

UNIT- 1CHAPTER 1: GROUP DISCUSSION AND INTERVIEWSINTRODUCTION:-

Group Discussion or Personality Tests are now recognized and used as an important tool for selecting the right person for right job. Group Discussion Test demands personal participation of the candidate as well evaluation by experienced and trained examiners because it is used for the final selection from amongst the candidates who have already qualified themselves in the written and objectives themselves in the written and objectives tests.

All the participants in the Group Discussion are rivals, competing for the same job or a professional course and there is bound to be competition and clash during the discussion. In such circumstances the behavior of the candidates brings to the surface their natural qualities like leadership, coordinating capacity, communication skills etc. Which help the interviewer to select the right person.

The method of Group Discussion is gaining increasing popularity because of its simplicity, reliability and minimal time factor.

Group Discussion Test comprises of three important aspects viz.

- a) Power of Expression.
 - b) Ideas and knowledge of the subject given for discussion.
 - c) Leadership ability and coordination capacity.
- a) **Power of Expression:-** The candidate must speak fluently and forcefully to create and impact and attract the attention of the group and of the observer and create a favorable impression.
- b) **Ideas and Knowledge of the subject given for discussion:** Knowledge is Power and ideas rule the world. With sound knowledge and innovative ideas, the candidates feels confident and becomes more fluent and convincing in his speech.
- c) **Leadership Ability and coordinating Capacity:** The candidate who displays initiative, act, understanding and coordinating ability automatically becomes the leader and control the discussion.

INTREDIENTS OF GROUP DISCUSSION:-

Group discussion is necessary to solve certain problems or situations; therefore, a meaningful group discussion should have certain important components or ingredients:

1. **Purpose:** There must be well- defined purpose as far as group discussion is concerned. The need to solve a problem or situation should be identified. Every member participating in group discussion needs to be fully aware of the problem and the need to solve such problem.
2. **Planning:** Proper day, date, time, and place of group discussion must be decided in advance. Such planning is required so that the group members come well prepared for group discussion.
3. **Participation:** There must be active participation of the group members in discussion. Every group members must be given a chance to express his views, or opinions on the problem, and to suggest suitable solution.
4. **Proper Atmosphere:** There must be conducive atmosphere in group discussion. As far as possible, there must be informal and healthy environment in group discussion.
5. **Proper Number of Members:** As far as possible, there should be compact group. Ideally, a compact group would involve about 6 persons.
6. **Proper Leadership:** There must be a proper chairperson or leader in group discussion. The leader may be selected by the members or by the organization.
7. **Proper Place:** The group discussion must take place at an appropriate place. The appropriateness of the place depends upon the nature of discussion, the status of the members, the members of group members, etc.

8. **Proper Timings:** The group discussion must take place at the right time. The timings must be convenient to all the participants.
9. **Proper Follow-up:-** There must be a proper follow-up of group discussion. If need be, the leader may further organize group discussion.

ROLE OF LEADERSHIP IN GROUP DISCUSSION

There must be a proper chairperson or leadership in group discussion. The leader may be selected by the members or by the organization. Preferably, the leader needs to be a person of good knowledge, experience and having matured personality. The leader plays an important role in group discussion, which is stated as follows:

1. **Initiator of Discussion:** The leader places the agenda of discussion before the members of the group for discussion.
2. **Maintains Decorum:** The leader maintains decorum at the discussion. At times, some members behave unruly during discussion.
3. **Motivates the Group Members:** He is a driving force behind the ideas and solutions generated during the group discussions.
4. **Develops Rapport:** Due to good rapport, the problem of ego clashes gets minimized to a great extent, and the discussion takes place fruitfully.
5. **Time Management:** The group leader allocates time for discussion. He should see to it that there is no irrelevant discussion. Time management is an important aspect of group leadership.
6. **Coordination:** The group leader coordinates the discussion. He allows every member to take meaningful part in the discussion.

INTERVIEWS

INTRODUCTION AND DEFINITION

An interview is basically a medium of communication between people. An interview is a face-to-face oral exchange which endeavors to discover as much information as possible, about some relevant matters, in the least span of time.

The word 'interview' means 'view-between'. It suggests a meeting between two or more persons for the purpose of understanding the 'view' of each other. Of course interviews need not always be on one-to-one basis; group or panel interviews are also conducted.

An interview is defined as, "**A meeting of persons face-to-face**", because the interviewer (the person who takes the interview) and the interviewee (the person who answers the questions) meet face-to-face and communicate with a certain definite purpose. The purpose of the interview needs to be kept in mind so that it has a specific direction.

In business, it is used for a variety of purpose which includes, as stated above, recruitment of staff, hearing staff grievances and complaints, monitoring performances, assessing the employee's progress etc. and many other management-related matters.

The concept of an interview has been aptly defined by **Murphy and Peck: "An interview is a conversation with a purpose. It aims at getting truthful responses from the candidate"**.

TYPES OF INTERVIEWS

I. THE SELECTION INTERVIEW

When we think of an interview, we normally think of a situation of a selection interview in which the employer tries to size up an applicant for a job. The Employer's aim is to find out whether the job for which the candidate is being interviewed is suitable to him or not, and vice-versa. That means the main objective of the selection interview is to assess the suitability of the candidates and then to select the best candidate for a specific job. The other related objectives are also equally important

Francis S. Drake in his book, "The interviewer and His Art" has stressed the following other objectives:-

1. To determine the most suitable candidate:- In an interview when the interviewer and the interviewee face-to-face, it is possible to assess the personality of each candidate and to evaluate as to who will be able to do the job best, e.g., if a company has advertised the post of a salesman or one in the field of marketing, the employer or the interviewer has to decide who has that kind of personality, which is suitable for the particular job from among all the candidates, who are otherwise equally qualified and at par in other aspects such as experience etc.

2. To give the candidate information about the job and the company:- The candidate who is interviewed has a got every right to know some of the matters related to the nature of the work, duration and working timings, opportunities for promotion, employees service benefits other facilities and company policