay off the debts of the father.
13. *To get the upper hand or to get the better of (to prevail over)* Hari got the better of Suresh in the Degree Examination.
14. *To give someone the slip (to dodge someone who is looking for you)* The police had nearly arrested the dacoits when the latter gave them the slip and hid himself in the Chambal ravines.
15. *A give and take policy (a policy of mutual concessions)* A give and take policy alone can restore peace between India and Pakistan.
16. *To go to rack and ruin (reach a state of despair through neglect)* If a big war comes, our economy will go to rack and ruin.
17. *To have a bone to pick with (to have a difference with a person that has not yet been fully expressed)* The extreme leftists have a bone to pick with the police and if ever they come to power.
18. *To have the whip hand (to have a position of power or control)* Even after the split in the party

he has the whip hand in the party.

19. To have too many irons in the fire (to have so much work in hand that some part of it is either left undone or done very badly) His performance is poor because he has too many irons in the fire.
20. To have the right ring (to be genuine) The Americans' pronouncements of world peace do not usually have the right ring.
21. To have an axe to grind (have personal interests to serve) Bigger nations supply arms to the smaller ones primarily because the former has their own axe to grind.
22. To keep a thing to oneself, to keep one's own counsel (to be silent about one's intentions) A great leader must ultimately keep his own counsel.
23. To keep the wolf from the door (to keep away extreme poverty and hunger) Lakhs of people in India still have to fight daily to keep the wolf from the door.
24. To make short work of (to bring to sudden end) The locusts made short work of the standing ripe corn.
25. To make amends (to compensate or make up for a wrong doing) By being polite today, he has made amends for his past insolence.
26. To make common cause (to unite in order to achieve a shared aim) During the elections the princes made a common cause with the rightist parties. Both went down.
27. To make a virtue of necessity (Pretend or believe that something which one is obliged to do or accept is good for one's character, moral development, etc.) When a Minister knows that he is going to be booted out of the cabinet he makes a virtue of necessity and resigns 'on health grounds'.
28. To make much ado about nothing (to make a great fuss about a trifle) Crying over the loss of ten rupees is really making much ado about nothing.
29. To make a cat's paw or a tool of someone (to use someone as a means of achieving one's goal)
30. The super powers have made a cat's paw of the smaller nations of Asia in their game of power politics.
31. To put the cart before the horse (reverse the proper order or procedure) Preparing the blue print of a project without analysing market potential is like putting the cart before the horse.
32. To rise to the occasion (show the daring, imagination etc., which fits a particular occasion) A flood threatened to burst the reservoir but the villagers rose to the occasion and did not relax till they

had made all secure.

33. To set store on (to consider to be of a particular degree of importance) India did set much store on the Indo Soviet Treaty of friendship.

34. To set one's own house in order (to arrange one's affairs harmoniously) Let Pakistan set his own house in order before talking about the welfare of the Kashmiris.

XI. **PROVERBS**

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

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

XII. ABBREVIATIONS

- An abbreviation is a short way of writing a word or a phrase that could also be written out in full. The word "abbreviation" comes from the Latin word abbreviate (to shorten) which is related to brevi (short).
- Abbreviations are very rarely used in formal writing. Frequent use of unnecessary abbreviations makes the text irritating and complex to read.
- The rule about using these abbreviations is very simple: don't use them. Their use is only appropriate in special circumstances.
- Types of Abbreviations:
 1. The first letters of two/three words or names are used to form an abbreviation. For example: M.A. (Master of Arts).
 2. Acronyms are words formed from the initial letters of other words. For example: UNICEF (United Nations International Children Emergency Fund), FICCI (Federation of Indian Chambers of

Commerce and Industry).

3. the first and last letters of a single word. For example: Mr./Mr (Mister), Dr./Dr (Doctor).

4. Scientific terms. For example- kg, m, ft.

5. Chemical symbols.

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

- Things to remember while using abbreviations:

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

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

3. Do not forget to punctuate the rest of the sentence normally.

- In the following cases, abbreviations should be avoided:

1. Days of the week or months of the year (in the normal flow of text).

2. Words at the beginning of a sentence.

3. People's names, unless those abbreviations have come to be accepted as nicknames for those particular individuals.

4. Courses such as eco (for economics) or pol sc (for political science).

5. Words such as through (thru), night (nite).

LATIN ABBREVIATIONS

1. etc. et cetera. : "And so on." This is one abbreviation most students already know. Note that, since etc. already means and, it is redundant to write, "and etc."

2. i.e. id est. : "That is more precisely." It is commonly used to refine a general statement or provide additional information. Eg : "Karan's wife always managed to turn the conversation toward job, i.e., the possibility of working after marriage.

3. sic : Indicates a misspelling or error in a quoted source, in order to verify to the reader that the researcher did not create a typographical error, but instead exactly reproduce the way the word or statement appeared in the original material. Eg : There are, according to the writings of seven-year old Mohit, "Manee wayes of riting words" [sic].

4. Ph. D. Philosophiae Doctor. : "Doctor (or Doctorate) of Philosophy." It can refer to the individual as a title, or to the degree itself. Note that it is redundant to write, "Dr. Aggarwal is a Ph. D." Eg : "Vijay Aggarwal earned his Ph. D. in art history."
5. vs. versus. : "Turned against." Often used in abbreviations for legal trials-though "v." is more common. Eg : "In the case of Roe v. Wade, the Supreme Court eventually decided that abortion was a medical right."
6. a.v. ad valorem. : "In proportion to the value of [something else].", "To the value." Eg : "The monetary worth of the rupee is figured a.v. the price of gold." i.a. in absentia. : "In absence." Eg : "With further evidence i.a., it is impossible to provide a definitive answer."
7. MS. manuscriptum. : A document, particularly an ancient or historical manuscript, that was not printed, but rather drawn or written.
8. P.S. post scriptum . The abbreviation indicates a last-minute addition to a letter or document. Eg : "That's all for now. Take care. Love, Tarun. P.S. Don't forget to write me back!"

LET'S TEST OUR KNOWLEDGE

1. Choose the word which is similar in meaning to the keyword given in capital letters **CONFERRED**

- (a) Offered
- (b) Divulged
- (c) Damaged
- (d) Advised

Ans-a

2. Choose the word which is opposite in meaning to the keyword given in capital letters **INCLEMENT**

- (a) Pleasant
- (b) Stormy
- (c) Feeble
- (d) Dignified

Ans-a

3. Pick the most effective word from the given words to fill in the blank to make the sentence meaningfully complete

The proud king turned a deaf ear to the ____ of wise counsellors.

- (a) Advices
- (b) Advises
- (c) Advise
- (d) Advice

Ans-a

4. Choose the words that best fits in the meaning of sentence

He warned the workers against supporting these antisocial policies, which he declared would ____ rather than _____ the plight of the common people

- (a) Rescue; Destroy
- (b) Encourage; Defy
- (c) Aggravate; Alleviate
- (d) Empower; Improve

Ans- b

5. Use one word substitution for: A contagious disease which spreads over a huge area.

- (a) Atheist
- (b) Flora
- (c) Epidemic
- (d) Hangar

Ans- c

In each of the following question, a related pair of words or phrases is followed by four lettered pairs of words or phrases. Select the lettered pair that best expresses a relationship similar to the one expressed in the original pair.

6. Lying: Perjury

- (a) Statement: Testimony
- (b) Seeing : Observing
- (c) Taking: Stealing
- (d) Eating: Dining

Ans- a

7. Subsequent: Previous

- (a) Significant: Inconsequential
- (b) Retrospect: Retrospective
- (c) Visionary: Seer
- (d) Caption: Legend

Ans- a

Choose the correct synonym out of the four choices

8. Lethargy

- (a) serenity
- (b) listlessness
- (c) impassivity

(d) *laxity*

Ans- d

9. *Sporadic*

(a) *epidemic*

(b) *whirling*

(c) *occasional*

(d) *stagnant*

Ans- c

Select the correct meaning of the italicized idioms and phrases out of the four choices given.

10. He burnt his fingers by interfering in his neighbour's affair.

(a) *got himself into trouble*

(b) *burnt himself*

(c) *got himself insulted*

(d) *got rebuked*

Ans- a

11. For the first week, the apprentice felt like a fish out of water.

(a) *Frustrated*

(b) *homeless*

(c) *disappointed*

(d) *uncomfortable*

Ans- d

Given below are few commonly used foreign language phrases, select the correct answer from the four options given below:

12. *Mala fide*

(a) *generous*

(b) *bad intention*

(c) *trustworthy*

(d) genuine

Ans- b

13. pro rata

(a) according to rate or proportion

(b) a summary or curriculum vitae

(c) point by point

(d) for the good of the public

Ans- a

COMPREHENSION OF PASSAGE AND ART OF SUMMARISING

1. COMPREHENSION OF PASSAGE

1. IMPORTANT STRATEGY TO SOLVE COMPREHENSION PASSAGES

- Read the passage as **fast** as possible
- **Get thoroughly involved** with the paragraph to understand it.
- **Underline important lines** of the passage to understand the main idea of the passage or tone of the author, which also helps to answer the questions.
- Try to **translate a complex line in your own words** as it helps in analysing the main idea of the paragraph.
- Underline or mark keywords as it helps you to discover logical connection between the passage and help in understanding better.
- In order **to understand the unfamiliar words read the line thoroughly**, the theme of the line will make you understand the meaning of the words.
- Do not assume anything on the basis of your personal belief.
- Always look back at the paragraph when in doubt.
- **Read the questions and all the alternatives provided and choose the most appropriate one.**

2. THINGS TO REMEMBER

1. Find the central idea in the passage:

- It is important to get an overall understanding of the passage and to mentally make a note about the category it belongs to.
- From the first five lines of the paragraph the topic becomes obvious.
- With the help of this, when you solve the questions, it becomes easier to eliminate options that are, in a way, not consistent with the central theme of the passage.

2. Focus on Details:

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

3. Logical structure:

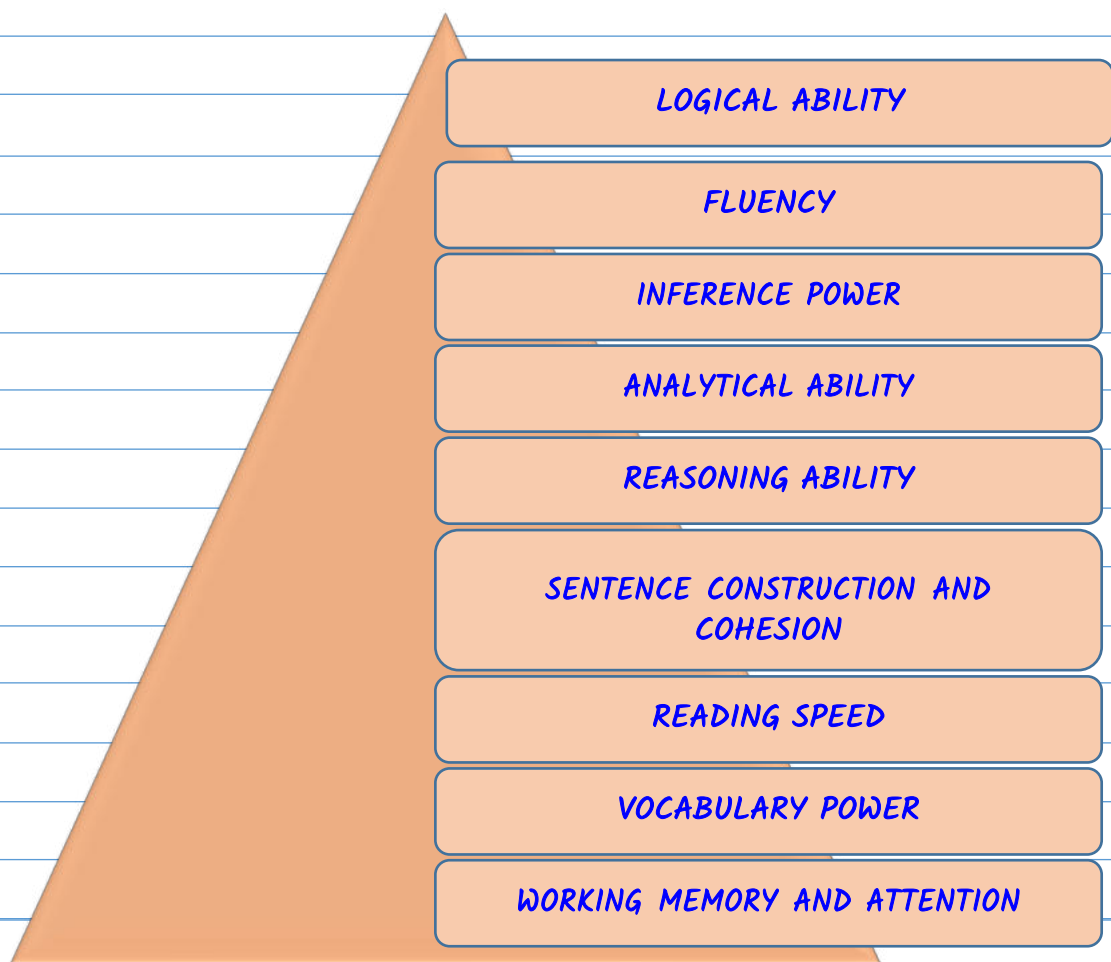
- Sometimes, questions are asked about the passage. For example- "What should be the most apt title for the passage?"

These questions can become very easy if you have a good understanding of the passage.

4. The tone of the passage:

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

3. REQUISITE SKILLS



4. KEY TAKEAWAYS

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

PRACTICE QUESTIONS



1. It is an old saying that knowledge is power. Education is an instrument which imparts knowledge and therefore, indirectly controls power. Therefore, ever since the dawn of our civilisation, persons in power have always tried to supervise or control education. It has been handmaid of the ruling class. During the Christian Era, the ecclesiastics controlled the institution of education and diffused among the people the gospel of the Bible and religious teachings. These gospels and teachings were no other than a philosophy for the maintenance of the existing society. It taught the poor man to be meek and to earn his bread with the sweat of his brow, while the priests and the landlords lived in luxury and fought duels for the slightest offence. During the Renaissance, education passed more from the clutches of the priest into the hand of the prince. In other words, it became more secular. Under the control of the monarch, education began to devise and preach the infallibility of its masters, the monarch or king. It also invented and supported fantastic theories like "The Divine Right Theory" and that the king can do no wrong, etc. With the advent of the industrial revolution, education took a different turn and had to please the new masters. It now no longer remained the privilege of the baron class, but was thrown open to the new rich merchant class of the society. The philosophy which was in vogue during this period was that of "Laissez Faire" restricting the function of the state to a mere keeping of laws and order while on the other hand, in practice the law of the jungle prevailed in the form of free competition and the survival of the fittest.

a. What does the theory "Divine Right of King" stipulate?

- (a) The king are God
(b) That the right of governing is conferred upon the king by God.
(c) They have the right to be worshipped like Gods by their subjects.
(d) That the right of king are divine and therefore sacred.

b. *Who controlled education during the Renaissance?*

- (a) *The common people.*
- (b) *The prince*
- (c) *The church and the priests.*
- (d) *None of the above.*

c. *What did the ruling class in the Christian Era think of the poor man?*

- (a) *That he is the beloved of God.*
- (b) *That he deserves all sympathy of the rich*
- (c) *That he should be strong and lord over others.*
- (d) *That he is meant for serving the rich.*

d. *Who controlled the institution of education during the Christian Era?*

- (a) *The secular leaders of society*
- (b) *The church and the priests*
- (c) *The monarchs*
- (d) *The common people.*

e. *What does the word "infallibility" mean?*

- (a) *That every man is open to error*
- (b) *Sensitivity*
- (c) *The virtue of not making mistake*
- (d) *That some divine power is responsible for determining the fate of the man*

f. *What do you mean by the "sweat of his brow"?*

- (a) *Very hard work*
- (b) *The tiny droplets of sweat on the forehead*
- (c) *The wrinkles visible on the forehead*
- (d) *The sign of innocence.*

g. *What does the policy of "Laissez Faire" stand for?*

- (a) Individual freedom in the economics field
- (b) State control over law and order in society
- (c) Joint control of the means of production by the state and private enterprise
- (d) Decontrol over law and order by the ruling class.

h. Which of the following describes the writer?

- (a) Concerned
- (b) Unconcerned
- (c) Aggressive
- (d) Frustrated

i. Choose the correct synonym out of the four choices given: Gospels

- (a) Chitchat
- (b) A teaching or doctrine of a religious teacher
- (c) Rumour
- (d) Guidance.

j. Choose the correct synonym out of the four choices given: Vogue

- (a) Uncertain
- (b) Out-dated
- (c) The prevailing fashion or style
- (d) Journey.

ANSWERS:

- 1. B
- 2. B
- 3. D
- 4. B
- 5. C
- 6. A
- 7. A

8. *A*

9. *B*

10. *C*

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

a. *A large part of the increased food production is lost because of:*

- (a) The lack of irrigation facilities
- (b) The inadequate rainfall in the country
- (c) The destruction caused by the harmful insects
- (d) Bad eating habits of the people

b. *The function of the insecticide is:*

- (a) To protect the growing crop
- (b) To nourish the growing crop
- (c) To harvest the growing crop
- (d) To store the harvested crop

c. *When the farmer sprays his field with chemical that kills insects:*

- (a) He spoils his growing crop
- (b) He kills good as well as bad insects
- (c) He fertilizers the soil

(d) He decreases his food productions

d. The common earthworm:

(a) Is the greatest destroyer of crops

(b) Reduces the grain to dust

(c) Breaks up the leaves on the crop

(d) Makes the soil more rich

e. After harvesting what the farmer needs is:

(a) A good supply of seeds

(b) Ability to combat the weather

(c) A safe place for storage

(d) A lot of chemical fertilizer

ANSWERS

1. C

2. A

3. B

4. D

5. c

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

Substantive reasons, as applied to law, are based on moral, economic, political and other considerations. These reasons are found both "in the law" and "outside the law" so to speak. Substantive reasons inform the content of a large part of the law: constitutions, statutes, contracts, verdicts, and the like. Consider, for example, a statute providing or purposes were explicitly written into the statute was to

ensure quiet and safety in the park. Now suppose that a veterans' group mounts a World War II jeep (in running order but without a battery) as a war memorial on a concrete slab in the park, and charges are brought against its members. Most judges in the United States would find the defendants not guilty because what they did had no adverse effect on park's quiet and safety. Formal reasons are different in that they frequently prevent substantive reasons from coming into play, even when substantive reasons are explicitly incorporated into the law at hand. For example, when a document fails to comply with stipulated requirements, the court may render the document legally ineffective. A Will requiring written witness may be declared null and void and, therefore, unenforceable for the formal reason that the requirement was not observed. Once the legal rule- that a Will is invalid for lack of proper witnessing - has been clearly established, and the legality of the rule is not in question, application of that rule precludes from consideration substantive arguments in favour of the Will's validity or enforcement.

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

a. Which one of the following best describes the content of the passage as a whole?

- (a) An analysis of similarities and differences between the legal systems of England and the United States
- (b) A re-evaluation of two legal systems with the use of examples
- (c) A contrast between the types of reasons embodied in the United States and English legal systems
- (d) An explanation of how two distinct visions of the law shaped the development of legal reasoning

b. It can be inferred from the passage that English judges would like to find the veterans' group discussed in the second paragraph guilty of violating the statute because

- (a) not to do so would encourage others to act as the group did
- (b) not to do so would be to violate the substantive reasons underlying the law
- (c) the veterans failed to comply with the substantive purpose of the statute
- (d) the veterans failed to comply with the stipulated requirements of the statute

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

English and the United States legal systems except

- (a) Comparison and contrast
- (b) Generalisation
- (c) Explication of terms
- (d) A chronology of historical developments

ANSWERS

- 1. C
- 2. D
- 3. D
- 4. A
- 5. C
- 6. D

II. PARA JUMBLES

In parajumbles you have to rearrange the sentences so that they turn out into a meaningful paragraph. There are two keys to solve parajumbles—:

- 1. You should be able to understand what is being talked about in the paragraph because it will help in establishing link with other sentences of the paragraph.
- 2. The next thing which is very important is to identify that the information should be in a flow.

PRACTICE QUESTIONS



- 1. Choose the most logical order of sentences from among the given choice to construct a coherent paragraph.
 - a. People who start up their own business typically come from two extreme backgrounds: One is the business family background and the other is a steady professional family background.

- b. Typically, people from different background face different kinds of basic problems.
- c. The people from both the backgrounds find it very difficult to establish and manage an enterprise.
- d. Starting up and managing a small business is no joke.

(a) d b c a

(b) b a c d

(c) d a c b

(d) c d a b.

Ans- c

2. Choose the most logical order of sentences from among the given choice to construct a coherent paragraph.

- a. venture capital is recommended as the ideal source of financing for a successfully small business.
- b. Several companies including start-ups have been funded by dedicated venture funds during this decade.
- c. Despite this, an average Indian entrepreneur understands and appreciation of venture capital concept has been woefully inadequate.
- d. In the Indian context, though venture capital has been a relatively late entrant, it has already made a reasonable impact.

(a) a b c d

(b) a d b c

(c) a c b d

(d) a d c b

Ans- b

3. Choose the most logical order of sentences from among the given choice to construct a coherent paragraph.

- a. Progress in diagnosis, in preventive medicine and in treatment, both medicinal and surgical, has been rapid and breath taking.
- b. Much in medicine which is not taken for granted was undreamt of even as recently as 20 years ago.
- c. Presently small pox has been eradicated, poliomyelitis practically banished, tuberculosis has become

curable and coronary artery disease surgically relievable.

- d. The dramatic surge in the field of molecular biology and research by immunologists and geneticists has succeeded in controlling parasitic disease like malaria and river blindness that affect millions of people round the world.

(a) b d c a

(b) b a c d

(c) b c a d

(d) b d a c

Ans- d

4. Choose the most logical order of sentences from among the given choice to construct a coherent paragraph.

- a. Instead, many deaths and injuries result from failing objects and the collapse of buildings, bridges and other structures.
b. Earthquakes almost never kill people directly.
c. Fire resulting from broken gas or power lines is another major danger during a quake.
d. Spills hazardous chemicals are also a concern during an earthquake.

(a) c a b d

(b) d a c b

(c) d c a b

(d) b a c d

Ans-d

5. Choose the most logical order of sentences from among the given choice to construct a coherent paragraph.

- a. The Winchester or hard disk drives can store much more data than what can be stored on a floppy diskette.
b. Hard disks come sealed and they cannot be removed or changed like floppy diskettes.
c. Often floppy disk system is used in conjunction with the Winchester disk system.
d. This makes for an ideal system for secondary storage.

(a) c a b d

(b) c b d a

(c) b a c d

(d) a b e d

Ans-d

III. SENTENCE CORRECTION

In this exercise, one or more sentences are given. You are required to check if there is any error in the sentence or in the marked parts of it. Accordingly, you will choose the option, which is grammatically correct or incorrect.

PRACTICE QUESTIONS



1. One or more of the sentence (s) is/are grammatically incorrect. You have to identify the incorrect sentence(s).

II. It began with acquisitions in information technology and related services sector.

III. In pharmaceuticals, Wockhardt has bought C.P. Pharma of the United Kingdom for \$ 10.85 million.

IV. Tata Tea has taken over Tetley of the UK, the world's biggest tea bag maker, for \$430 million.

V. With the processes, it has become the world's second largest tea company.

(a) II and IV

(b) IV only

(c) II and III

(d) I, II and IV

Ans-b

2. One or more of the sentence(s) is/are grammatically incorrect. You have to identify the incorrect sentence(s).

- (I) There are two main reasons for that predatory mood.
 - (II) Having established a domestic presence, the component makers are now looking for an international presence.
 - (III) Second, having improved their productivity, quality and reliability, Indian companies feel more confident about spreading their wings abroad.
 - (IV) Various other factors are being attributed to this Indian penchant for the takeover game in all sectors.
- (a) I only
 - (b) I and II
 - (c) II only
 - (d) III and IV

Ans- a

3. One or more of the sentence(s) is/are grammatically incorrect. You have to identify the incorrect sentence(s).

- (I) Moving one by one step away from the expected with the graphics and photography can also create reader's interest.
 - (II) Try using a conceptual image or photo to highlight your main message versus very first thing to come to mind when thinking about your product or services.
 - (III) Another form of contrast is in the actual design.
 - (IV) An unusual fold in a brochure or direct mail piece can add excitement.
- (a) I and II
 - (b) II and III
 - (c) I and IV
 - (d) No error

Ans- a

4. *One or more of the sentence(s) is/are grammatically incorrect. You have to identify the incorrect sentence(s).*

(I) *The typeface that you choose for your print project is an important piece of the foremost overall design process.*

(II) *First, narrow down your choice by selecting the tone you want to present.*

(III) *Typefaces can convey personality.*

(IV) *For instance, if you are in the banking industry you might choose a classic serif font, such as Garamond, to convey dependability.*

(a) *I only*

(b) *II only*

(c) *III only*

(d) *IV only*

Ans-a

5. *One or more of the sentence(s) is/are grammatically incorrect. You have to identify the incorrect sentence(s).*

(I) *Readability is crucial.*

(II) *Be sure of the font we choose is legible and logical.*

(III) *With all of the newest and interesting typefaces available today, it is tempting to pick one that you think looks "cool".*

(IV) *This can work if you are going for an edgy look that will appeal to a young audience, but your copy still needs to be easily understood.*

(a) *I and IV*

(b) *II only*

(c) *III only*

(d) *II and III*

Ans-d

VI. SENTENCE ARRANGEMENT

PRACTICE QUESTIONS



1. For the government at the Centre gearing (A) / the pressure to check fuel prices is intensifying (B) / up for several Assembly elections this (C) / year followed by the general election in 2019, (D)

- (a) ACDB
- (b) ABDC
- (c) BDCA
- (d) CDAB

Ans- a

2. Companies viable since most of the foreign acquisitions by Indian companies (A) / the world are calculated on the basis of net present value and probable reserves. (B) are done through loans taken abroad, and valuation of the oil assets all over (C) / the rise in oil prices makes takeovers of oil blocks by Indian oil and natural gas (D) /

- (a) DCBA
- (b) DACB
- (c) ADCB
- (d) No rearrangement required

Ans- b

3. Opted for a hike in key interest rates by 25 basis points (A) / at the end of an unusually long three-day meeting, (B) / which is the first such increase in four and a half years (C) / the Monetary Policy Committee of the Reserve Bank of India (D)

- (a) CBDA
- (b) BACD
- (c) BDAC
- (d) No rearrangement required

Ans-c

4. Of higher education because in addition to large-scale (A) / state universities remain central in the entire structure (B) / on-campus enrolment they grant affiliation and thereby administer (C) / and control a large network of colleges in their respective jurisdictions. (D)

- (a) BCDA
- (b) BACD
- (c) ADCB
- (d) No rearrangement required

Ans- b

5. Of the judiciary, and for India's constitutional system of governance (A) / senior-most judges of unquestionable integrity, for the institution (B) / the press conference organized by the four senior-most judges of the (C) / Supreme Court presents, in many ways, a breaking point for the four (D).

- (a) CDBA
- (b) BADC
- (c) ADCB
- (d) No rearrangement required

Ans-a

VII. SENTENCE COMPLETION

PRACTICE QUESTIONS



1. Unless he this office , I will not say anything.

- (a) Left
- (b) Did not leave
- (c) Leaves
- (d) Had left

Ans-c

2., I would help all the poor people.

- (a) If I am rich
- (b) If I was rich
- (c) If I were rich
- (d) In case I am rich.

Ans-c

3. I the news an hour ago.

- (a) Have heard
- (b) Heard
- (c) Was hearing
- (d) Have been hearing

Ans-a

4. I waited for hour and then I went home.

- (a) a
- (b) an
- (c) the
- (d) No article

Ans-an

5. The boy is not interested in playing.....?

- (a) Doesn't he?
- (b) Isn't he?

(c) Didn't he?

(d) Is he?

Ans- b

6. He told us that we should never live beyond means.

(a) His

(b) Their

(c) Our

(d) Her

Ans-c

7. May I request you again to consider my case favourably.

(a) To

(b) Onto

(c) Of

(d) No proposition required

Ans- d

8. Known as devout and serious person, she also has sense of humour.

(a) Better

(b) Quick

(c) Good

(d) Beautiful

Ans- c

9. Galileo said, 'The Earth around the sun'.

(a) Revolved

(b) Is revolving

(c) Revolves

(d) Is revolved

Ans-c

10. We our work before the guests arrived at our house.

- (a) Shall finish
- (b) Have finished
- (c) Had finished
- (d) Shall have finished.

Ans-c

2. Business Communication

1. CONCEPT AND SIGNIFICANCE



Communication is a process that involves sending and receiving messages through the verbal and non verbal methods.

Communication is a two-way means of communicating information in the form of thoughts, opinions, and ideas between two or more individuals with the purpose of building an understanding.

Definitions of Scholar

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

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

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

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

According to M. T. Myers and G.E. Myers, "communication refers to a special kind of patterning: a patterning which is expressed in symbolic form."

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

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

Significance of Communication

Effective communication is very important for good management and healthy industrial relations. In today's world, the growth of technology, telecommunication, and increasing competition has made communication essential for all organisations, whether big or small.

A corporate executive should be able to communicate clearly with seniors, colleagues from other departments, and subordinates. Good communication helps him perform better and give his best to the organisation.

Importance of communication in human resource management:

1. **Base for Action:** Communication acts as a base for any action. Starting of any activity begins with communication which brings information necessary to begin with.
2. **Planning becomes Easy:** Communication facilitates planning. Planning is made easy by communication. Communication helps collect information about human resource needs, such as job types and required qualifications, which supports effective human resource planning. It also plays a vital role in implementing policies, programmes, and overall managerial planning of the organisation.
3. **Means of Coordination:** Communication is an important tool for coordinating the efforts of various people at work in the organisation.

4. **Aids in Decision-Making:** The information collected through communication aids in decision-making. Communication facilitates access to the vital information required to take decisions. Provides Effective Leadership.
5. **Boost Morale and Motivation:** An effective communication system instills confidence among subordinates and workers ensuring change in their attitude and behaviour. The main cause of conflict and dissatisfaction is misunderstanding which can be removed through communication skills. The removal of misunderstanding makes manager and his subordinates understand each other and create good industrial relations. This boosts up the morale of the people and motivates them to work harder.

2. COMMUNICATION STRATEGY FRAMEWORK

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

3. INTRODUCTION TO BUSINESS COMMUNICATION



Business communication involves the constant flow of information within and outside a company. Corporations with a large number of people and various levels of hierarchy often struggle to manage business communications effectively. Therefore, there should be effective and continuous communication between superiors and subordinates in an organization, between organizations and society at large.

What is Business Communication?

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

Definition of Business Communication by Different Authors:

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

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

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

To Conclude:

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

Six Reasons why Business Communication Matter

1. **Helps in increasing productivity:** Effective business communication *increases the productivity of staff by boosting up teamwork*. Effective communication builds trust between employers and employees, improves cooperation, enhances work efficiency, and reduces errors.
2. **Helps in increasing customers:** Effective communication *helps businesses attract new customers and retain existing ones*. Strong marketing and public relations strategies create customer interest and build a positive corporate image.
3. **Enhances business partnerships:** Effective business communication *strengthens partnerships and improves relationships with external clients and vendors*. It supports regular coordination

for product improvements and helps build a positive image, enabling organisations to attract and form successful long-term business relationships.

4. **Facilitates innovations in business:** Effective business communication helps in business innovations as well as it facilitates employees to convey their ideas and suggestions openly. Similarly, at the time of launching any new product in the market, effective communication ensures the performance of the sales team, market acceptance of the product, fast delivery of products in the market, etc.
5. **Information exchange:** Business communication is required by an organization for exchanging information with internal and external stakeholders. This helps in achieving its goals effectively.
6. **Preparation of plans and policies:** Through effective business communication, organizations can make their plans and policies properly. Relevant information is required for preparing these plans and policies. Through communication, different managers source information through reliable channels.

4. TYPES OF BUSINESS COMMUNICATION

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

Class Notes:

1. Internal Business Communication

- Internal Business Communication means communication that occurs within the members of the organization.
- Includes both formal and informal communication.
- Effective internal business communication may increase job satisfaction level, productivity, the efficiency of employees by decreasing their turnover and grievances and helps in increasing profits.

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

For example, employees of the HR department of an organization prepare report and communicate the same to the HR Manager.

The characteristics of upward internal business communication:

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



- bottom to top approach
- participative
- purpose is feedback and suggestions
- Lower level to the Upper level

a. *Internal (Downward) Communication:*

- In downward communication, the information flows from the *top-level management to the employees in an organization.*
- This information is related to passing on instructions to subordinates or employees to do their respective tasks.
- The process of downward communication in business *includes passing on messages from the top level to the lower level through the chain of hierarchy.*
This type of communication can be in *oral or written form.*

The written form includes different notices, manuals, news display in electronic form, etc. whereas, the oral form of downward communication includes different face-to-face conversations, telephonic communication, meetings, etc.

For example, the *top-level management may instruct managers of different departments on certain new rules and regulations in the work area that need to be carried out in routine activities of different departments*

The characteristics of downward internal business communication:

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



- top to bottom approach
- directive
- communicate to subordinates
- upper level to the lower level

2. Horizontal/Lateral Business Communication

Lateral or horizontal communication is related to **communication among co-workers** i.e. either verbal communication or written communication.

This may include inter-departmental communication or communication between cross-departments and can be between people of the same or similar rank in a company.

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

3. External Business Communication

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

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

5. PROCESS OF COMMUNICATION

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

1. **Sender:** The person **who initiates the communication** in the form of sending the encoded message to the receiver of the information is known as the sender. The sender is the **first person involved in the process of communication**. The sender is the one who is **responsible for the transmission of the correct information and convey it to others**.
2. **Encoding:** Encoding is the **second element** in the process of communication. The encoding is done by the end of the sender so that it can be decoded by the receiver in the correct form. The sender encodes the message in the form of certain words or some certain symbols, body language, some signs or gestures to translate the information into a message.
3. **Message:** As the message is encoded now, it is ready to be formed into a message by the sender to be further conveyed to the receiver.

4. **Communication Channel:** The sender then chooses the channel/ medium through which the information will be conveyed to the receiver or recipient. This is a very important channel as the right, and most appropriate channel needs to be chosen to be able to convey the message in the most right and effective manner. The channel may be oral, written, verbal, internet, web, gestures, signs, symbols, newspapers, etc.
5. **Receiver:** The receiver or recipient is the **one for whom the message is intended**. How the receiver decodes the message purely depends upon the knowledge which he or she has.
6. **Decoding:** Decoding is **done by the receiver of the message**. Decoding is done to interpret the message in the correct means in which it is intended.
7. **Feedback:** The **final step of the communication process**. The feedback intends that the **sender has sent the right message and the receiver has received and decoded the right message** and understood that in the best possible way. Feedback is necessary as it increases the efficiency and permits the encoder to know the efficacy of the message.

6. MEANS OF COMMUNICATION

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

1. **Verbal Communication**

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

2. **Non-Verbal Communication**

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

3. **Written Communication**

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

4. Visualizations

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

7. CHOICE OF MODES OF COMMUNICATION

Features/Characteristics of Verbal Communication

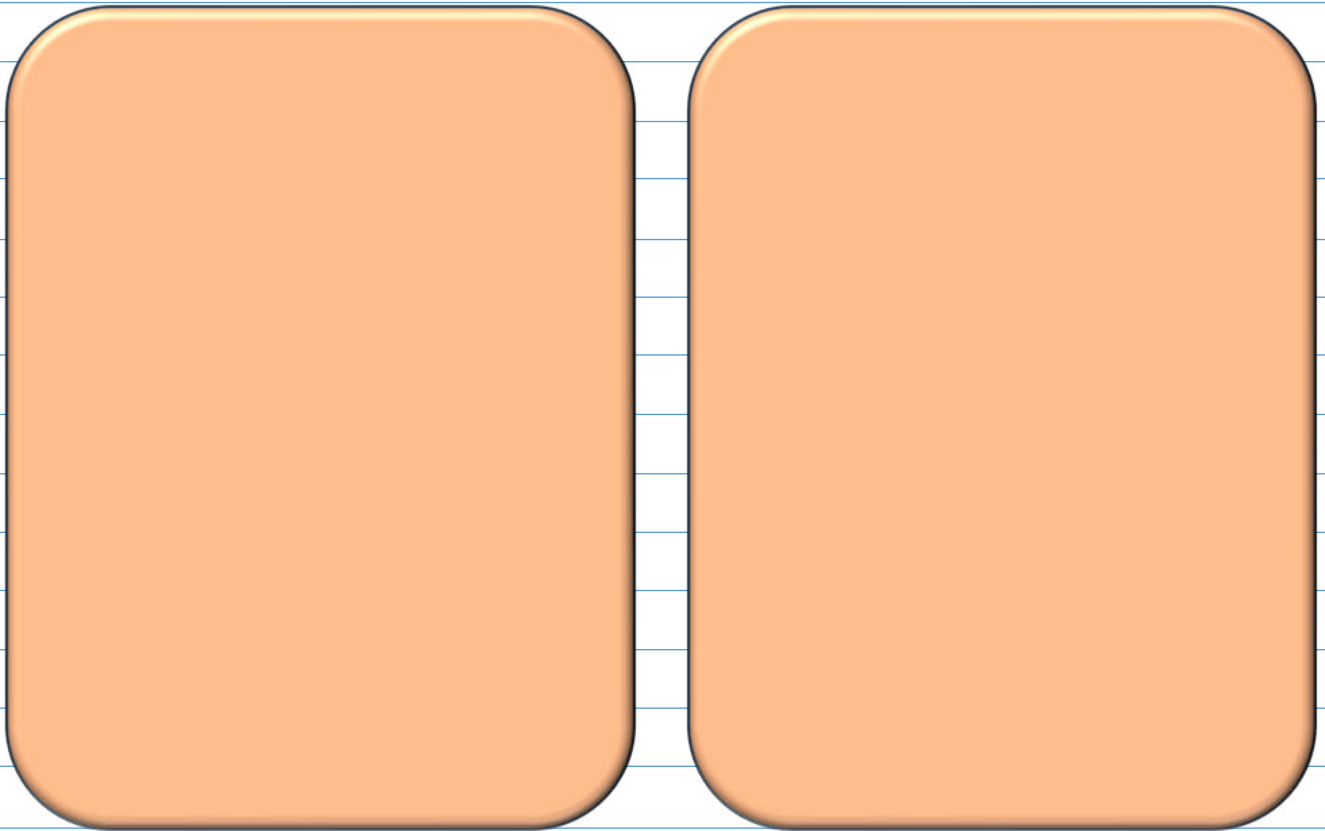
- **Ability to Motivate** - Works well to motivate and convince people.
- **Personal and/or confidential discussions** - Works well for personal discussions like bouncing off an idea. Or can be used well with 1 to few people.
- **Suited well for confidential communication.**
- **Natural & Easy** - After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

Characteristics of Written Communication

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

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

Summarise Characteristics of Verbal and Written Communication and make a comparative Chart



Hybrid - Written and Verbal Communication both characteristics of Hybrid Mode

- **Complex information** - With complex information, just verbal or written usually does not suffice. A hybrid mode suits this well
- **Discussion** - Discussions are possible in a verbal mode also. The Structured attribute of written communication provides a nice foundation to have an efficient discussion onOnce the written form is discussed, there can be changes that need to be made to the document.

Silent Communication

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

Challenge & Solution

Even when we know the preferred communication mode for a particular task, sometimes we choose a suboptimal mode. Primary reason is the lack of time in the short term to pick the preferred communication method e.g. choose verbal communication when the preferred mode is written.

The communicator will have plans to later write it down.

Firstly, all the **advantages** of the preferred method such as consistency, efficiency and durability **is lost till the preferred method is done**.

Secondly, **time can continue to be a factor**, and the preferred method may never be done, or when done is not as rich as it would have been done when the communicator was fully engaged in the task of preparing the material.

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

Tasks, Audiences & Suggested mode

Tasks that is part of a product development process and discuss the preferred modes of communication

Product Vision

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

Product Backlog

- Audience - UX, Dev, Qa, Documentation teams. Other Product managers and stakeholders, Future members of the above groups

- *Characteristics - One to Many, Structured, Asynchronous, Random Access, Referenceable, Referable, Durable, Lots of details*
- *Suggested mode - Written*
- *Discussions will be based on the written artifacts. It is different from the hybrid mode above in which the outline is written down, and the messaging is spoken.*

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

Technology Architecture/Design

- *Audience - Current and Future Developers, QA, Devops, Product, Support functions*
- *Characteristics needed - One to Many, Structured, Asynchronous, Random Access, Referenceable, Referable, Durable, Lots of details, Complex information, Discussion*
- *Suggested mode - Written*
- *Similar to the roadmap, there will be discussions that follow the written documents.*

Software code documentation

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

8. COMMUNICATION NETWORKS-VERTICAL, CIRCUIT, CHAIN, WHEEL, STAR

Introduction

In an organization, members contact each other and the pattern of contacts or flow of information is the communication network. Through the network, the resources can share their data and applications. The network is divided based on the number of people involved in the communication, organizational size and nature of the communication network.

Below are the types of Communication Network:

1. Vertical Network

The communication which passes from one person or process to another person or process in a vertical pattern is called Vertical Network. It can happen either in the top to bottom or bottom to top format. This communication provides an immediate response as the receiver receives the information faster than any other network. We can call this network as a formal network. The best example is the communication between top level and bottom level employees. Miscommunication does not happen in this network as this is a type of direct communication.

2. Chain Network

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

3. Circuit Network

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

4. Wheel or Spoke Network

The commands or information is from a single superior and subordinates form a wheel in the network. The entire network is highly centralized format and expects immediate feedback once the message is given to the receiver. And due to this, we can call this communication as a type of micromanagement. This network is an improved form of Chain Network. Since

the information is received directly from the central authority, there is no chance of miscommunication and the communication is very powerful. *Start-ups mostly use this type of network.*

5. Star Network

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

9. CHARACTERISTICS OF COMMUNICATION NETWORK

Below are some of the characteristics explained.

- The information to be passed or the message to be shared among the people in the same network should be *clear and should be free from any jargon*. Active voice should be preferred and the message should be in simple words and short. *If the message is long, it is better to transfer the message with bulleted points.*
- The message has to be *concise and with no loss of concentration*. People will not have enough patience to read the entire message if it is elaborated with very less meaningful words.
- The message passed should be explained well with *concrete information*. False messages should not be passed in any case which leads to communication mishaps.
- The messages should be passed in *relevant order*. It is not good if the message is passed saying the end in the beginning or finishing the message without full information. The information should be passed between persons in a logical, sequential and well-planned manner. Hence this part has to be concentrated well.
- The transmitter person should be *honest, respecting others and open with the listener at the bottom level or end of the conversation.*

The transmitter should be considerate with the listener and should use polite words. The messenger should not be rude at all as the rude messenger will not find any receptors for his information even if the information is important. The messenger should not be a racist and should never use such terms while passing the information. All the persons in the other end receiving the information should be considered equal and should never use inconsiderate words while transmitting the information.

- The listener also plays an important role in the communication network. They should *understand the information very well and should clarify the same if possible*. The message should be detected from the mixed words, non-verbal actions should be analyzed well, practical to understand the problems and mature enough to act according to the information.
- Care should be there from the *listener's side to focus the message when* it is sent from the other end. Miscommunication should not happen.
- *Emotions should be controlled* while passing information. The listener should not use his knowledge to pass information to other people in the loop. The focus should only be on the information passed from the top level.

10. COMMONLY USED MEDIUMS OF DIGITAL COMMUNICATION

What is digital communication?

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

What are the communication channels for?

Communication channels *help to build your brand with your audience*. It also helps to intensify sales and help you understand their behavior.

They function as a bridge between you and your audience.

How to choose the right communication channels?

Below are a few things to think about before you select a channel for your business messages.

- **Take a look at your budget**

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

- **Consider your message**

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

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

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

- **Get familiar with your team**

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

Advantages of Digital Communication

- In digital signals, the impact of noise interference, distortion is more minor.
- It facilitates video conferencing that saves time, money, and effort.
- It is less expensive.
- It is used in military applications.

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

Disadvantages of digital communication in the workplace

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

What are they used for?

Communication channels help you build and establish your brand with your consumer. They create a bridge between you and your audience.

Why should you use more than one communication channel?

- Outline strategies

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

- **Research**

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

- **Identify your persona**

A persona is a fictional character that represents your ideal customer. It's the sum of all characteristics of the people to whom you intend to direct your product or service.

Essential Digital Communication Channels for Business

a. Social Media

Social media is widely used, with a large majority of adults engaging on platforms like Facebook, YouTube, Instagram, Twitter, and LinkedIn. It helps people and brands connect through short, engaging content and is one of the most effective channels for customer engagement, often leading to increased customer spending when strong connections are built.

Brands use different platforms for specific purposes: YouTube supports video marketing, influencer collaborations, and searchable content; Facebook helps build active brand communities through pages, groups, and videos; LinkedIn is valuable for B2B networking, recruitment, and thought leadership; Instagram focuses on visual storytelling to connect brands with audiences; and Twitter is commonly used for customer service, real-time interactions, and direct communication. Overall, effective use of social media strengthens brand presence and customer relationships.

b. E-mail Marketing

Email is the currency of the web, and anybody online has an active email address. While Facebook and Twitter might seem pretty ubiquitous, the ongoing struggle over data breaches and privacy means plenty of people are exiting some social media channels. So when it comes to connecting with your prospects and customers, there's no channel with a wider reach than email and when it comes to conversions, there isn't a more powerful channel than email. The average click-through rate of an email campaign is around 3% of total recipients, whereas the average click-through rate from a tweet is around 0.5%. This means you are 6x more likely to get someone to click through to your website via email than you are from Twitter.

c. Blogs

It is possible to build a cycle of publications with blogs and create new ways of approaching your audience. The idea of the blog is to expose your knowledge showing not only the subject in which you have recognized authority but also covering general topics of interest to your audience. It is crucial to keep the blog constantly updated. In this way, you create a dynamic since your audience knows that you will always publish texts. That increases your visibility, loyalty to your visitors and conquers the confidence of your client.

d. Websites

Whatever the size of your company, a website can give your business the online presence it needs to communicate and/or sell to prospects. company website serves as a prerequisite for your business. It is where customers go to judge whether you're credible or not, and it's also one of the most impactful customer-facing communication channels at your disposal. Building a website for your business will mean you could potentially reach these otherwise unreachable customers. Your business might be local, but you might have the potential to sell your products or services to a broader market, whether it be people in the next town, the nation as a whole, or even the international market.

e. Videos

Today, videos are used not only for entertainment or product promotion but also for educational and instructional purposes. To be effective, video content should offer an engaging and authentic experience that leads viewers toward its main goal, whether to inform or persuade. Being quick, visually appealing, and easy to understand, videos help convey messages more clearly. Like other communication tools, a well-planned content marketing strategy is essential for making video content successful.

f. External complaint channels

Not all customer experiences are positive, and dissatisfied customers often share complaints on public platforms beyond a company's control. Review sites like **Yelp and Google Reviews** highlight such feedback, making it important for businesses to monitor and respond to these comments. By doing so, organisations can better understand customer concerns and take steps to improve their image and customer perception.

g. Phone calls

Phone calls are one of the most widely used communication methods in business. A brief call can quickly resolve misunderstandings or share information over long distances, while conference calls enable several participants to discuss and share their views. Although phone calls do not include non-verbal cues like face-to-face or video interactions, they remain a simple and cost-effective communication option for both employees and customers.

h. In-person

Face-to-face conversations are among the most effective communication methods in business. Communicating in person allows the use of both spoken words and non-verbal signals, which improves clarity and effectiveness. Since much communication is conveyed non-verbally, combining verbal and non-verbal cues helps strengthen the message.

In-person interaction also makes it easier to express tone, which is often missing in written or digital communication and can cause misunderstandings. Tone of voice, body language, and

choice of words together provide clarity and ensure the message is clearly understood by everyone involved.

i. Customer service

Customer service often acts as the first point of contact for users and goes beyond answering queries to resolving their issues. High-quality support addresses customer pain points and can turn customers into strong advocates for the brand. Through customer service, businesses can anticipate challenges, identify problem areas, and better understand customer needs. This support can be provided through channels such as email, phone, or chat. Most importantly, having a well-trained and knowledgeable team is essential to deliver effective and reliable service..

II. LISTENING SKILLS

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

Why are listening skills important?

- **Building relationships**

Good listening can help you build and maintain **positive relationships in the workplace.**

Good listening can help you prevent misunderstandings between co-workers, perform your duties accurately and anticipate the needs of your customers.

- **Learning new skills**

Effective listening is an important way to help you learn new skills. By listening closely to the advice, guidance and directions of your mentors or supervisors, you may be able to learn new skills and advance your range of capabilities.

- **Performing effectively**

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

directions, guidelines and requirements, you may be able to avoid errors and improve your processes.

12. TYPES OF LISTENING SKILLS

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

Deep listening

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

Full listening

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

Critical listening

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

Therapeutic listening

Therapeutic listening is a more intimate type of listening that often involves receiving information from a speaker about their challenges or emotional situations. Therapists, doctors and counsellors often benefit from developing their therapeutic listening abilities.

13. HOW TO PRACTISE EFFECTIVE LISTENING SKILLS

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

1. Limit distraction

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

2. Practice objectivity

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

3. Reflect

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

4. Clarify

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

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

5. Summarise

Restating key themes and summarising content is an effective skill that can contribute to your ability to practice active listening. In the workplace, summarising can help both parties confirm they understand next steps and responsibilities. To summarise, consider offering a brief statement that describes the primary message or key theme of your speaker’s message.

6. Use body language

Using body language to demonstrate your level of engagement is another important part of active listening. You can use your body language to indicate your understanding by nodding, making eye contact and responding with appropriate facial expressions. Body language may be especially important for professionals who use therapeutic listening to complete their daily duties.

7. Share

Sharing involves expressing your own thoughts, feelings and experiences to relate to your speaker. This active listening technique can help you contribute to the conversation and align expectations for the next steps, deliverables and responsibilities. You can also use sharing to offer suggestions for improvement, build trust and maintain positive workplace relationships.

8. Give your full attention

Distractions can make it difficult to focus on the things a speaker is telling you. In order to become a good listener, limit as many distractions as possible and provide the speaker with your undivided attention. This includes silencing your phone, turning off your computer and avoiding the urge to multitask by checking emails or giving your attention to other tasks.

This can help you focus on the speaker and make sure that you are taking in everything that

they are saying. Managing your time correctly can also help you make sure that you can limit distractions while you are listening.

9. **Pace the conversation**

Being a good listener often includes opening a dialogue and allowing for a conversation to start between you and the speaker. Pace the conversation by determining the goal of the speaker's message and evaluating their body language to decide when it is appropriate for you to respond with your own input. Instead of rushing to fill silences, provide time for the speaker to finish their thoughts and acknowledge their message accordingly. This will also give you the time to absorb their message and process what they are saying before it is time for you to respond.

10. **Ask meaningful questions**

Once it is time to open up a dialogue, the questions you ask should be meaningful and establish your investment in the speaker's message. Ask questions that can help both you and the speaker reflect on what they said as well as elaborate any points that may need extra clarification. The questions might help the speaker remember other things they wanted to say or open up a new line of dialogue that will be worth exploring.

11. **Recall previous information**

Recalling information that the speaker has already discussed as well as summarising the points they made in your responses can help you become a more effective listener. Doing this will not only show the speaker you understand what they said, but it will also ensure that they can clarify any misunderstandings and confirm the key points they discussed.

14. **BARRIERS IN EFFECTIVE LISTENING AND TIPS TO OVERCOME THEM**

1. **Physical barriers in communication:**

Physical barriers can be anything that blocks the ability to hear what is being said. This can include noise, obstructions, and distance. External noise can be anything from a construction site next door to people talking loudly in the office or the sound of traffic outside of your window. Physical obstructions can be people standing before you at a networking event or

someone sitting between you and the person speaking at a meeting. In this case, your ability to listen effectively will also be hindered. Distance can also be a barrier if you are not sitting close enough to the person speaking or if you have a poor connection when talking on the phone. The further away people are from one another when they talk, the more difficult it can be to hear them clearly

2. **Emotional barriers:**

Emotional barriers are emotional factors that get in the way of effective listening. These include both positive and negative emotions, such as being excited, angry, upset, or distracted. It's difficult to focus on something else when emotions come in the way of concentration. For example, if you're upset about something that happened earlier in the day, it will be challenging to focus on what the person in front of you is saying. If you're angry with someone, you're less likely to be very receptive to things they have to say. If you're distracted by something exciting going on in your life, you won't be able to focus on the speaker very well.

3. **Psychological barriers to effective listening:**

Psychological barriers are similar to emotional barriers, but they are based on our thoughts rather than feelings. Sometimes, we tend to assume we know what the other person is going to say, think about what we're going to say next, or judge the person we're listening to. For example, if you are talking to someone and start thinking about replying, you will be less effective at listening to what that person is saying. Instead, you'll be focused on formulating your response. This lack of focus can lead to misunderstandings and poor communication.

4. **Cultural barriers:**

Cultural barriers can be seen in both social and business contexts. These could be caused by differences in ethnicity, religion, traditions, or social status. Business cultural barriers arise when there is a difference in how business is done in different parts of the world. This can be because of different laws, customs, or social norms.

For example, in many parts of Europe, it is common to shake hands when greeting someone for the first time or even kiss on the cheek, but in certain places, it is not appropriate to touch a person of another gender that you have just met. This can lead to discomfort and misunderstanding if you are not aware of the cultural differences between you and the person you are talking to.

5. **Language Barriers:**

In our global society, a language barrier is probably one of the most common obstacles to effective listening. It can exist when there is a language difference between the two individuals talking or when one person has a poor understanding of the spoken language. It is important to note that a language barrier does not have to be an issue of nationality or ethnicity. It could simply be a difference in dialect.

For example, someone from the south of England may not understand someone from the north of England because they speak with a different accent or even use other expressions.

6. **Time Pressure:**

This barrier is based on the idea that people feel they do not have enough time to listen. Time pressure can come from a number of different places, including from within oneself or from an external source.

For example, if you are running late for a meeting, you will probably be less inclined to spend time listening to everyone's ideas than if you had more time available.

Alternatively, if you feel impatient because the person speaking is taking too long, you might feel unable to focus on what they are saying. Because of this, it could be hard to focus on what the other person is saying, and you may stop listening and start preparing your excuse for leaving.

7. **Pace of speech:**

The speed of speech can often be a barrier to effective listening. When someone speaks too quickly, it can be difficult to keep up and understand everything they are saying. In some cases, the person speaking fast might be doing so because they are nervous or do not think their listener is interested in what they have to say. Or, sometimes, they are just naturally a fast speaker.

If you feel overwhelmed by someone's fast speech, it can be hard to process what they're saying. This can lead to a lack of understanding and poor communication.

8. **Tone of voice:**

The tone of voice can also be a barrier to effective listening. When someone is speaking in a monotone voice, it's difficult to focus on their message. Or, if their tone is angry and loud, it can cause the listener to react emotionally instead of focusing on what the speaker has to say.

9. **Interruptions:**

Interruptions can come from either side of the conversation, and they can be physical or verbal. A physical interruption might be someone grabbing your arm to get your attention while you are talking or people trying to talk over each other.

Verbal interruptions come in the form of questions and statements. Overlaps happen when both people try to speak simultaneously, and neither will give up their turn to hear what the other has to say. As a result, the message gets lost, and the conversation becomes ineffective.

10. **Information overload:**

When there is too much information coming at someone, it can be challenging to focus on one thing. This often happens in business meetings when people are presenting either new or complex information. It can also occur during conversations when the person you are talking to gives you too much information at once. In either case, the listener will not focus on what is being said and will probably miss important details.

An example of information overload can be found in a business meeting. Imagine you are in a meeting where the speaker presents information that does not seem relevant to your job or tasks. This can cause you to become distracted and lose focus. As a result, you will miss important details that could affect your work performance.

11. **Bias:**

Bias includes prejudice or assumptions about others based only on their appearance, gender, race, religion, and other factors. When we are biased toward someone else, we expect them to act in a certain way based on our assumptions, resulting in poor listening.

For instance, in a multicultural workplace, you often have a group of people who come from different backgrounds and have different physical characteristics or life experiences. When you are in this situation, it may be easy for you to make assumptions about the people you are working with despite never actually getting to know them. This can prevent you from listening to them effectively because you are not giving them a chance to show you who they are.

15. **NON-VERBAL SIGNS OF INEFFECTIVE LISTENING AT WORK**

There are many physical signs that someone might be an ineffective listener when communicating with colleagues or customers. Some of these signs include **looking at their phone, playing with something on their desk, yawning, drumming their fingers, pacing around the room, or checking things off a list while someone's talking to them.** Other physical signs could also include **crossing their arms over their chest, facing away from the speaker, and "zoning out"** while the other person is speaking. They may also be slouching in their chair and looking distracted or bored.

16. VERBAL SIGNS OF POOR LISTENING SKILLS



This is how you look when you have poor listening skills 😊

Besides physical signs, you might spot some verbal clues that someone is not listening well.

For example, people may *interrupt speakers to ask questions* that were just answered in the conversation. In addition, people who are not listening well *might nod along while you speak*, but when you ask them a question, they seem confused and can't answer it.

17. HOW TO OVERCOME LISTENING BARRIERS



Gyaan ki Baat

Follow these steps to overcome listening barriers at work:

1. Minimize distractions

To avoid getting distracted, make sure you are physically facing the speaker and attempt to make frequent eye contact with them while they are speaking. Make sure you are seated or standing comfortably but appropriately so you can remain engaged. Put away your cell phone or any other pieces of technology that could become a distraction. The speaker may also appreciate the gesture you've made to show them that they have your undivided attention.

2. Prioritize listening over speaking

If you think you might be an excessive talker, try to practice self-control in conversation. Give the other person room to speak. During any conversation with a co-worker, wait until they're finished speaking before you respond to show respect for what they're saying. Finally, observe your listeners' reactions as you talk. If you notice signs of distraction in someone you are speaking with, consider asking questions to encourage them to talk more and direct their focus back on the conversation.

3. Reduce outside noise

Before having a conversation, minimize sound in your environment that could be distracting or make it more challenging to hear. A noisy environment can create distractions for both listeners and speakers, resulting in possible disruptions to conversations. To minimize noise, turn off mobile devices or place them on silent. Plan to hold important conversations in a place that you know will be quiet, like your office or a private meeting area. If someone is

talking loudly outside your office or making other distracting noises, it is often better to politely ask them to move elsewhere or keep the noise down.

4. Practice reflecting instead of deflecting

To bond with your conversation partner or show them you're engaged, you may feel eager to share your personal experiences when listening. However, a better approach typically involves merely listening and providing responses that focus on the other person's situation. This shows that you're genuinely invested in their side of the conversation. To listen effectively, keep deflecting to a minimum and try reflecting instead. Reflecting involves paraphrasing back to the speaker what they have said. To do so, you could use language like, "What I am hearing from you is..." or "It sounds frustrating that happened to you." Reflecting could also involve asking a follow-up question based on what you have heard, such as "What did you do after he said that?" or "How did that make you feel?"

Reflecting assures your listener that you are paying close attention, but it can also help to correct any possible misunderstandings. Reflecting allows the other person to correct what you may have misheard.

5. Ask questions

In addition to reflecting, asking questions is an effective listening technique. Focus on asking questions based on what the speaker has already told you and are designed to elicit more information. The best questions are non-judgmental and flow directly from something the speaker has recently said.

6. Listen fully before giving advice

It can sometimes be tempting to offer advice after someone shares a problem or concern with you, especially if you want to help them solve that problem. However, it's a good idea to wait to advise someone unless they specifically ask for it. Sometimes people share their concerns in the workplace simply to build bonds with colleagues or to make a co-worker aware of a problem. Sharing issues can be a way to start introducing conversations deeper than small talk.

What are communication barriers?

Communication barriers are something that prevents us from correctly getting and accepting the messages others use to communicate their information, thoughts and ideas. Some of the examples of communication barriers are information overload, choosy perceptions, workplace gossips, semantics, gender differences, etc.

18. TYPES OF COMMUNICATION BARRIERS

- **Psychological Barriers:**

The psychological condition of the receiver will power how the message is received. Stress management is a significant personal skill that affects our interpersonal relationships. For example, Anger is a psychological barrier to communication.

When we are angry, it is simple to say things that we may afterwards regret and also to misunderstand what others are saying. Also, people with low self-esteem may be less self-assured and therefore may not feel comfortable communicating.

- **Physical Communication Barriers:**

Communication is usually easier over shorter distances as more communication channels are obtainable, and less technology is obligatory. Although modern technology often serves to decrease the crash of physical barriers, the advantages and disadvantages of each communication channel should be unspoken so that a suitable channel can be used to overcome the physical barriers.

- **Physiological Barriers:**

Physiological barriers may affect the receiver's physical condition. For example, a receiver with condensed hearing may not grab the sum of a spoken conversation, especially if there is significant surroundings noise.

- **Language Barriers:**

Language and linguistic aptitude may act as a barrier to communication. However, even when communicating in a similar language, the terms used in a message may act as a barrier if it is not easy to understand by the receiver.

- **Attitudinal Barriers:**

Attitudinal barriers are perceptions that stop people from communicating well. Attitudinal barriers to communication may affect from poor management, personality conflicts, and battle to change, or a lack of motivation.

Active receivers of messages should challenge to overcome their attitudinal barriers to assist effective communication.

How to overcome communication barriers

- **Be aware of language, message and tone:**

The sender should ensure that the message should be structured in clear and simple language. The tone of the message should not harm the feelings of the receiver. As far as possible, the contents of the message should be a concise and unnecessary use of technical words should be avoided.

- **Consult others before communication:**

When you're planning the communication, suggestions should be invited from all the individuals concerned. Its main benefit will be that all those people who are consulted at the time of preparing the communication preparation will add to the success of the communication system.

- **Communicate according to the need of receiver:**

The sender of the communication should organize the formation of the message not according to his or her level, but he or she should keep in mind the point of understanding or the surroundings of the receiver.

- **Consistency of Message:**

The message sent to the receiver should not be self- opposing. It should be in unity with the objectives, programmes, policies and techniques of the organization. When new information has to be sent inlay of the old one, it should always make a declaration of the change; otherwise, it can raise some doubts and queries for the same.

- **Follow up Communication:**

In order to make communication successful, the management should frequently try to know the weaknesses of the communication structure. In this situation effort can be made to know whether to lay more hassle upon the formal or the informal communication would be suitable.

- **Make sure to receive proper feedback:**

The reason for feedback is to find out whether the receiver has appropriately understood the meaning of the information received. In face-to-face communication, the reply of the receiver can be understood. But in the case of written communication or other forms of communications, some correct process of feedback should be adopted by the sender.

Part II- Etiquettes

1. ETIQUETTES IN COMMUNICATION



- Etiquette means a *set of customs and Greetings and Goodbye rules for polite behaviour, especially among a particular class of people or in a particular profession.*
- It is the *polite way to behave towards other people.*
- The rules of etiquette cover such things as good table manners, how to introduce one person to another, what to say or do when someone invites you for a meal or a visit, and many other things.
- In business communication, good etiquette builds strong relationships and leaves a positive and vital impression.

Social Etiquettes

Indian social etiquette is a strange mix of Western and Indian culture. This is mainly due to British influence during the colonial period which continued in post-colonial India. The British style of etiquette is a bit formal and somewhat conservative. But India is a multicultural society where religion, region, caste, language, tradition and custom play a large role in the kind of social etiquette prevalent in different parts of the country. These have a big impact on the nature of greetings and introductions as well as the degree of formality used in social and business situations.

Under the impact of globalization largely felt in the metropolitan cities and changes in lifestyles as well as business environment, a synthesized form of social behaviour and etiquette has come into force in keeping with international practices.

Despite a great deal of commonality usually seen in the social etiquette of Delhi, Mumbai, Calcutta, Bengaluru and Chennai, one may also find many differences in the way people address and greet each other, The **most common social etiquettes** are:

- Greet people with a **smile or handshake**.
- **Respect** personal **space** and avoid interrupting.
- Be **punctual** for social and professional events.

Business Meeting Etiquettes

There are **four** main Business Meeting Etiquettes which can take us a long way to success.

- Be yourself:** It is significant to be yourself as you cannot put up pretence for long. People will see through your act. Genuine people with vibrancy and honesty of expression are respected as well as trusted. When it comes to business, people will want to associate only with those who are trustworthy. So being genuine person shows that you are reliable and other can build a good business relationship with you.
- Smile:** A smiling face is welcome anytime than an ill-tempered expression. When engaging in small talk people will feel comfortable in talking to you when you approach them with a smile on your face. It helps breaking the ice and setting the stage for a favourable business relationship.
- Be a good listener:** Listening carefully will help one understand others better and encourage them to interact better. If one keeps on talking without giving others a chance to speak, this may intimidate others and spoil any chances of establishing a business relationship.
- Do not force the conversation** if one is nervous or uncomfortable or isn't prepared to initiate a conversation, one should not attempt doing so. Otherwise, one might make a fool of oneself by saying something inappropriate.

Moreover,

- Arrive on time and well-prepared.
- Switch mobile phones to silent mode.
- Listen actively without interrupting.
- Take notes when required.

Telephone Etiquettes

Telephone communication is vital to business because it allows both customers and employees to gather information or solve problems very quickly. This means the caller has some definite objective or reason to call. You will need to elicit this objective as quickly and as clearly as possible. If you are making the call you would need to state your reason for the call as soon as you have identified yourself.

Essentials of speaking over telephone:

There are certain fundamental things that we must keep in mind when we are talking to clients, contacts or customers over the telephone:

- Smile
- Use the caller's name
- Be courteous in your language
- Echo important points
- Acknowledge the person on the other end
- Mirror the respondent
- Record your conversation for feedback

Here your smile will be carried through the tone of your voice. On the other hand, if we are tired or seem bored, our voice carries lack of enthusiasm over the telephone. This will affect your relations with the respondent. Use the caller's name It is always a pleasant thing to hear one's name. This makes the person on the other end feel valued-that the person on the other end has taken care to remember his/her voice. This is the first step in building rapport.

It is significant to keep in mind whether to you use the first name or the surname. In India using the first name for everyone is not a part of our culture. While first names show greater warmth, surnames can be used to convey respect. Much would depend on the culture of one's organization and that of the person on the other end.

Be *courteous* in your language. It is extremely necessary to use courteous expressions like 'please', 'thank you', 'it's a pleasure', 'I'd be glad to help you' which will help to make the conversation smooth and pleasant for both.

Echo important points. Echoing is an integral part of active listening. When we echo the important points, the benefits are dual. Firstly, it helps us to stay on track. Secondly, we can always cross-check if we have heard right.

Acknowledge the person on the other end If the person is calling for the second or third time, we ought to acknowledge him or her with 'Hello, Mrs. Singh. How can I help you?' or if we are aware of the problem then it is nice to show that we remember the problem. At the same time if the respondent is appearing harassed, then we need to be empathetic and do our best to help.

It is also important to note that for the respondent the issue is serious, or he/she would not have called. So, we should acknowledge the problem and address it suitably.

Record Conversation for feedback. If we are new to the profession then it helps to record our calls. We can hear how we come through. We can listen to the recording and note if we are too slow, fast or if we appear aggressive, indifferent or helpful. We can also get rid of our speech mannerisms if we listen to our recorded conversation.

Etiquettes

Different nations have different 'polite' ways to use the knife, fork, and spoon. Any one of the ways is all right. Only the fork or spoon may be used to carry food to the mouth. When the table is set with several knives and forks, the one on the outside is always the one to use next.

A napkin should be laid in the lap. It is impolite to lean on the table with your elbows. You should not begin to eat until your host or hostess has begun. It is bad manners to take too large mouthfuls or to talk while there is any food in your mouth. One bite of food should be cut and eaten before another is cut. These are the main rules of table manners.

Introductions: Glad to meet/ Glad meeting you

There are moments in our life when we are tongue-tied – when we don't know what to say – because we don't know how to begin a conversation in English language?

Always introduce a younger person to an older one; for example, 'Ms. Sharma, may I introduce my friend Vipin Kumar.' Among grownups, a man is generally introduced to a woman; 'Ms. Sharma, may I introduce Mr. Kumar.'

When you are with one friend and meet another, you must immediately introduce them if they do not already know each other. It looks very odd or rude to fail to make or offer these introductions.

Always maintain eye contact with a firm but polite handshake .

Workplace Etiquette in a Multicultural Workplace

A multicultural workplace has people from different backgrounds, cultures, and beliefs. To work effectively in such an environment, we need to follow proper workplace etiquette.

- First, respect everyone's culture and traditions. Avoid making fun of or judging others based on their background. Be open to learning about different cultures. This helps in building good relationships with colleagues.
- Communication is a key. Since people may have different accents and ways of speaking, it is important to listen carefully and speak clearly. Avoid using slang or difficult words that others may not understand.
- Be professional in your behaviour. Punctuality is important—always be on time for meetings and deadlines. Respect personal space and avoid sensitive topics like politics and religion.
- Teamwork is important in a diverse workplace. Be friendly, cooperative, and willing to help others. Treat everyone equally, regardless of their nationality or background.

- *Appreciate diversity and celebrate differences.* Participating in cultural events at work can help you understand and bond with colleagues better.

2. PUBLIC RELATIONS (PR)

Public Relations, usually known as PR, is the practical art and science of managing communication between an organization and its stakeholders which can be customers, employees, investors, the government, or even the public.

The *purpose* of PR is to *develop and maintain a positive image of the organization*, build faith, and cementing relationships.

Here the core focus is on credibility and reputation through authentic, animating vital and vibrant communication.

Imagine two companies launching similar products. Company X spends millions on advertising but ignores PR. Company Y advertises moderately but also invests in PR campaigns such as community service, media coverage, and environmental projects. Over time, people begin to trust Company Y more because PR builds emotional connection and authenticity.

Importance of PR



PR is not just about “managing bad news.” It is a long-term strategy that:

- *Builds Faith* – A company with good PR is seen as reliable.
- *Manages Crises* – In times of accidents, scandals, or rumours, PR protects reputation.
- *Supports Marketing* – Positive stories in the media strengthen advertisements.
- *Improves Internal Relations* – PR also includes communication with employees.
- *Strengthens Brand Loyalty* – Customers stay loyal when they feel connected.

Functions of PR

1. Media Relations

Building good relationships with journalists, newspapers, and TV channels. It ensures accurate and positive coverage of company news. Example: Tech companies hold press events to launch new products.

2. Crisis Management

It handles negative events such as product recalls, accidents, or controversies. Example: When Johnson & Johnson faced the Tylenol poisoning crisis in the 1980s, it immediately recalled products and communicated openly. This PR action saved its reputation.

3. Corporate Social Responsibility (CSR)

Most of the companies engage in charity, education, environment protection, etc. Example: TATA Group in India is famous for community development.

4. Event Management

Organizing cultural programs, exhibitions, trade fairs, and seminars. These events bring publicity and goodwill.

5. Community Engagement

Sponsoring local festivals, blood donation camps, or educational scholarships. It helps build emotional connection with the community.

6. Employee Relation

Conducting internal newsletters, appreciation programs, and open communication channels. Motivated employees become brand ambassadors.

Tools of PR

- Press Releases: Written communication sent to media about company news.
- Press Conferences: When companies directly address journalists.
- Social-Media: Twitter, LinkedIn, Instagram used for PR campaigns.
- Company Websites & Blogs: Sharing authentic stories.
- Corporate Films & Documentaries: Showing company values and achievements.
- Sponsorships & Endorsements: Associating with sports, movies, or celebrities
- Corporate Social Responsibility (CSR) Activities Speeches/Appearances.

Case : 'Amul' in India

'Amul' has been running witty and humorous ad campaigns for decades. While these are advertisements, they double as PR because they connect emotionally with social issues, festivals, and current events. This makes people trust 'Amul' as more than just a dairy brand—it is seen as part of Indian culture.

Dove - "Real Beauty" Campaign

Dove launched a campaign showcasing real women of all shapes, sizes, and colors instead of traditional models.

It connected emotionally with audiences and promoted self-esteem and body positivity.

Massive global media coverage, brand loyalty, and improved brand image.

Challenges in PR

- Fake News and Misinformation – Social media spreads rumours quickly.
- Cultural Sensitivity – What works in one country may be offensive in another.
- Overexposure – Too much PR without authenticity looks fake.
- Measurement – Unlike ads, PR results are difficult to measure.
- Crisis Speed– In digital age, PR must act within minutes, not days.

Practical Tips for Effective PR

- Always speak the truth, even during crises.
- Build long-term relations with journalists and media houses.
- Use storytelling to emotionally connect with the audience.
- Monitor social media regularly to handle negative comments.
- Engage employees—they are the strongest ambassadors.
- Be culturally aware when expanding globally.

It must be made clear that 'Public Relations' is not optional—it is essential for survival.

Advertising may sell a product, but PR develops a brand's soul. A company with poor PR may

attract short-term customers but lose long-term faith. Thus, an organization with strong PR practices earns loyalty, respect, and growth even during difficult times.

3. ADVERTISEMENT AND BUSINESS COMMUNICATION

- Advertisement is **paid communication to promote products**.
- It uses newspapers, TV, radio, and online platforms.
- It is **persuasive, while business communication is informative**. The latter is basically run through internal memos, reports, and external letters. Moreover, advertisement is outward facing. It aims to persuade, people to buy or support something. Business Communication is inward facing. It aims to inform, instruct, or clarify for smooth functioning of the organization.
- For example, 'Coca-Cola' uses advertising to convince consumers to drink 'Coke'. But inside Coca-Cola's offices, business communication in the form of memos, reports, and meetings ensures that employees know how to manufacture, distribute, and sell the product.
- Understanding the difference between the two helps students, professionals, and entrepreneurs choose the right method at the right time. The result of integration of both is surprising. Smart companies combine both. Example: When a company launches a new mobile phone, advertisement creates excitement in the market. Business communication ensures employees know how to sell, deliver, and service the phone.

Evolution of Advertisement

1. Ancient Advertising

- Egyptians carved announcements on stone walls.
- In ancient Rome, walls displayed advertisements for gladiator shows.
- Town criers shouted product promotions in marketplaces.

2. Print Revolution

- After the printing press (15th century), newspapers carried product ads.
- Posters and pamphlets spread political and business messages.

3. 20th Century

- Radio and television made advertising mass based.
- Celebrities began endorsing products.

4. Digital Age

- Google, YouTube, Instagram, and Facebook allow micro-targeting.
- Ads can now reach millions instantly with data analytics.

Nature of Advertisement

- Paid Form of Communication: Unlike PR, advertisement buys space or airtime.
- Mass Reach: A single ad can reach millions of people.
- Persuasive Message: Ads aim to convince, not just inform.
- Creative and Visual: Ads often use slogans, jingles, and stories.

Types of Advertisements

1. Print Media

- a. Newspapers, magazines, pamphlets.
- b. Example: Matrimonial ads in newspapers.

2. Broadcast Media

- a. Radio and television.
- b. Example: Cadbury's "Kuch Khaas Hai" ad.

3. Outdoor Media

- a. Hoardings, banners, wall paintings, public transport posters.

4. Digital Media

- a. Social media ads, Google Ads, influencer promotions.

5. Native Advertising

- a. Ads that blend into content (sponsored posts).

6. Guerrilla Advertising

- a. Unconventional, creative ads in public places.
- b. Example: 3D billboards or flash mobs.

Modern Trends

- Influencer Advertising: Brands hire 'Instagram' and 'YouTube' influencers.
- Content Marketing: Blogs and videos educate while promoting.
- Data-Driven Ads: AI tracks user preferences.
- Two-Way Communication: Customers give instant feedback through comments.

Practical Tips

- Keep advertisements truthful and creative.
- Use simple language in business communication.
- Avoid jargon unless necessary.
- Always proofread emails and reports.
- Choose the right channel ('email' for formal, 'WhatsApp' for quick updates).

4. COMMUNICATION THROUGH SOCIAL MEDIA

Social media has become one of the most powerful vital tools of modern communication.

From casual chats with friends to billion-dollar brand campaigns, social media connects people instantly across the globe. Unlike traditional communication, which was one-way (a company speaks, the audience listens), social media is two way and interactive.

Modern business relies heavily on platforms like LinkedIn, Instagram, X (Twitter), and WhatsApp. It provides wider audience, cost-effective, instant feedback.

Example: Companies use LinkedIn for professional hiring and WhatsApp groups for team communication.

Here customers are not just receivers—they are active participants. A satisfied customer may post a positive review on Instagram, giving free publicity. But an angry customer can tweet a complaint that goes viral within minutes, damaging a brand's reputation. Therefore, learning how to use social media for effective communication is essential for both individuals and organizations.

Evolution of Social Media Communication

1. Early Online Forums (1990s)

- Platforms like Yahoo! Groups and bulletin boards allowed group discussions.
- Mostly text-based and slow.

2. Rise of Social Networking (2000s)

- Orkut, My Space, and later Facebook revolutionized personal sharing.
- People could share photos, messages, and join communities.

3. Mobile & Visual Era (2010s)

- Instagram, Snapchat, WhatsApp, and Twitter allowed instant, visual communication.
- Businesses began to use these platforms for customer engagement.

4. Current Scenario (2020s onwards)

- LinkedIn for professional networking.
- WhatsApp and Telegram for business customer support.
- AI-driven chatbots handling communication 24/7.

Advantages of Social Media Communication

1. Global Reach – A small business in India can reach customers in the US instantly.
2. Low Cost – Cheaper than TV or newspaper ads.
3. Instant Feedback – Likes, comments, and shares show public reaction immediately.

4. *Engagement* – Direct interaction builds stronger customer relationships.
5. *Targeted Marketing* – Ads can target age, gender, location, or interests.
6. *Brand Personality* – Organizations can show humor, creativity, and values.

Disadvantages of Social Media Communication

- *Fake News & Misinformation* – False posts can spread quickly.
- *Trolling & Negative Comments* – Angry or mischievous users may harm reputation.
- *Security Risks* – Accounts may be hacked.
- *Short Attention Span* – People scroll quickly; messages may be ignored.
- *Overexposure* – Too many posts may annoy users.

Platforms and Their Uses

- *LinkedIn* – Professional networking, B2B communication, hiring.
- *Twitter (X)* – Quick updates, customer service, trending topics.
- *Instagram* – Visual branding, lifestyle promotion, influencer marketing.
- *Facebook* – Community building, event promotion.
- *WhatsApp & Telegram* – Customer service, internal team communication.
- *YouTube* – Long-form videos, tutorials, brand storytelling.

Strategies for Effective Social Media Communication

- *Define Purpose* – Are you promoting, informing, or solving issues?
- *Know the Audience* – Understand their age, culture, and preferences.
- *Consistency* – Post regularly, not randomly.
- *Tone of Voice* – Friendly, professional, or humorous—decide and maintain.
- *Crisis Plan* – Be ready to handle negative comments quickly.
- *Engagement* – Reply to customer queries. Do not ignore comments.
- *Visual Appeal* – Use good images, videos, and infographics.
- *Track Performance* – Use analytics to measure success.

Future of Social Media Communication

- AI Chatbots– Automated but personalized responses.
- Virtual Reality (VR) Communication – Immersive customer experiences.
- Voice-Based Platforms – Rise of voice assistants (Alexa, Google)
- Hyper-Personalization – Ads tailored to individual behaviour.
- Employee Advocacy – Employees sharing company stories.

Practical Tips for Students & Professionals

- Keep personal and professional accounts separate.
- Think before posting—everything online leaves a digital footprint.
- Avoid arguments on public forums.
- Use LinkedIn to build your professional brand.
- Follow industry leaders to stay updated.

5. INFORMATION TECHNOLOGY (INTERMEDIARY GUIDELINES AND DIGITAL MEDIA ETHICS CODE) RULES, 2021

Proliferation of social media, on one hand empowers the citizens but on the other hand gives rise to some serious concerns and negative consequences which have grown manifold.

In this backdrop and amidst growing concerns around lack of transparency, accountability and rights of users related to digital media, the *Information Technology (Intermediary Guidelines and Digital Media Ethics Code) Rules, 2021* were notified under the Information Technology Act, 2000.

The *IT Digital Media Ethics Code Rules, 2021* cast the obligations on the intermediary platforms (such as YouTube, Facebook, Instagram etc) to not allow hosting, sharing, uploading, transmitting, etc. of any prohibited information that includes information which is misinformation and patently on false information on the Indian Internet or that impersonates another person. Deep Fakes are another form of misinformation powered by Artificial Intelligence.

Digital Media Ethics Code Rules provides additional safeguards to ensure that removal of unlawful content by intermediaries is carried out in a transparent, proportionate and accountable manner and also prescribed due diligence obligations on intermediaries, including social media intermediaries, with the objective of ensuring online safety, security and accountability. According to Digital Media Ethics Code Rules, intermediaries must clearly inform users through terms of service and user agreements about the consequences of sharing unlawful content, including content removal, account suspension, or termination.

6. INTERCULTURAL AND INTERNATIONAL BUSINESS COMMUNICATION

- *Today in 21st century the world has become a global village. A company in India might source raw materials from Africa, manufacture in China, market in Europe, and sell in America—all while coordinating operations online. In such a world, intercultural and international business communication has become a vital skill.*
- *This globalization makes cultural awareness essential. Respecting differences in language, greetings, dress code, negotiation styles is a must. Example: In Japan, bowing is a form of greeting, while in the US, a handshake is preferred.*
- *Intercultural communication is the process of exchanging information between people from different cultures. International business communication is the application of these skills in trade, negotiations, and professional exchanges across national boundaries.*
- *Without sensitivity to cultural differences, even the best business strategies can fail. What is polite in one culture may be rude in another. For example, in the US direct eye contact shows confidence, while in Japan it can be seen as disrespect.*

Why Intercultural Communication Matters

- *Prevents Misunderstandings – Words, gestures, or silence may carry different meanings.*
- *Builds Respect – Recognizing and honouring traditions builds goodwill.*
- *Improves Negotiations – Business deals succeed when both sides feel understood.*
- *Supports Teamwork – Global teams collaborate better when cultural norms are respected.*

- *Strengthens Reputation – Multinational companies are judged by how culturally sensitive they are.*

Cultural Differences in Communication

- *Greetings: Namaste in India, bow in Japan, handshake in USA.*
- *Time: Germans see punctuality as non-negotiable; Latin Americans are more flexible.*
- *Decision Making: In collectivist cultures, decisions are group-based; in individualist cultures, leaders decide quickly.*
- *Negotiation Style: Americans may be aggressive; Japanese prefer harmony and consensus.*

Challenges in Intercultural Communication

- *Language Barriers – Words may not translate well.*
- *Non-Verbal Signals – Gestures, eye contact, or silence can have opposite meanings.*
- *Stereotypes – Overgeneralizations may offend.*
- *Technology Issues – Time zones and digital miscommunication.*
- *Ethnocentrism – Believing one's own culture is superior.*

Tips for Effective Intercultural Communication

- *Learn basic greetings in the other person's language.*
- *Research local customs before traveling.*
- *Be cautious with humour—jokes may not translate.*
- *Avoid slang or idioms.*
- *Respect dress codes and dining customs.*
- *Be patient with different decision-making speeds.*
- *Use interpreters if necessary.*

Role of English as a Global Language

The role of English is immensely vital and vibrant in today's world of globalization. English is widely used as a common medium of business. However, overdependence on English may exclude non-English speakers. Smart businesses use English but also respect local languages. For example, global brands run ads in both English and regional languages.

Future of Intercultural Communication

- Virtual Global Teams – Remote workers across countries need strong cultural awareness.
 - AI Translation Tools – Google Translate, AI captioning reduce language barriers.
 - Cultural Intelligence (CQ – Ability to adapt across cultures will be a key professional skill.
- The future will demand high cultural intelligence for global professionals.

7. LEGAL ASPECTS OF BUSINESS COMMUNICATION

- In business, words are powerful. A single email, advertisement, or tweet can create opportunities—or trigger lawsuits. Communication is not just about clarity; it must also comply with laws, rules, and ethical standards.
 - The legal aspects of business communication **are the laws and guidelines that govern how organizations exchange information** with employees, customers, competitors and the public.
 - These rules are made to ensure fairness, protect rights, and maintain trust.
- For example:
- If a company publishes false claims about a competitor, it may be sued for defamation.
 - If it mishandles customer data, it may be fined under data protection laws.
 - If it creates misleading ads, it may be punished under consumer protection laws.

Why Legal Compliance in Communication is Important

- Protects Reputation – Avoids scandals and lawsuits.
- Builds Trust – Customers are more loyal to companies that follow rules.
- Prevents Financial Loss – Legal battles and penalties are costly.
- Ensures Ethical Conduct – Promotes honesty and fairness.
- Global Trade Requirements – International laws (like GDPR in Europe) must be followed.

Major Areas of Legal Concern

A. Data Privacy and Protection

Companies collect customer information (names, emails, bank details). Misuse or leakage can be illegal.

- *GDPR (Europe): Requires consent before collecting data.*
- *India's DPDP Act (2023): Protects personal digital data.*

B. Confidentiality and Non-Disclosure

- *Employees must not share trade secrets. Non-Disclosure Agreements (NDAs) protect sensitive business information.*

C. Intellectual Property Rights (IPR)

- *Logos, designs, slogans, and written material are protected by copyrights, patents, and trademarks.*
- *Copying software, plagiarizing content, or using someone else's brand name is illegal.*

D. Defamation

- *Spreading false information that harms a person's or company's reputation is punishable.*
- *Example: A tweet falsely accusing a company of fraud may lead to a defamation case.*

E. Consumer Protection in Advertising

- *Ads must be truthful, not misleading.*
- *Comparative advertising must be fair.*

F. Employment Communication

- *Employment contracts, workplace policies, and grievance redressal systems must be legally sound.*
- *Discriminatory language in communication can result in lawsuits.*

Best Practices for Safe Business Communication

- *Always fact-check before publishing.*
- *Use disclaimers where needed.*
- *Train employees in legal aspects.*
- *Protect data with encryption and security policies.*

- Have a social media policy for staff.
- Keep records of official communication.

Future of Legal Business Communication

- Stronger Data Laws – As AI grows, data misuse will be more strictly regulated.
- Cybersecurity Regulations – Governments will demand stricter protection.
- Transparency Expectations – Customers will expect clear, honest communication.

8. USE OF HIGH TECHNOLOGY IN BUSINESS COMMUNICATION

- AI and Chatbots: Handle customer queries 24/7.
- Emails and Blogs: Professional written communication.
- Video Conferencing: Meetings with international clients.
- Advantages: Speed, low cost, automation.

The history of communication in business has travelled a long way—from handwritten letters and telegrams to emails, instant messaging, and artificial intelligence chatbots. In today's world, *technology is no longer an optional support; it is the backbone of business communication.*

High technology has made communication faster, more accurate, and globally accessible. However, it also *brings risks like impersonality, data theft, and over-dependence.*

The Role of Technology in Communication

- Speed – Messages reach instantly.
- Reach – Businesses can connect across continents.
- Storage – Emails, chats, and documents can be archived.
- Automation – Chatbots and AI tools handle routine queries.
- Collaboration – Platforms allow teamwork across time zones.

Common Tools of High-Tech Communication

A. Email

- Still the most common professional medium.
- Provides formal records and attachments.

B. Video Conferencing

- Tools: Zoom, Microsoft Teams, Google Meet.
- Enables real-time international meetings.

C. Instant Messaging

- Tools: Slack, WhatsApp, Telegram.
- Faster than emails for short updates.

D. Chatbots & AI Assistants

- Handle FAQs, customer queries 24/7.
- Example: Banks use chatbots for account queries.

E. Collaboration Platforms

- Tools: Trello, Asana, Basecamp.
- Help teams manage tasks.

F. Blogs & Websites

Used to share updates, newsletters, and professional content.

G. Cloud Storage & Sharing

Google Drive, Dropbox, OneDrive for secure sharing.

Advantages of Technology in Business Communication

- Cost Savings – Online meetings reduce travel expenses.
- Accessibility – Remote work is possible.
- Faster Decision Making – Instant responses speed up projects.

- Customer Engagement – Companies can respond quickly on social media.
- Transparency – Records ensure accountability.

Best Practices for Using Technology

- Choose the right tool for the right purpose.
- Provide training for employees.
- Use cybersecurity measures (strong passwords, encryption).
- Keep communication professional, even on instant messengers.
- Avoid over-dependence—balance digital and face-to-face communication.

Virtual Office / Organisation

With a virtual office, employees can work from anywhere but still have things like a mailing address, phone answering services, meeting rooms, and videoconferencing. A virtual organization is a collection of geographically distributed, functionally and/or culturally diverse entities that are linked by electronic forms of communication and rely on lateral, dynamic relationships for coordination. Despite its diffuse nature, a common identity holds the organization together in the minds of members, customers, or other constituents.

Communication in Virtual Office / Organization

Communication is an indispensable element in any organisation and of high importance for virtual office / organisation, since human capital is scattered across various locations, i.e. countries and continents, having different cultures and customs. In view of this, effective communication among the team members is extremely essential in chalking out plans, policies, procedures, ensuring implementation of plans, coordinating, reporting etc. Electronic communication is the fulcrum of virtual offices / organisations. It enables the human resources to link across distance, time, culture, departments, and organizations, thereby creating “anyone/anytime/anyplace” alternatives to the traditional same-time, same-place, functionally-centered, in-house forms of organizational experience.

Since virtual offices / virtual organisations have virtual communications, it provides the following advantages-

1. Enhances work productivity and efficiency
2. Strengthens team collaboration
3. Enables effective data exchange
4. Reduction in cost in terms of physical infrastructure, energy cost etc.

Virtual Meeting

Virtual meetings can be defined as meetings that involve professional interactions using integrated audio, video, and digital tools. The meeting attendees participate remotely and usually don't share a common physical location.

The main types of virtual meetings are:

- Teleconference
- Video conference
- Web conference

Teleconference

In this, meetings are conducted over the telephone or mobile phone. It was one of the primary modes of meetings before advanced technology took over. It is simple to use and requires no additional budget as every individual has the basic equipment. However, with technological advancement, the audio only stream makes it too oneway communication and modern office spaces don't mandatorily need work phones to operate.

Video conference

With applications Teams, and Google Meets, organizations can have video meetings where the participants are able to see each other and connect better. However, some systems need updated software making them less affordable for smaller companies. Also, a security issue persists where hackers could access sensitive company files.

Web conference

Video meeting software has now been *upgraded into full-fledged web conferencing platforms* that are browser based and don't require additional software setups. These platforms also help make the meetings more engaging with features like mobile accessibility, cloud storage, Q&A sessions, and interactive polls. The only limitation of this system is a slow internet connection.

Some Tips for Virtual Meeting

1. Schedule with workflow in mind.
2. Double-check the invitation before a meeting.
3. Test the hardware and connection — schedule a dry run.
4. Prevent distractions, but plan for them to happen.
5. Make up the difference for visuals.
6. Stick to an agenda.
7. Allow time for questions and feedback.
8. Engage the attendees appropriately.
9. Use Mute option suitably, so that other participants can also speak without disturbance

Future Trends in High-Tech Business Communication

1. **Artificial Intelligence (AI)**
 - Predicts customer needs.
 - Automates writing (emails, reports).
2. **Blockchain for Secure Communication**
 - Tamper-proof data sharing.
3. **Internet of Things (IoT)**
 - Smart devices communicating automatically (e.g., supply chains).

4. *Hyper-Personalization*

- *Using analytics to customize communication for each customer.*

9. ***BUSINESS ATTIRE***



- *'Dressing aptly displays professionalism and respect'.*
- *'Business attire is about professionalism, not luxury'.*

Business attire means the clothing that employees and professionals wear in workplaces, meetings, and corporate events. The saying "Clothes make the man" looks outdated or old-fashioned but in the professional world, appearance plays a significant role in shaping first impressions.

The way a person dresses communicates messages before they even speak. A neat suit can signal professionalism and seriousness, while sloppy or casual clothes may suggest carelessness. Dressing appropriately does not mean wearing expensive brands; it means choosing attire that is neat, clean, suitable for the occasion, and respectful of organizational culture.

Importance of Business Attire

1. ***First Impressions Count***

- *People often make judgments within seconds of meeting someone.*
- *Proper attire sets a positive tone.*

2. Professional Image

- Dressing well reflects competence and seriousness.

3. Boosts Confidence

- Employees feel more confident when dressed properly.

4. Shows Respect

- Appropriate clothing shows respect for colleagues, clients, and the organization

5. Enhances Career Growth

- In many industries, promotions and client interactions depend on professional image.

Types of Business Attire

A. Formal Attire

Suits, blazers, ties, sarees, or formal dresses are appropriate for interviews, board meetings, or official presentations.

B. Semi-Formal / Business Casuals

Trousers with shirts, polo shirts, blouses, skirts, or kurtas are used for day-to-day office work.

C. Smart Casuals

Neat jeans with blazers, sweaters, or simple tops are suitable for creative industries (advertising, media, IT startups).

D. Traditional Attire

Varies by country. Example: Sarees, salwar kameez, or kurta in India; business kimono in Japan.

Global Differences in Business Dress Codes

USA: Suits and ties for formal occasions; business casual common in tech firms.

India: Mix of western suits and traditional wear. Sarees and kurtas often seen.

Japan: Conservative suits; dark colours preferred.

Middle East: Traditional attire respected; modest clothing expected.

Europe: Varies—Italy values stylish dressing; Germany prefers conservative and simple styles.

Gender and Business Attire

For Men

Formal: Dark suit, tie, polished shoes.

Business casual: Shirt with trousers, no tie.

For Women

- *Formal:* Saree, business suit, or formal dress.
- *Business casual:* Blouse with trousers/skirt, simple jewellery.

Common Mistakes in Business Attire

- Wearing wrinkled or dirty clothes.
- Overusing perfume or flashy accessories.
- Wearing casual sportswear to formal meetings.
- Not following company dress codes.
- Ignoring cultural expectations during international meetings.

Business Attire and Non-Verbal Communication

Clothing is a silent language. It communicates professionalism, personality, and confidence.

For example:

- Dark suits suggest authority.
- Light colours suggest approachability.
- Traditional attire shows cultural respect.

Dress Codes in Different Industries

- Finance/Banking: Strictly formal.
- Law: Conservative and formal.
- IT/Startups: Casual or smart casuals.
- Creative Industries: Stylish, trend based.
- Education: Modest and professional.

Tips for Dressing Professionally

- Follow your company's dress code.
- Choose neat, well-fitted clothes.
- Avoid too much jewellery or makeup.
- Keep shoes clean and polished.
- Dress slightly better than expected in interviews.
- Respect cultural norms when travelling abroad.

Future Trends in Business Attire

- Remote Work Casuals: More employees now dress casually while working online.
- Hybrid Dress Codes: Offices may allow semi-formal dress except for client meetings.
- Sustainable Fashion: Eco-friendly fabrics and recycling gaining importance.
- Blending Tradition with Modernity: Combining local attire with global professionalism.

10. WORKPLACE HIERARCHY

- The structure of authority and responsibility is called workplace hierarchy.
- Workplace hierarchy defines who reports to whom, how decisions are made, and how communication flows.
- Without hierarchy, organizations would become muddle or chaotic, with employees unsure of roles, overlapping duties, and delays in decision-making.
- Hierarchy is not meant to show superiority, but to create order, clarity, and accountability.

Three Levels of Workplace Hierarchy

A. Top Management

Board of Directors, CEO, Managing Director.

Responsibilities: Vision, mission, long-term planning, final decision-making.

Communication: External (government, investors) and internal (policies)

B. Middle Management

Department Heads, Managers, Supervisors.

Responsibilities: Implementing strategies, supervising teams.

Communication: Bridge between top management and staff.

C. Operational Staff

Executives, clerks, assistants, workers.

Responsibilities: Day-to-day tasks, customer interaction, execution of plans.

Communication: Reporting progress, challenges, and ideas upward.

Importance of Workplace Hierarchy

➤ *Clear Roles and Responsibilities*

- *Employees know their tasks and reporting managers.*

➤ *Efficient Communication*

- *Messages flow smoothly when there is structure.*
- *Accountability*
- *Mistakes or successes can be traced to responsible teams.*

➤ *Decision-Making*

- *Hierarchy ensures important decisions taken at the right level.*
- *Conflict Resolution*
- *Disputes are managed by supervisors before reaching higher levels.*

- *Motivation and Career Growth*
- *Hierarchy imparts a career ladder for promotions.*

Communication in Hierarchy

- *Downward Communication: From top management to staff (orders, policies).*
- *Upward Communication: From staff to management (feedback, reports).*
- *Horizontal Communication: Between departments (coordination).*

Case Example: In a hospital, doctors report to senior doctors (upward), while coordinating with nurses and pharmacists (horizontal), and receiving policies from management (downward).

Advantages of Workplace Hierarchy

It develops order and discipline giving a clear career path. It enhances efficiency in large organizations. It also avoids duplication of work.

Disadvantages of Workplace Hierarchy

It can develop rigidity and bureaucracy. It may slow down innovation if employees fear breaking rules. It slows decision-making in large organizations. It can also create distance between top leaders and employees.

Tips for Effective Communication in Hierarchy

- *Respect the chain of command.*
- *Document communication for clarity.*
- *Encourage feedback upwards.*
- *Avoid “bypassing” managers unless urgent.*
- *Balance authority with empathy.*

II. COURTESY AT WORKPLACE

- Workplaces bring together people with varying backgrounds, personalities, and ideas. While technical skills and knowledge are crucial, what often determines success is how people treat one another. Courtesy at the workplace means practicing politeness, respect, and kindness in daily interactions.
- Courtesy is not about ceremonial smiles or rigid rules. it is about genuine respect.
- A simple "thank you," listening without interruption, or holding the door for a colleague can bring about a positive atmosphere. On the other hand, satire, gossip, sarcasm, roughness or rudeness may poison the environment.

Why Courtesy Matters:

Courtesy performs multiple functions.

- inculcates a positive environment – Politeness reduces stress and tension.
- encourages teamwork – Respectful behaviour builds cooperation.
- boosts morale – Employees feel valued and motivated.
- improves productivity – Happy employees are more focused.
- strengthens reputation – Courteous organizations attract clients and talent.

Tools of Courtesy

(a) *Polite Language*

- Use words like 'please,' 'thank you,' and 'sorry.'
- Avoid harsh or disruptive tone.

(b) *Active Listening*

- Give full attention when someone speaks.
- Avoid interrupting.

(c) *Respect for Time*

- Reach on time for meetings.
- Reply to emails and calls promptly.

(d) *Professional Manners*

- *Avoid gossip.*
- *Respect personal space.*
- *Be mindful of cultural differences.*

(e) *Gratitude and Appreciation*

- *Acknowledge contributions.*
- *Celebrate team achievements.*

Courtesy in Multiple Situations

- *In Meetings: Allow others to finish before speaking; thank participants.*
- *In Emails: Use professional greetings and closings.*
- *On Calls: Introduce yourself, avoid long holds, end politely.*
- *During Conflicts: Stay cool and calm, do not raise your voice.*
- *With Juniors: Encourage instead of criticizing harshly.*
- *With Seniors: Show respect without hesitation or fear.*

Case Studies

Case 1: The Rude Manager

A manager constantly criticized employees in public. The team's morale dropped, productivity declined, and staff turnover increased.

Case 2: The Courteous Leader

Another manager thanked employees for their efforts, listened to suggestions, and handled mistakes privately. The team felt motivated and exceeded targets.

Courtesy and Organizational Culture

Courtesy is not just an individual asset; it becomes part of the organization's culture.

Companies like Google and Infosys are known for employee-friendly cultures where respect is emphasized. A courteous culture reduces workplace conflicts and improves employee retention.

Common Barriers to Courtesy

- Stress and Workload – Pressure may lead to irritability.
- Ego and Arrogance – Some employees look down on others.
- Cultural Misunderstandings – What is polite in one culture may be neutral or rude in another.
- Poor Role Models – If leaders are rude, employees copy them.

Building Courtesy at Workplace

- Provide training on soft skills.
- Reward respectful behaviour.
- Encourage open communication.
- Set examples at the leadership level.
- Create policies against bullying or harassment.

Role of Courtesy in Conflict Management: Courtesy helps de-escalate disputes.

- Listen calmly.
- Acknowledge the other person's feelings.
- Use neutral language instead of blaming.
- Suggest solutions politely.

Courtesy in Digital Communication

- Avoid writing emails in all CAPS (seems like shouting).
- Use emojis carefully in professional chats.
- Do not send messages late at night unless urgent.
- Respect colleagues' online boundaries.

Benefits of a Courteous Workplace

- Lower employee turnover.
- Higher customer satisfaction.
- Better teamwork and innovation.

- Stronger brand reputation.

Future of Courtesy at Work: As workplaces become more digital and global, courtesy will extend to:

- Virtual meetings (muting microphones, avoiding distractions).
- Cross-cultural respect (understanding global etiquette).
- AI interactions (training chatbots to use polite language)

3. BUSINESS CORRESPONDENCE

1. INTRODUCTION



A business letter is usually a letter from one business entity to another, or between such organizations and their customers or clients and other related parties. The overall style of letter depends on the purpose of the letters and relationship between the parties concerned. While we are speaking the listener can see your smile and recognise that you wish to be pleasant in communicating your message, but same is not possible in a written message. A person reading a letter cannot see your smile, hear your voice, or observe your gestures, thus, a business letter should be drafted very carefully.

Over the period of time, the norms, or conventions, for drafting a business letter have been stabilized. Today's business letters with their conversational tone and the application of psychology are the big improvement over the letter of bygone days

2. THE ESSENTIALS OF A GOOD BUSINESS LETTER

It is important to understand the mechanical details of a business letter. These details have been discussed below:

1. Letter Head: Letter head are a visual representation of a business, which carries the essential information about the company or the organisation. It carries:

- 1. Company logo
- 2. Tag line
- 3. Name and address of Registered
- 4. Office, Corporate Office
- 5. Corporate Identity Number (CIN)
- 6. Contact numbers
- 7. E-mail addresses of the company

2. Reference number: A reference number helps us in retrieving the letter at a later stage. It contains the initials of the letter writer, the department from which the letter originates, and the distinctive number allotted to it.
3. Date: The date must be written in full without abbreviating the name of the month. For example, 1.6.2019 may preferably be written as 1 June, 2019. It may be written either below the reference number or to its extreme right.
4. Special Markings: When the contents of the letter are confidential then special markings are placed like confidential, Air Mail, through Registered Post/Courier/Speed Post etc.
5. Inside Address: The complete name and address of the recipient is written below the special markings. It must be ensured that the inside name and address is exactly the same as that used on the envelope.
6. Attention Line: If the letter is addressed to a company or one of its departments but the sender wishes it to be dealt with by a particular individual, then an attention line may be inserted either above or below the inside address.
7. Salutation: Salutation is used on the basis of formality. For example Sir/ Dear Sir/ Dear Ms. Gupta, etc.
8. Subject Heading: This helps the reader find out in the first instance what the contents of the letter are. The usual place for a subject heading is either above or below the salutation. Subject heading proves to be of immense help especially if it is addressed to a large organisation because large organisations have a central department where all mail are received and sorted.
Example-
Sub: Application For Leave.
9. Main Body: The main body of letter is divided into three parts. It begins with the introduction which states the purpose of the letter, followed by a longer middle section, which presents relevant facts in a logical and coherent manner and the conclusion, which is polite rounding off. It is not

advisable to round off every business letter with the phrase "Thanking You".

If the intention is to really thank the recipient, then a complete sentence may be used since a phrase beginning with an "ing" word is neither a complete sentence nor grammatically acceptable.

10. Complimentary close: A complimentary close should match the salutation. Example if salutation used was

- Sir - Yours Truly
- Dear Sir- Yours faithfully
- Dear Ms. Muskan- Yours sincerely

However, there are few common errors which should be avoided:

- a) Apostrophe should not be used in Yours. One should avoid writing your's.
- b) Words truly and sincerely are usually misspelt. Truly does not have an 'e' in it while "sincerely" retains both the 'e's.

11. Signatory: After leaving four to five spaces for the signature, the name of the sender may be written in capitals within brackets followed by the designation as shown below:

(AMBUJ CHANDNA).

Regional Sales Manager

12. Enclosures/Copies Circulated: List of enclosures or details of those to whom copies of the letter are being circulated may be given below the designation of the sender.

13. Annexures: If we wish to annex some documents with the letter, then information about these may be listed at the end.

3. TYPES OF BUSINESS LETTERS

Business letters are of two types:

Formal Business Letter:

These are typical standard business letters which are meant for legal or official correspondence. Example- business deals, order, claim, dispute settlement, agreements, information request, sales report and other official matters.

Informal Business Letter:

These are used for casual correspondence but doesn't necessarily has to have a casual tone of language. Example: memorandums, appraisals, interview, thanks, reference letters, cover letter, customer complaint letters, e-mails and others which are less important or regular.

4. LAYOUT OF LETTERS

Letters can be in blocked or semi-blocked format

BLOCKED FORMAT

In this format the date of the letter, all references, subject, salutation, the paragraphs in the body of the letter, conclusion and signature, all commence at the left margin.

No commas are used after inside address, salutation or complimentary close.

BUSINESS LETTER BLOCK STYLE

FRIENDS AND NEIGHBORS

516 W. Iowa Street
Dermott, AR 71638-2039
(870) 555-0183

Letterhead

December 7, 200- About 2 inches or 2 lines below letterhead

Date

↓ 4

Mr. Alex P. Perkla
Homemade Construction
571 S. Pecan Street
Dermott, AR 71638-2225

Letter
Address

↓ 2

Dear Mr. Perkla

Salutation

↓ 2

Thank you for helping to make this year's Friends and Neighbors Dinner
a success.

Body

The tables and benches your crews built, delivered, and set up were put to
good use. Meals were enjoyed by 376 people who might otherwise have
spent their holiday alone and hungry.

Homemade Construction has a positive reputation in the community. That
reputation is well deserved.

↓ 2

Sincerely

Complimentary
Close

↓ 4

Chuck L. Fosgate, Chair
Friends and Neighbors Dinner

Signature
Lines

↓ 2

Enclosures

Enclosure
Notation

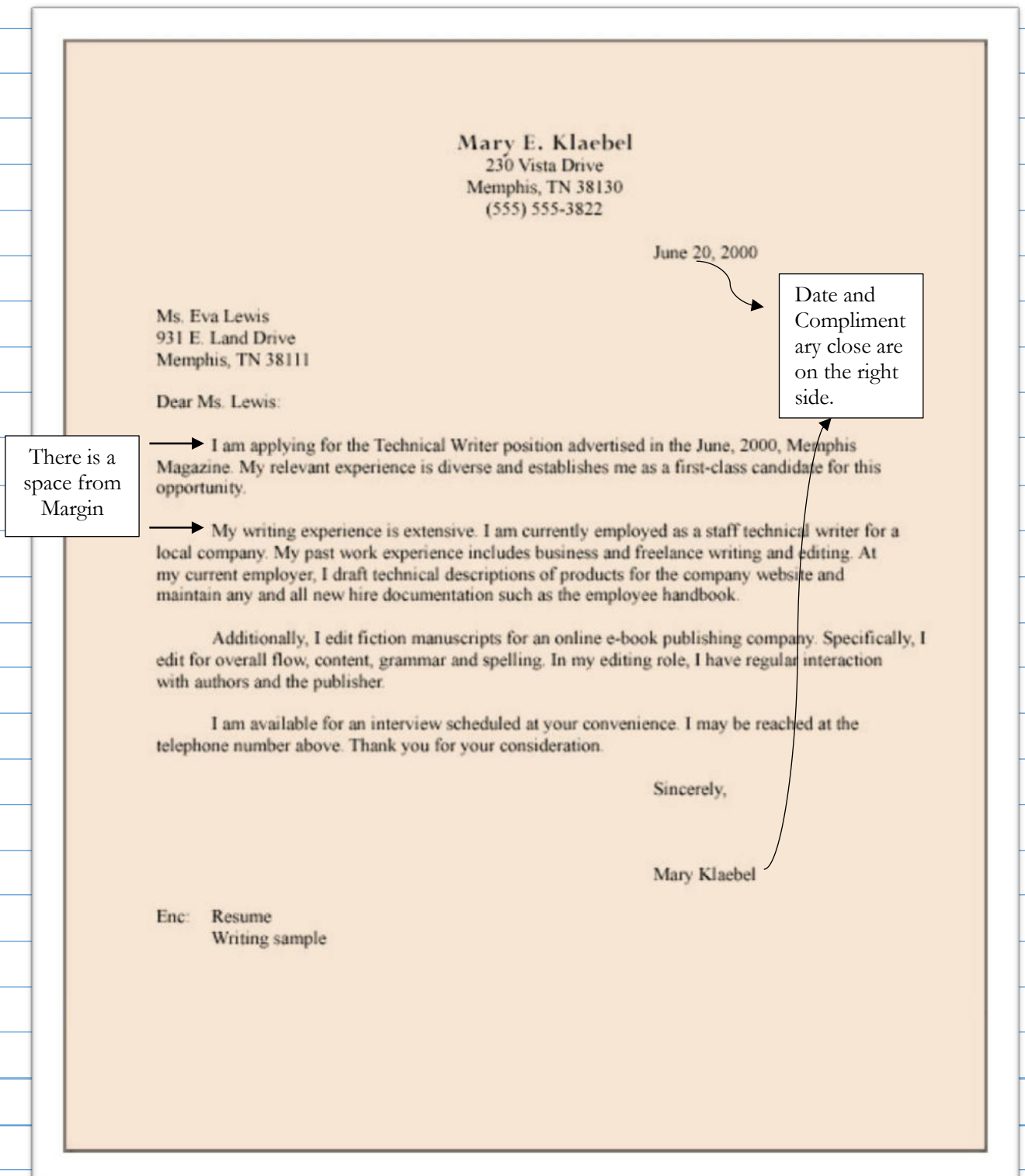
Everything
starts from
a Margin

Reference Guide

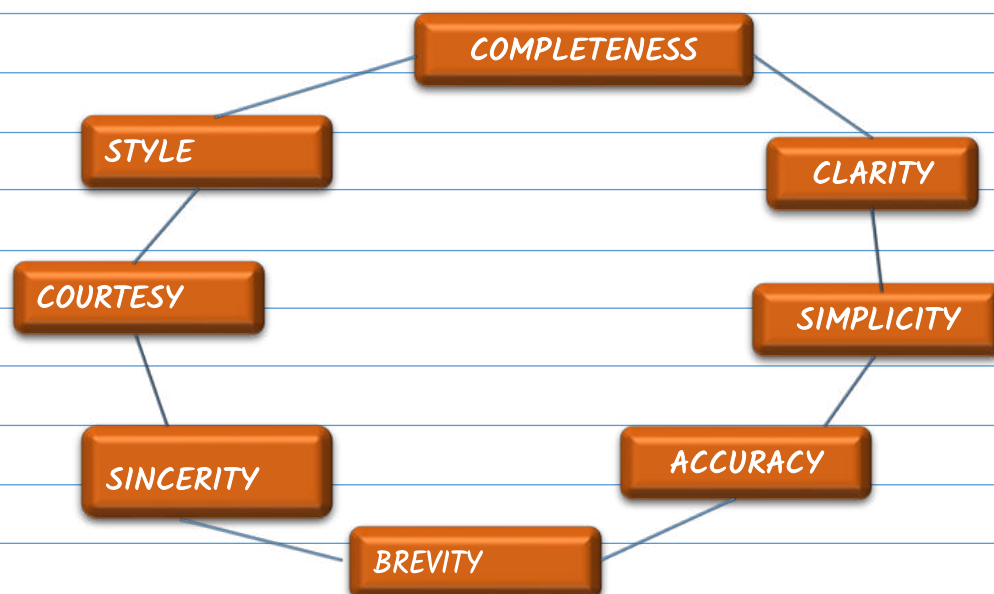
1

SEMI-BLOCKED FORMAT

1. In this format of a letter the date of the letter, conclusion and signature are aligned to the right of the letter, the subject or reference is centrally aligned and the paragraphs of the body of the letter all commence with a slight indent.
2. Commas are used after inside address, salutation or complimentary close.



CHARACTERISTICS OF A GOOD BUSINESS LETTER



1. **Completeness:** The letter must be *complete in itself and should contain all the information required by the addressee*. The important and relevant matter should not be left out as when a letter is incomplete, an unnecessary delay is caused in seeking clarifications.
2. **Clarity:** Clear writing and clear thinking should go hand in hand. The writer *must be clear about what he wants to convey* and he should try to express it in simple and straight forward language. He should plan the message to be conveyed as *planning helps to produce orderly kind of letter which creates a good impression*.
3. **Simplicity:** Business letters *should be in a simple style, clear and easily understandable* and it should avoid using high sounding phrases.
4. **Accuracy:** All *facts and figures* references *should be as accurate as possible* and documents like bills of exchange, invoices, statements of accounts should be carefully prepared and checked. There should be no mistakes or false and misleading statement.
5. **Brevity:** As *brevity in letter is the soul of a commercial correspondence*, the writer must see that every sentence he has written is impregnated with an appropriate meaning.
6. **Sincerity:** Whether a person is writing a personal letter or a business letter, he needs to write it with sincerity. It must have *originality* of the sort that expresses the thoughts of its writer in his own style.
7. **Courtesy:** Courtesy means that the *general tone of the letter should be mild and there should be consideration for the feelings of others*. Curt and rude letters have got no place in the business world. Courtesy should not be sacrificed for the sake of brevity. Discourteous and unpleasant language

should be avoided even while writing letters of complaint or letters of refusal.

8. **Style:** The words used in a business letter and the way in which they are used express the **writer's personality and give the letter what is called its style**. If one writes with naturalness and ease, the letter so produced will reflect the personality of the writer. Therefore, it is correctly said, that **Style is the man**.

5. **BUSINESS MESSAGES**

Businesses messages include messages from the Chairman of the Company to the shareholder, employees or related to sales and purchases, products, and services, confirmation or cancellation of orders, invoices, company announcements and notifications, employee related news such as promotions, awards, increments, bonus, appraisals, resignation and termination.

These messages are very crucial and essential to keep the business relationships in good health.

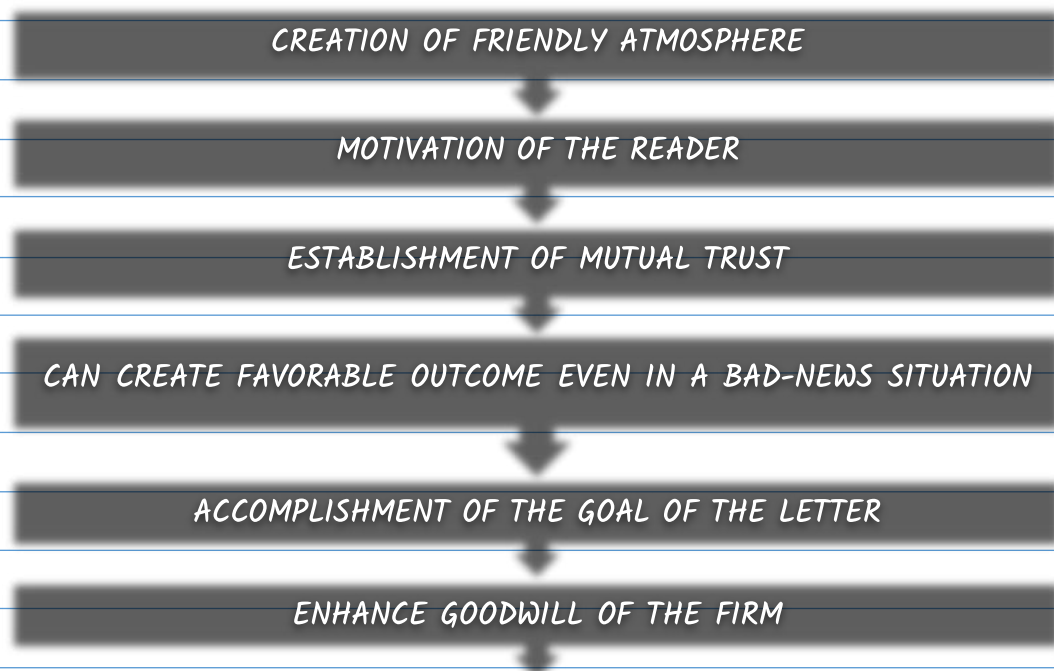
In business messages, the self-centered approach or writer-oriented approach do not cater the positive responses in the readers. It is always advised that to achieve more positive effects of the Business message, the writer should write on the reader's point of view.

The 'You' attitude in Business Writing

Business messages should always be in you attitude which means that emphasis should be placed more on readers than writer. Business letter must be written from 'you viewpoint' instead of 'I or we viewpoint'. You viewpoint emphasize reader's interest and help to win the reader's mind and attention. For example:

- **I or We attitude:** We are sure that our new discount policy will attractive to you.
- **You attitude:** You will surely appreciate new discount policy.
- **I or We attitude:** I am happy to hear that you have selected our Company.
- **You attitude:** Thank you for giving us the opportunity to serve you.
- **I or we Attitude:** I will give you 10% discount on credit card purchase
- **You attitude:** You can get 10% discount on credit card purchase

ADVANTAGES OF ADOPTING YOUR VIEW POINT:



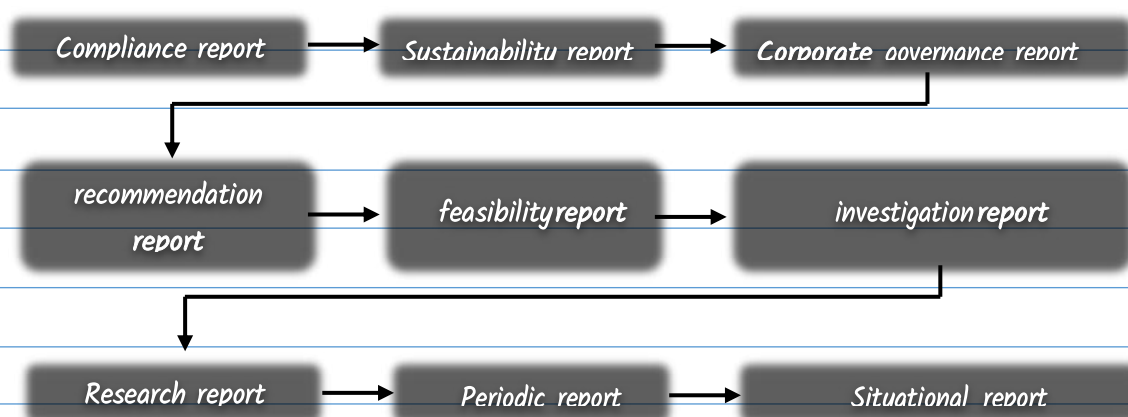
- a. Positive Messages: Positive messages tend to consist of routine or good news. These messages might be items such as congratulations, confirmations, directions, simple credit requests, or credit approvals.
- b. Negative Messages: In these messages, the sender's goal is to convey the bad news in a manner that preserves the business relationship. These messages might be items such as refusal to provide a refund, cancellation of an event, inability to support an event and more.
- c. Persuasive Messages: The third, overlapping category is persuasive messages. In this type of message, the audience is expected to need encouragement in order to act as the sender desires. In some cases, the receiver is more like a positive audience; for example, when you're asking for a recommendation letter or when you're inviting someone to attend an after-hours work function. In other cases, the receiver is more like a negative audience; for example, when you're requesting additional payment as a result of a shared error or when you're providing an extension to an impending due date.

6. BUSINESS REPORTS

The word 'Report' is derived from the Latin "reportare" which means to carry back (re=back+ portare = to carry). A report, therefore, is a description of an event carried back to some who was not present on the scene. The report is a message to management. It travels from an employee to a supervisor, from a supervisor to an executive, or from the executive to the management. It is the means to present the information where some reports might present the actual solution to solve a business problem; other reports might record historical information that will be useful to assist in future decision-making.

Thus, the term report can be defined as an orderly and objective presentation of information that helps in decision-making and problem solving or as an evaluation or assessment or review of a particular event, issue, period or set of circumstances which is related to a business.

Categories of business report are as following-



Writing effective business report

- Business report should not be in an essay format and it should be in an abridged style that allows the reader to navigate the report quickly and to identify key elements.
- It uses appropriate headings and subheadings and, if necessary, bullet points, diagrams and tables.
- A lengthy report would include a table of contents and possibly an index.
- Usually a business report includes following four main elements:
 - a. Key findings or recommendations
 - b. Body
 - c. Executive Summary
 - d. Conclusion

To write an effective business report, it is necessary to understand and identify the following:



- The Executive Summary acts like the Abstract of a regular essay. It will briefly state the purpose of the report, describe the methodology used to investigate the issue and will list the key points and findings that are found in the report.
- The body describe your methodology and identify particular issues that impacted on your evaluation.
- In the Key Findings/Recommendations section you will identify and discuss/describe your key findings and make your recommendations.

7. INTER AND INTRA DEPARTMENTAL COMMUNICATION

Inter departmental communication is largely a formal affair. Inter departmental communication will be effective when it is supported by good infrastructural facilities. There are various documents used in inter departmental communication, which are as following:

- a. **MEMORANDUM**- Memorandum or memos means records for future use. It is a useful mode of internal communication and plays a flexible role. While much of inter and infra-office communication is being done over the phone, memorandums are preferred when one needs to convey information in writing.

Most memos have same headings though there may be slight change in formats. Inside name, addresses, salutation and complimentary close are now not used in a memo. When addressed to all employees, a memorandum is as good as an Office Circular:

Memos are also issued in the case of disciplinary actions to be taken against the employees, with respect to show cause notice, charge sheet etc.

2. **OFFICE CIRCULARS**- Office circulars are for disseminating information to a large number of employees within the organisation. Since it is an internal communication, therefore it has traditionally been brief and business-like formal and devoid of salutation.
3. **OFFICE ORDERS**- Office Orders have a format similar to that of memorandums but what makes them different is the purpose and tone employed. They generally deal with matters affecting rights and privileges of employees and the language used is formal and legally common. They carry a number since they remain in force till revoked and a bold, underlined heading to help us identify them.
4. **ORDER NOTES**- Office Notes are exchange between two different departments and its format may differ from company to company.

IMPORTANT

- Memo is different from a letter. It does not have a salutation and complimentary close but subject is written and underlined.
- Memos are used to issue instructions to staff, making requests, giving information etc.
- Language of the memo is always polite and courteous.

8. MANAGEMENT INFORMATION SYSTEMS

A. MIS CONCEPTS

Executives in an organization provide leadership and direction for planning, organizing, staffing, supervising, and controlling business activities and each of these business activities involves decision making process.

- For making decisions, executives need the information and this information is to be provided by information specialist or by data processing department.
- Depending on the hierarchy the information need differs, accordingly different types of information systems are required. To achieve this goal, different types of information systems are devised by the organizations amongst which is MIS.

B. MAJOR POSTULATES OF MANAGEMENT INFORMATION SYSTEM

- Information form of a MIS is periodic, exception and based on demands.
- Information formats are pre-specified and fixed.
- Information is provided by extraction and manipulation of operational data.
- It provides information about the performance of the organization.
- It supports the intelligence and implementation stages of decision making.
- It supports structured decisions for operational and tactical planning and control.

C. PURPOSE OF MIS

- To report the organization performance to tax authorities, shareholders, regulatory authorities and other stakeholders such as suppliers and customers etc
- To prepare future plans for short- and long-term basis.
- To exercise day-to-day control on various operations in the different functional areas in the organization.
- To allocate different type of resources to different functional areas.
- To allow management by exception.
- To develop database of business partners and to devise procedures to deal with them.
- To develop the training tools for the new recruits in the organization at all levels.

D. ELEMENTS OF MIS

1. Management-

- It has been defined as the art of getting things done through people.
- It is a process of conceiving and converting certain worthwhile ideas into results by getting things done through people by offering them monetary and other inducement in return for their contributions.
- It involves mobilization, combination, allocation and utilization of physical, human and other needed resources in a judicious manner by employing appropriate skills, approaches and techniques.

- In short Management can be considered as sum total of the activities which relate to the laying down of certain plans, policies and purposes, securing men, money, materials and machinery needed for their goal achievements; putting all of them into operation, checking their performance and providing material rewards and mental satisfaction to the men engaged in the operation.

2. Information-

- It is a source for increment in knowledge which is obtained in MIS by processing data in to a form which is meaningful to the users.

3. System-

- A physical system is a set of components that operate together to achieve a common objective or multiple objectives. An efficient system uses its inputs economically in producing its outputs.
- MIS can be thought of as a system (set of hardware, software, manpower, procedures, etc.) to provide timely and accurate information to the management users in an organisation.

E. STRUCTURE OF MIS

Management Levels and their information needs

The levels of management consist of top, middle, and first line management (supervisory) and activities involved in the organisation are of three types:

1. Strategic Planning
2. Tactical Planning
3. Operational Planning

Each of these levels to perform - strategic planning, tactical, and operational activities and requires different set of information.

1. TOP LEVEL (STRATEGIC LEVEL) MANAGEMENT AND THEIR INFORMATION REQUIREMENTS

- Top management is concerned with the overall tasks of designing directing, managing the organization in an integrated manner and interacting with representatives of the external environment, such as financial institutions, political figures, and important clients of the organization.

- It consists of Chairman, members of the Board of Directors, Chief Executive Officer, the heads of the major departments of the company and those executives, whose responsibilities relate to the whole organization or who are accountable for effectiveness and efficiency of the operations of the organization as a whole.
- Top management needs the information on the trends in the external environment (economic, technological, political and social) and on the functioning of the internal organizational sub-system. Apart from historical information, top management requires on-going or current information also which is generated through forecasts of the future. Thus, mostly the information utilized by top management is futuristic and external in nature.
- Information generated in strategic planning is usually incomplete and is not fully reliable.

2. MIDDLE LEVEL (TACTICAL LEVEL) MANAGEMENT AND THEIR INFORMATION NEEDS

- Middle management positions consist of heads of functional departments and chiefs of technical staff and service units. It thus includes people such as the Manager of Sales, the Manager of Purchasing, Finance Manager, and the Manager of Personnel etc.
- Middle management is viewed as “administrative” management as it is responsible for the elaboration, classification and operationalization of organization goals, strategies and policies in terms of action programmes and norms of performance.
- The nature of information required at the middle management level is less diverse and complex. It is fed with information both from top management and supervisory management and thus the information received is internal in nature. It does not require a lot of futuristic information as its decisions are not of long term nature.
- Example- the information needs of a sales manager are: corporate sales goals and targets, strategies and policies for operationalizing them, he also needs information on sales potential and trends in different market segments, geographical territories, competitive conditions and so on

3. SUPERVISORY LEVEL (OPERATIONAL LEVEL) MANAGEMENT AND THEIR INFORMATION NEEDS

- Supervisory management is defined as a team of management positions at the base of the hierarchy as it consists of section officers, office managers and superintendents, foreman and supervisors who are directly responsible for instructing and supervising the efforts of rank and file, clerical and “blue-collar” employees and workers.

- It is also called “operation management” in the sense that it is concerned with implementing operational plans, policies and procedures for purposes of conversion of inputs into outputs.
- Supervisory management mostly needs internal information on operational aspects of the functioning of activity units.
- It receives information from the middle management levels on operational plans and programmes and the nature of information is routine and structured.
- The information tends to be reliable and relatively complete.

F. CHARACTERISTICS OF MIS

- Comprehensiveness:** Management Information System is comprehensive in nature. It takes inputs from transactions processing systems and process information primarily for managers at all levels.
- Co-ordinated:**
Management information system is centrally co-ordinated to ensure that information is passed back and forth among the sub-systems as needed.
- Sub-systems:**
 - A MIS is composed of sub-systems or quasi separate component system that is the part of the overall - unified system.
 - Each of these systems shares the goals of the management information system and of the organization where some of the systems serve just one activity or level in the organization, while others serve multi-levels or multiple activities.
- Integration:**
 - Sub-systems of MIS are integrated so that the activities of each are inter-related with those of the others. This integration is accomplished primarily by passing data between these systems.
 - Integration makes information processing more efficient by reducing both intermediate processing and the incidence of independent generation of the same data by multiple departments and providing more timely, complete and relevant information
- Transformation of data into information:** A MIS transforms data into information in variety of ways. When data is processed and is useful to a particular manager for a particular purpose, it becomes information.

- f. Enhance Productivity : MIS enhances productivity in several ways as it enables routine task such as document preparation to be carried out more efficiently, it provides higher levels of service to external organizations and individuals, it supplies the organization with early warnings about internal problems and external threats, it gives early notice of opportunities, it facilitates the organization's normal management processes and it enhances managers' ability to deal with unanticipated problems.
- g. Conforms to Managers' Styles and Characteristics:
- A management information system is developed considering the unique managerial styles and behavioural patterns of the personnel who will use it.
 - At the organization's more senior levels, the management information system is likely to be carefully tailored to each individual manager's personal tastes.
 - At the organization's lowest levels, the management information system is more likely to be tailored to the unusual way in which clerical and operations personnel use information and interact with the information system.
 - For middle managers, the information system is tailored to the general characteristics of managers.
8. Relevant Information: MIS should only provide relevant information though determining what information is relevant may be difficult in situations where analysis vary from manager to manager and in particular cases like special problems.
9. Uses Established Quality Criteria: A management information system must be designed to the required tolerance for timeliness, relevance, and accuracy of information. These tolerances vary from task to task and from level to level within an organization.
10. Feedback: A management information system should provide feedback about its own efficiency and effectiveness. The reporting of computer malfunctions and transactions processing error rates is a simple example of this feedback. It includes report such as how much computer time is used by each user, how many pages are printed for each user, and how much internal data file space is utilized by each user's data.
11. Flexibility: It must be so designed that it can be easily modified as if the environment changes or if the organization undertakes new activities (such as introducing new products), new modes of processing is required.

12. Modularity: The MIS should be composed of many modules or sub-systems rather than be designed as one large system.

13. Selective Sharing of Data : Another characteristic of an MIS is selective sharing of data. Two or more managers often need to utilize the same information; the system should have features, which allow ready access to information by multiple managers. An advanced feature that promotes this sharing is data bases. On the other hand, it is often important to reserve certain information for the exclusive use of only selected managers. Sometimes, this need extends down to the record or field level, in which case some parts of a record are available to all managers, but only certain managers permitted to examine other parts. For example, an employee's current address or marital status may be needed by employee or other personnel, but access to information about pay rate, hours worked, gross pay, and other details of payments may be restricted to certain payroll managers. This selective sharing quality can be established by controls that are part of the computer programs.

14. Computerised: It is possible to have a MIS without using a computer but use of computer increases the efficiency of MIS. Its use equips the MIS to handle necessary attributes of the computer to MIS, for example accuracy and consistency in processing data and reduction in staff.

G. BASIC REQUIREMENTS OF MIS

Hardware

The hardware must provide five basic functions, i.e., input of data entry, output, secondary storage for data and programmes, central processor (Computation, Control, and primary storage) and communication.

Software

- It means the application or programs that direct the operation of hardware.
- Software required are- system software and application software.

Database

- The database contains all data utilized by the application software.
- An included set of stored data which is often referred to as file.
- The physical existence of the stored data is known as database.

Procedures

Formal operating procedures are physical components because they exist in a physical form such as a manual or instruction booklet. Basically, three major types of procedure are required: - User Instructions (for users of the application to record data, employ a terminal to enter or retrieve data, or use the result) -

Instructions for preparation of input by data

preparation personnel - Operating instructions for computer operations personnel

Operations Personnel

It includes personnel such as Computer operators, system analysts, programmers, data preparation personnel.

H. LIMITATIONS OF MIS

1. The quality of the outputs of MIS is basically governed by the quality of inputs and processes.
2. It cannot replace managerial judgement in making decisions in different functional areas. It is merely an important tool in the hands of executives for decision-making and problem solving.
3. MIS may not have requisite flexibility to quickly update itself with the changing needs of time, especially in the fast changing and complex environment.
4. MIS cannot provide tailor made information packages suitable for the purpose of every type of decisions made by executives.
5. MIS takes into account mainly quantitative factors; thus it ignores non-quantitative factors like morale, attitudes of members of the organization, which have an important bearing on decision-making process of executives.
6. MIS is less useful for making non-programmed decision-making. Such type of decisions is not of routine type and thus they require information, which may not be available from existing MIS to executives.

7. The effectiveness of MIS is reduced in the organization, where the culture is to hold information and not share with others.
8. MIS effectiveness decreases due to frequent changes in top management organizational structure and operational team.

LET'S TEST OUR KNOWLEDGE

1. A Letterhead contains the following:
 - (a) Company logo
 - (b) Name and address of Registered Office, Corporate Office
 - (c) Contact numbers
 - (d) All of the above

Ans-d
2. The word "Confidential" super scribed on the envelope is a _____.
 - (a) Salutation
 - (b) Special marking
 - (c) Attention line
 - (d) Subject heading

Ans- b

3. The word 'Report' is derived from the Latin word:
 - (a) Reportare
 - (b) Reporte
 - (c) Rapport
 - (d) Repo

Ans- a

4. A/An _____ is used for disseminating information to a large number of employees within the organisation.
 - (a) Office circular
 - (b) Memorandum

(c) Office order

(d) None of the above

Ans- a

5. MIS stands for:

(a) Management Infotainment System

(b) Management Information System

(c) My Information System

(d) Management Intellectual System

Ans- b

CONCEPT OF E CORRESPONDENCE

1. INTRODUCTION

Professionals, non-professionals, experts or students, we are all turning increasingly to the internet in our daily lives. Whether we want to find educational openings abroad, do banking operations online, find research material on any issue, send corporate e-mails, internet is the place where we go most often. From the trivial to the highly complex, we look for answers to most of our questions in the vast ocean of knowledge called World Wide Web (www).

Many people use the terms Internet and World Wide Web interchangeably, but in fact these two terms are not synonymous. The Internet and the Web are two separate but related things.

2. WEB

- The World Wide Web, or simply Web, is a way of accessing information over the medium of the Internet.
- The Web is just one of the ways through which information can be disseminated over the Internet.
- It uses the HTTP protocol (one of the languages spoken over the Internet) to transmit data.
- It also utilizes browsers, such as Google Chrome, Internet Explorer or Firefox to access Web documents called Web pages that are linked to one another via hyperlinks. Web documents also contain graphics, sounds, text and video.
- The Internet, not the Web, is also used for e-mail. So the Web is just part of the Internet, albeit a large part, but the two terms are not synonymous and should not be confused.

3. BROWSER

- A Web browser is software application that enables you to find, retrieve, and display information available on the World Wide Web (WWW). Browser also allows you to traverse information resources on the WWW. The information on the Web is organized and formatted using tags of a Markup language called Hypertext Markup Language or HTML.
- Some of the popular web browsers are –
 1. Google Chrome
 2. Internet Explorer
 3. Mozilla Firefox
 4. Safari

5. Opera.

A brief description about some of these interactions/buttons is as follows:

1. Back/Forward Buttons: Back button can be used by you for going back to the previously visited web page whereas the Forward button is used to visit the next page.
2. Tab: It allows you to view multiple web pages in the same browser without opening a new browser session.
Address bar: Also known as URL Bar is a place where you can type the web page address that you want to visit and also displays the address of the web page currently being visited by you.
3. Recent History : This shows the links to the web pages previously visited by you.
4. Refresh : This is also called as reload button. It reloads the current web page.
5. Stop : It cancels loading of the current web page.
6. Home : This button will bring you back to the home page of your website which is the first page of any web site.
7. Search : Search box allows any term to be searched by the search engine from the web.

4. INTERNET

The Internet is a massive network of networks – a networking infrastructure. It connects millions of computers together globally forming a network in which any computer can communicate with any other computer as long as they are both connected to the Internet.

Information that travels over the Internet does so via a variety of languages known as protocols. The Internet uses TCP/IP as its basic protocol on which many more application level protocols have been developed.

INTERNET v/s WORLD WIDE WEB

- a. The Internet is a global system of interconnected computer networks. In contrast, the Web is one of the services that runs on the Internet. It is a collection of textual documents and other resources, linked by hyperlinks and URLs, transmitted by web browsers and web servers. In short, the Web can be thought of as an application “running” on the Internet.

- b. Viewing a web page on the World Wide Web normally begins either by typing the URL of the page into a web browser or by following a hyperlink to that page or resource.

5. E-CORRESPONDENCE

E-Correspondence, commonly known as 'email-correspondence' or 'electronic correspondence', is an electronic method of providing you with important information on your email address.

6. CONCEPT OF EMAIL



Electronic Mail

- "Electronic mail" or "e-mail" as it is commonly called is the process of sending or receiving a computer file or message by computer modem over telephone wires to a pre-selected "mail box" or "address" on another computer.
- Today, e-mail stands as a central component of business communication, both within business enterprises and between business enterprises, because of the many advantages it offers over regular mail in terms of efficiency, speed, and 24-hour availability.
- Electronic mail, known commonly by its abbreviation 'email', is probably the most used medium of communication today. Ability of the email to securely forward multimedia, photos, software, etc. has made it very popular.

7. HISTORY OF EMAIL

- 1965— The Massachusetts Institute of Technology (MIT) was the first to demonstrate the use of the first email system known as MAILBOX. However, Tomlinson, chose the '@' symbol to provide an addressing standard in the form of "user@host, which is why he is called as father of e-mail.
- 1974— email in its improved form was being used by the US military.

- **1975**— A general operating area, known as email account, was created for users who wanted to avail the email service. Access controlling was done by giving the user a secret password, which only he/she would know. Separate folders were created depending on the purpose like. Inbox for incoming messages and outbox for outgoing messages.
- **1972**— File transfer protocol (FTP) was put in use to send email messages. However, FTP created a separate mail for every recipient and then dispatched it, which resulted in loss of memory space.
- **1980**— Simple Mail Transfer protocol was developed for sending mails. If SMTP is used to send messages, POP (Post Office Protocol) is a standard for receiving emails. However, due to drawbacks of POP, IMAP ((Internet Message Access Protocol) was developed through which one comes to know about the offline messages, i.e., messages received when the receiver is not signed in.
- **1990's**— Free and user-friendly email service providers had taken the industry by storm. Players like 'yahoo' and 'hotmail' were competing for the market share and today, there are more than 600 million email users across the globe, with newer players like Google (Gmail) and Rediff entering.

8. FEATURES OF EMAIL

1. **Electronic:** It is an electronic mode of message transmission as it is sent using HTML (Hyper Text MarkupLanguage)
2. **The computer code used to create web pages.**
3. **Cost-Effective:** It is one of the cost-effective modes of fast communication.
4. **Packages:** Packages like 'Messenger' and 'Outlook' help us compose new mails or forward the received ones to one or all of the people whose email addresses are stored in the 'Address Box'. They allow us to change font, sizes and colour of the text; highlight, delete, store or save; align, center or justify the text; italicize, bold, underline or even print what we write or receive as email.
5. **Interface:** An interface between email programme and word processing programme allows us to cut, copy and paste material from one place to the other.
6. **Attachments:** The 'Attach' option allows us to share documents, worksheets, presentations, pictures and videos along with the mails.

7. Spam: Junk mails can be filtered by using the 'spam' option which forbids unwanted mails to enter your inbox.
8. Signature: We can customize our signature if we want it to appear in the complimentary closure of every email and once you add your signature it automatically appears at the end of every mail that you compose.
9. Search: The search option helps us to locate old email communications.
10. Cloud Storage: Google Drive, Dropbox etc are examples companies offering cloud service solutions to enterprises. Data can be stored on cloud.
11. Changes at the Workplace: This trend of online work has brought about other changes like virtual workplaces, work from home, flexi-time etc.

9. FEATURES OF AN EMAIL ACCOUNT

An email account has following folders:

1. Inbox: Inbox is the main folder in your email account which contains all the e-mails that have arrived in your e-mail account.
2. Sent Email: It shows all the e-mails sent by you from your e-mail account.
3. Drafts: This folder stores those messages that you have created but have not been sent by you so far.
4. Spam: Spam is unsolicited e-mails or junk mails. Spam mails are identified by the mail services and placed in this folder. These spam mails are automatically deleted after few days.
5. Trash: Any deleted mail is put in the Trash folder. Trash folder allows you to get back an e-mail which have already been deleted but only if it is recovered within few days.

An email account has following options:

1. Compose mail: By clicking on the Compose Mail button a window appears where we can write our message in the message box and the email addresses of the person we want to send the mail.
2. Contacts: The Contacts helps you to find email address of a person whom you have saved in your Contact list.
3. To field: In to field you have to put the address of the receiver and in case you want to send email to more than one receiver then put commas between their email addresses or you can

use ?add cc. or ?add bcc.

4. Subject: Subject helps to explain that mail is regarding which issue.
5. Text Area: The message is written in this area.
6. Send: You can send the mail by clicking the Send button.
7. Group Contacts: Contacts can be organized in different groups like office, school, relatives etc.

10. ELECTRONIC MAIL SYSTEM

Today companies are able to customize their e-mail services to meet their own unique communication needs. E-mail management tools in the market can help entrepreneurs and managers address a wide array of issues from excessive volumes of e-mail and/or excessively large file attachments.

11. OPTIMISING PERSONAL EMAIL USE

Experts in the fields of business and electronic communication agree that managers and small business owners can take several steps to increase the efficiency of company's e-mail systems by understanding patterns of personal e-mail use to guidelines for companywide e-mail policies. Some amongst these are as following:

1. Avoid 'Emoticons' - smileys, winks etc in official correspondence.
2. Maintain separate accounts for official and personal e-mails.
3. Use the "Reply/Reply All" features with care. Your response may be intended only for the sender and not to all included in the mail.
4. Invest in supplementary tools that can block e-mail spam that clogs many systems.
5. Review incoming e-mails only at two or three set times a day, rather than peeking at each one as it comes in.
6. Delete old messages that can clutter up your inbox.
7. Respond promptly to official e-mail messages - less than 24 hours. In case the response takes more detailed information, write a short reply explaining how long it would take for you to give a proper response. Non-response sends out wrong signals.
8. Have a standard signature for your official e-mails - Name, Designation, Phone numbers. This helps in accurate identification.

9. *Limit the size of attachments to be received or sent out by e-mail. This helps monitor data security, virus attacks etc.*
10. *Proper Grammar, correct spelling, tone, courtesy, structure, content etc. should exist.*

12. PROPER E-MAIL CORRESPONDENCE

Words used in an e-mail are like a small, lit match; they can be used to mend fragile relationships, warm the heart and light the way, or they can ignite whole forest aflame that could cause havoc and destruction. Thus, we should be careful in e-mail correspondences.

At times you would like to send the same e-mail to all of your readers at one time. Most of all e-mail recipients are known to have what is called Carbon Copy (CC) and Blind Carbon Copy (BCC). Here we want to be careful that only one person at a time will see your mail without seeing the address of every person you are sending it to. If we use CC, every person's address is listed for each e-mail recipient to see, but if we use BCC, only the address of person in the 'To:' box is seen.

13. EMAIL ETIQUETTE

Following email etiquettes should be followed while writing a letter:

1. Mind Your Manners: Think of the basic rules you learned growing up, like saying please and thank you.
2. Address people you don't know as Mr., Mrs., or Dr and address someone by first name only if they imply it's okay with them to do so.
3. Watch Your Tone: It is very difficult to express tone in writing, but make sure that you should come across as respectful, friendly, and approachable.
4. Be Concise: Get to the point of your email as quickly as possible, but don't leave out important details that will help your recipient answer your query.
5. Be Professional: Stay away from abbreviations and don't use emoticons (those little smiley faces).
6. Use Correct Spelling and Proper Grammar: Use a dictionary or a spell checker and pay attention to the basic rules of grammar.
7. Wait to Fill in the "TO" Email Address: This will keep you from accidentally sending an email

prematurely.

14. ADVANTAGES OF E-MAIL

EASY

You can manage all your correspondence on screen and so can your customers.

FAST

Mail is delivered instantly from your office to anywhere in the world.

INEXPENSIVE

Compared to telephone calls, faxes, or over night courier service, Email is less expensive

EASY TO FILTER

The subject line on an Email makes it easy to prioritize messages. The reader can identify critical correspondence quickly and deal with it immediately.

SECURE TRANSMISSION AND RELIABLE

The level of security in transmitting Email messages is very high, and the industry continues to strive to develop even tighter security levels.

15. DISADVANTAGES OF E-MAIL

TIME CONSUMING

Sometimes the message is better communicated over the telephone or directly. Organizing and reading through emails can also eat up a great deal of time and prove an obstacle in the way of a worker's productivity.

SECURITY

Sensitive information can be easily shared and distributed within a business through email.

IMPERSONAL COMMUNICATION

Since email recipients cannot see one another, the emails do not have any voice inflection or emotion that can help in proper interpretation.

MISUNDERSTANDING

Pronouns and popular jargon can lead to conflicts in emails. In addition, email is filled with abbreviations and short descriptions, which can often be misunderstood and/or interpreted the wrong way

VULNERABILITY

All of your emails and important information can be lost with a simple hard-drive crash. Even if you

store your email information on another server, you could lose your data if that site goes down or gets out of business.

INTERNET CONNECTIVITY

E-mail depends on the internet connectivity which can get disturbed or disconnected due to various reasons.

16. EMAIL POLICY OF GOVERNMENT OF INDIA, 2024



EMAIL POLICY OF GOVERNMENT OF INDIA, 2024

What is it?

The Government of India's Email Policy (2024) is a new set of rules made by the Ministry of Electronics and Information Technology (MeitY). It tells how government employees should use email for official work to keep communication safe and secure.

Why was it made?

To protect government data and prevent cyber attacks.

To make sure government emails are used only for official purposes.

To follow the new Digital Personal Data Protection Act, 2023.

Main Points of the Policy:

1. Only Government Email Allowed:

All government employees must use NIC email (official government email). No personal email (like Gmail or Yahoo) for official work.

2. No Social Media Registration:

Government emails can't be used to sign up on social media or other websites, unless approved.

3. Use Outside India (Emergencies Only):

Offices outside India can use other email services only in emergencies and with permission.

4. New Email Domains:

Instead of general emails like @gov.in, departments must shift to their own (e.g., @meity.gov.in).

5. Two Types of Email IDs:

Organisation-linked: For departments (e.g., [HYPERLINK "mailto:info@meity.gov.in"](mailto:info@meity.gov.in) info@meity.gov.in)

Service-linked: For roles (e.g., [HYPERLINK "mailto:secretary@meity.gov.in"](mailto:secretary@meity.gov.in) secretary@meity.gov.in)

6. Separate IDs for Contractors:

Consultants or contract workers must have separate email IDs from permanent staff.

Why is this Important?

Helps protect government data.

Prevents cyber crimes like hacking or data leaks.

Makes it easier to investigate if anything goes wrong.

17. **INTRANET**

- The word 'intra' means within or internal.
- It is like the internet, except that it contains information specific to the particular organization. External people, who are not on the network cannot access the intranet.
- The intranet implies that only the company employees who are set up on the server can access the company pages and is different from the Internet which is open to everyone who has an Internet connection.
- The benefits of an intranet are that it allows a central communication area for the entire company. It gives information to everyone within the company, regardless of their location. Thus, all employees in an organisation get to know about the carried happenings.

18. BENEFITS OF INTRANET

1. **Workforce productivity:** Intranets can help users to locate and view information faster and use applications relevant to their roles and responsibilities.
2. **Time:** Intranets allow organizations to distribute information to employees as and when needed.
3. **Communication:** Intranets can serve as a powerful tool of communication within an organization. intranets are useful to communicate strategic initiatives that have a global reach throughout the organization by which staff has the opportunity to keep up-to-date with the strategic focus of the organization.
4. **Web Publishing:** It allows cumbersome corporate knowledge to be maintained and easily accessed throughout the company using hypermedia and Web technologies. Examples include: employee manuals, benefits documents, company policies, business standards, news feeds etc.
5. **Business Operations and Management:** Intranets are also being used as a platform for developing and deploying applications to support business operations and decisions across the internetworked enterprise.
6. **Cost-effective:** Users can view information and data via web-browser rather than maintaining physical documents which save the business money on printing, duplicating documents etc.
7. **Enhance Collaboration:** Information is easily accessible by all authorized users, which enables teamwork.
8. **Promote Common Corporate Culture:** Every user has the ability to view the same information within the Intranet.
9. **Immediate Updates:** Intranets make it possible to provide your audience with "live" changes so they are kept upto-date, which can limit a company's liability.
10. **Supports a Distributed Computing Architecture:** The intranet can also be linked to a company's management information system.

19. PURPOSE OF INTRANET

- The purpose of the intranet is for internal communication.
- Intranets are also being used as corporate culture-change platforms. For example, large numbers of employees discussing key issues in an intranet forum application could lead
- to new ideas in management, productivity, quality, and other corporate issues.

- When part of an intranet is made accessible to customers and others outside the business it becomes part of an extranet. Businesses can send private messages through the public network, using special encryption/ decryption and other security safeguards to connect one part of their intranet to another.
- Intranets are managed by the communications, HR departments of large organizations, or some collaboration among these.

Difference between Internet and Intranet

S. No.	Internet	Intranet
1	Internet is used to connect different	Intranet is owned by private firms, network of computers simultaneously.
2	In internet, there are multiple users.	In intranet, there are limited users.
3	Internet may be unsafe.	Intranet is safe.
4	In internet, there are more number of	In intranet, there are less number of visitors.
5	Internet is a public network.	Intranet is a private network.
6	Anyone can access Internet.	Anyone can't access the Intranet.
7	Internet provides unlimited information.	Intranet provides limited information.

Extranet

An extranet is a private network that uses Internet technology and the public telecommunication system to securely share part of a business's information or operations with suppliers, vendors, partners, customers, or other businesses. An extranet can be viewed as part of a company's intranet that is extended to users outside the company. It has also been described as a "state of mind" in which the Internet is perceived as a way to do business with other companies as well as to sell products to customers.

Companies can use an extranet to:

- (i) Exchange large volumes of data using Electronic Data Interchange (EDI).
- (ii) Share product catalogues exclusively with wholesalers or those “in the trade”
- (iii) Team up with other companies on joint development efforts
- (iv) Jointly develop and use training programs with other companies
- (v) Provide or access services provided by one company to a group of other companies, such as an online banking application managed by one company on behalf of affiliated banks
- (vi) Share news of common interest exclusively with partner companies.

Difference between Intranet and Extranet

S. No.	Intranet	Extranet
1	Intranet is a tool for sharing information throughout the organization.	Whereas Extranet is a tool for sharing information between the internal members and external members.
2	Intranet is owned by a single organization.	While Extranet is owned by either a single or a many organization.
3	In intranet, security is implemented through a firewall.	Whereas in this, security is implemented through a firewall in order to separate the extranet and the internet.
4	Intranet is managed by an organization.	Whereas Extranet is managed by many organizations.
5	Intranet has a limited number of connected devices.	Whereas in the extranet, connected devices are comparable with the intranet.
6	Intranet is a private network type for an organization.	While it is also a private network in which public network is used in order to share the information to the suppliers and customers.
7	Intranet is used in order to get employee information, telephone directory etc.	While it is used to check status, access data, send mail, place order etc.

8	Intranet is the limited and compromised version of Extranet.	While Extranet is the limited and compromised version of Internet.
9	A particular organization is the regulating authority for intranet.	While it is regulated by multiple organizations.
10	It is accessible to only the members of organization.	It is accessible to members of organization as well as external members with logins.
11	It's restricted area is upto an organization.	It's restricted area is upto an organization and some of its stakeholders.

BUSINESS CORRESPONDENCE

Business correspondence means *written communication used in professional settings*. It includes letters, notices, circulars, and reports.

1. Notices

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

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

- Participants of the meeting
- Nature of the meeting (routine/emergency/special etc.)
- Day, date and time of the meeting
- Venue of the meeting
- Purpose or agenda of the meeting
- Signature of the Secretary
- Date on which the notice was issued
- How long will the meeting take (optional)

- Whether tea/lunch will be served (optional)

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

Format

India Garments S, Okhla Industrial Estate New Delhi 110023 NOTICE

The MD would like to meet managers of all departments on Tuesday, the 28th of August 2025 at 11.30 am in the Conference Room to discuss the problems and possible solutions relating to the last batch of garments sent to Serangoon Garments, Singapore.

24 August 2025 Secretary

cc: i. Mr. Raman Kumar, Manager (Production) ii. Ms. Ratna Ahmad, Manager (Sales) iii. Ms..... iv. Mr..... v. etc.

Enclosure: A copy of the letter from 'Serangoon Garments' regarding the problems of the last consignment.

A notice is an official written communication for informing a group about meetings, functions, or policies.

Features:

Clear and precise.

Includes date, time, venue, and purpose.

Written in a formal tone.

Example:

NOTICE

ABC College of Commerce

Date: 25 November 2025

All B.Com students are hereby informed that a workshop on "Digital Marketing Skills" will be held on 30th December 2025 at 11:00 a.m. in the Seminar Hall.

Attendance is compulsory.

(Signature) Principal

Format

2. Agenda

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

- The letterhead of the organization
- The date, time and place of the meeting
- Apologies for absence
- Confirmation of minutes of previous meeting (if applicable)
- Matters arising from the minutes
- Items for discussion
- Any other matter
- Date, place and time of next meeting (if required)

Features:

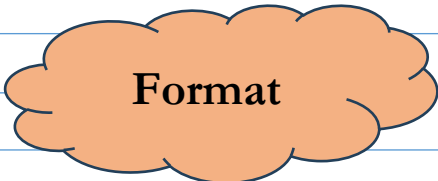
Serially arranged topics.

Helps save time and stay focused.

Example:

Agenda for Staff Meeting – 5th Sept 2025

- Review of previous meeting decisions
- Attendance and discipline issues
- Proposal for annual event
- Any other matter with permission of Chair



Format

3. Minutes of Meeting

All *formal meetings require a written record of the discussions* held and decisions reached. For this it is essential to record what happened in a meeting so that members are reminded of the outcome of the discussions held regarding different issues. *Notes are to be taken during the meeting to prepare the minutes.*

Minutes are prepared by the secretary of the Chairperson. S/he requires certain skills like notetaking, use of reported speech and the technique of summarizing to compile them. All discussions during the meeting must be converted into reported speech and the sequence of ideas: proposals, suggestions etc. are to be noted in a logical manner. The prepared minutes should follow a definite format and sequence of the agenda.

Format of Minutes

The following information is given in the minutes:

- Name of the body
- nature of the meeting
- day
- date
- time and place of the meeting e.g. Minutes of the first meeting of the MD and Managers of all Departments held on August 29th April, 2025 at 11.30 am in the Conference Room.
- 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.

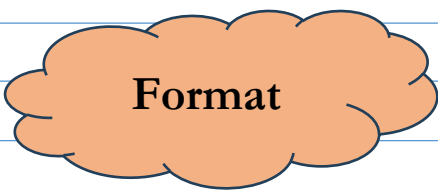
In Attendance:

Raj Gopal (Secretary)

Reena Kirmani (Computer Consultant)

Om Gupta (Auditor)

Reba Choudhary (Designer)



Format

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

Format

This will be recorded as follows:

Apologies for Absence: Apologies were received from the following persons:

K. S. Subramanyam

A. Ahluwalia

- Ratification of the Minutes of a previous meeting (if any) e.g. The minutes of the last meeting held on were confirmed and signed. In case there are any accepted amendments to these minutes, they should be recorded as follows:
- It was pointed out that item no. should read as "a tax rate of 50%" instead of "a tax rate of 35%". With the acceptance of this amendment, the minutes were confirmed and signed.
- If any discussion arises out of the minutes of the previous meeting, it is recorded in the present minutes as:

Matters arising out of the minutes:

1. Manager (Sales) reported that the figures of the last quarter had been delayed due to unavailability of figures from different departments.
 2. Manager (Quality Control) informed members that a breakdown in one of the machines had created a problem with the quality of production but the matter was resolved shortly.
- After reporting the above information, the items for discussion in the agenda are recorded. Each item is recorded separately, e.g. in the item given above, the agenda consists of a discussion of the problem consignment and possible damage control measures.
1. Manager (Sales) reported that the problem with the consignment could have been due to a computer breakdown and suggested having an annual maintenance contract with a company with good credentials.

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

3. etc.

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

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

Language and Style of Minutes

a. 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.

b. 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.

c. The language of minutes should be concise and precise. Only the major points of discussion, resolutions reached, and decisions taken are included.

d. Names of proposer and seconder, and tasks assigned to particular individuals / committees are incorporated into the minutes of a meeting.

e. 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.

f. 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.

g. Double space lines should be used between two paragraphs.

- h. 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'.
- i. 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.
- j. Minutes are the official written records of what was discussed and decided in a meeting.

Features:

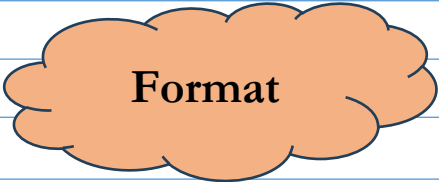
Date, time, and venue of meeting.

Names of members present.

Decisions taken.

Action points.

Example:



Format

Minutes of Meeting – 5th Sept 2025

1. Attendance issues discussed. HODs will monitor weekly.
2. Annual event decided for 20th December.
3. Budget proposal to be prepared by Finance Dept.
4. **ATR (Action Taken Report)**

The next task is the Action Taken Report (ATR) that is compiled a few days following the date of the meeting, stating the necessary actions based on the discussions that had taken place in the meeting (that are available in the form of written records or the minutes, as mentioned above).

In other words, "Action Taken Report" (ATR) is a report that details various actions that are called for in the meeting. ATR is prepared a few days after the meeting to ensure that there is enough time to act on the issues raised in the report. **How does ATR work?**

The ATR is a **direct consequence of the minutes**. The minutes record the 'what'—the decisions taken and tasks assigned. The ATR follows up by detailing the 'how' and 'when'—it reports on the progress and completion status of those specific tasks.

Example:

Action Taken Report – 5th Sept 2025 Meeting

- *Weekly attendance report system started.*
- *Annual event venue booked.*
- *Finance Dept. submitted budget draft.*

4.COMMON BUSINESS TERMINOLOGIES

Ten Basic but Most Important Terms / Words in Business English

- **Management:** those in charge of running a business
- **Business:** the activity of providing goods and services involving financial and commercial and industrial aspects
- **Marketing:** the commercial processes involved in promoting and selling and distributing a product or service
- **Profit:** the amount of money left over after expenses are taken out
- **Telecommuting:** involves working at home usually on a computer
- **Downsizing:** a planned reduction in the number of employees needed in a firm in order to reduce costs and make the business more efficient
- **Outsourcing:** contracting out selected functions or activities of an organization to other organizations that can do the work more cost efficiently
- **R & D or Research and Development:** Business or government activity that is purposely designed to stimulate invention and innovation
- **Headquarters:** (usually plural) the office that serves as the administrative center of an enterprise
- **Market:** the world of commercial activity where goods and services are bought and sold

Business Terminologies

1. **Adjournment:** Postponement of a court session until another time or place.
2. **Adjudication:** A decision or sentence imposed by a judge
3. **Affidavit:** A written statement signed in the presence of a judicial officer, a Notary Public or an Oath Commissioner that is admissible as evidence in a court of law.
4. **Annual Return:** A statutory document filed by every company annually with the Registrar of Companies, stating the particulars such as status, names of directors, shareholders, indebtedness etc. of the company.
5. **Appellant-** The party appealing a decision or judgment to a higher court.
6. **Attestation:** Attestation is authentication of a signature by an authorized person, who could be an oath commissioner or a notary public.
7. **Bankruptcy:** A legal condition where a person or a business in which liabilities exceed the assets and the debtor is unable to repay amounts owed.
8. **Case:** lawsuit or action in a court.
9. **Case Laws:** Judgements by courts usually of higher courts, in leading cases, which are treated as

authorities and quoted and relied on in similar cases by the lower or same level courts.

10. **Cause list:** Cause list is issued by the Registry of the matters to be heard by the court on any day. Cause list contains information like bench, courtroom number and the position of the matter.
11. **Caveat Emptor:** A legal doctrine literally meaning 'let the buyer beware' of what he is buying and satisfy himself about the quality and condition of what he is buying.
12. **Collateral:** A security generally in the form of fixed assets and offered in addition to those already furnished.
13. **Consortium:** An association of companies formed for the purpose of undertaking a particular activity. There may be no other connection between the companies outside the scope of activities. It is usually to share the limited resources and risks associated with the activity undertaken.
14. **Cover Note:** A document issued by an insurance company to provide cover to the insured till a formal policy document is issued.
15. **Credit Note:** A document sent by a seller to a buyer to rectify an error of overcharge in an invoice or to allow credit for goods returned. It is entered in the books of account.
16. **Debit Note:** A note sent by seller to buyer to rectify an undercharge in the original invoice. It is in the nature of a supplementary invoice.
17. **Defendant:** In civil cases, the person who is given court papers, also called a respondent. In criminal cases, the person who is arrested and charged with a crime.
18. **Dematerialisation:** Conversion of debentures from electronic form, securities paper or such as physical shares/ form to
19. **Depository:** The system of organisation which works through registered members called depository participants, to maintain a record of securities in electronic or dematerialised form. Transactions in such shares are recorded immediately by the depository participants in the accounts of shareholders who hold the shares in dematerialised form.
20. **Dismissal:** A judge's decision to end the case.
21. **Dispose:** Ending a legal case or a judicial proceeding.
22. **Disposition:** The manner in which a case is settled or resolved.
23. **Dissolution:** The legal end of a marriage, also called a divorce.
24. **Earnest Money:** refundable security in the form of demand draft or bank guarantee to keep off non-serious applicants usually for tenders. It is also given by a buyer to the seller to bind the bargain and may be adjusted later with the cost of the purchase.

25. **Endorsement:** A writing on the back of a bill of exchange i.e. an Order cheque authorising the bank to pay to the bearer or a specified person or prohibit further endorsements. The effect of endorsement is to vary the terms of the document.
26. **Ex Gratia:** Some action, normally the payment of money, taken where there is no legal necessity to do so but where some moral obligation is recognised.
27. **EX PARTE :** Done for, or at the request of, one side in a case only, without prior notice to the other side.
28. **Executor:** A person named in the Will of the deceased testator to administer/ carry out its provisions/ directions.
29. **Indemnity:** A contractual obligation to compensate some other person in the event that a loss is suffered by them for a specified cause.
30. **Injunction:** It is an order of the court directing a person to act or refrain from acting in a certain manner. Injunctions are often issued to prevent people from harming others.
31. **INSIDER TRADING:** Trading in a company's shares by a person connected with and having access to its sensitive, unpublished and confidential information.
32. **Insolvency:** A state where the total assets of an entity are insufficient in value to meet its total liabilities. It may lead to bankruptcy with the pronouncement by a court.
33. **Laundering:** The process of passing funds through a number of transactions with the intention to conceal their origin.
34. **Lease:** The right to use a property for a specified term in lieu of lease-money or rent paid periodically. The lessor has to execute a deed in favour of lessee containing terms and conditions of lease.
35. **Libel:** Defamatory material in recorded form as opposed from slander which is oral. The victim may file a suit for damages.
36. **Litigant:** A party to a case.
37. **Market lot:** The minimum number of shares, say 100, required for a transaction on a Stock Exchange. Fewer shares constitute an odd lot. In Demat form, even a single share may be traded.
38. **Memorandum of association:** A fundamental document which contains the provisions of the company's constitution, which is filed with the Registrar of Companies at the time of the incorporation of a company. It states the name of the company, its objectives, the amount of capital etc.
39. **Minimum subscription:** The minimum number of shares for which applications have to be received

by a company in a public issue before allotment can be made by it.

40. **Moratorium:** A freeze on the payment of debts by a government in times of national crisis or an emergency.
41. **Payee:** A person to whom the amount is payable or in whose favour the Bill of Exchange is drawn.
42. **Pay-In-Slip:** A form filled up to deposit cash or cheque in a bank. The account holder retains the counterfoil. For bulk users, they may be bound in a Pay-in- Book.
43. **Personal Guarantee:** If you're seeking financing for a very new business and don't have a high value asset to offer as collateral, you may be asked by the lender to sign a statement of personal guarantee. In effect, this statement affirms that you as an individual will act as guarantor for the business's debt, making you personally liable for the balance of the loan even in the event that your business fails.
44. **Petitioner:** Another word for plaintiff, the person starting the lawsuit.
45. **Plaintiff:** The person who sues or starts a civil case, also called the petitioner or the complainant.
46. **Plea:** An accused person's answer to a criminal charge. For example: not guilty; guilty; no contest.
47. **Plea Bargains:** The agreement a defendant makes with the prosecutor to avoid a trial. Usually involves pleading guilty to lesser charges in exchange for a lighter sentence.
48. **Pleading:** The court documents filed with the court by the parties in a civil or criminal case. For example: motion to dismiss; motion for modification.
49. **Price Rigging:** It is the collective effort of bulls or bears to manipulate the price of a security without any regard for fundamentals of the company.
50. **Proxy:** One who acts on behalf of another, usually used to denote a person authorised by a member of a company to be present and vote on his behalf in a meeting.
51. **Quorum:** The minimum number of members required to be present in order to transact business at a meeting.
52. **Record date:** A date on which the records of a company are closed for the purpose of determining the stockholders to whom dividends, proxies, rights, etc. are to be sent.
53. **Salvage:** Recovering items from a site of destruction.
54. **Sampling:** A method of drawing conclusions about the whole by examining portions of it selected at random.
55. **Sub-judice:** A matter pending decision by a Court is called sub judice. Parties to such a matter should not do anything that would affect the outcome of the case.
56. **Subrogation:** The legal principle that entitles an insured only the actual loss sustained in cases of

pure indemnity.

57. **Summons:** A legal paper that is used to start a civil case and get jurisdiction over a party.

58. **Suo Moto:** The Court may take action on its own when facts requiring legal intervention reach its notice. The Court is then said to be acting suomoto.

59. **Trustee:** A person who holds property in trust for another for the use or benefit of another.

60. **Watchdog:** A general term applied to a person or group appointed or set up to safeguard the interests of a particular group.

61. **Window dressing:** A manoeuvre engaged in by companies, banks, mutual funds etc., at the end of the accounting period in order to impress stock holders who will be receiving the report showing that funds are better managed and invested than what might have been drawn up.

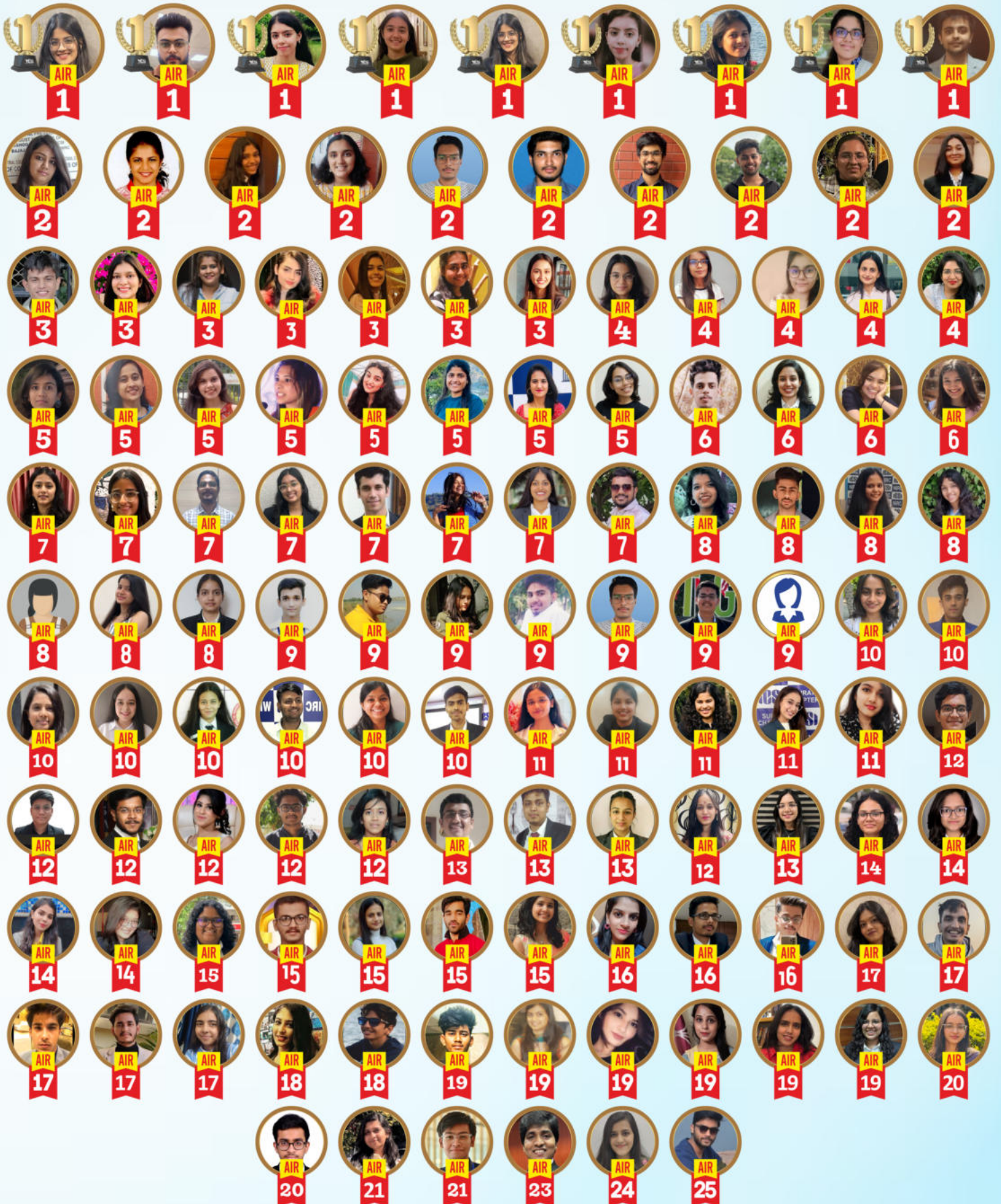
62. **Writ and writ petition:** A writ is a direction that the Court issues, which is to be obeyed by the authority/person to whom it is issued. A petition seeking issuance of a writ is a writ petition.

63. **Zero coupon Bond-** A bond that pays no interest while the investor holds it. It is sold originally at a substantial discount from its eventual maturity value, paying the investor its full-face value when it comes due, with the difference between what he paid initially and what he finally collected representing the interest he would have received over the years it was held.

1. **TRAI:** Telecom Regulatory Authority of India.
2. **TOM:** Total Quality Management.
3. **SIB:** Securities and Investments Board of UK.
4. **SEBI:** Securities and Exchange Board of India
5. **SAFTA:** South Asian Free Trade Area
6. **NYSE:** New York Stock Exchange.
7. **NSE:** National Stock Exchange.
8. **NASDAQ:** National Association of Security Dealers Automated Quotations.
9. **NABARD:** National Bank for Agricultural & Rural Development.
10. **MCA:** Ministry of Corporate Affairs.
11. **IRDA:** Insurance Regulatory and Development Authority.
12. **IMF:** International Monetary Fund.
13. **IAS:** International Accounting Standards.
14. **GAAP:** Generally Accepted Accounting Principles.
15. **GDP:** Gross Domestic Product.
16. **GDR:** Global Depository Receipts.
17. **FICCI:** Federation of Indian Chamber of Commerce & Industry
18. **ESOS:** Employee Stock Option Scheme.
19. **EPS:** Earning Per Share
20. **CRR:** Cash Reserve Ratio

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& many more



"Keep working hard, until you are insanely proud of yourself"

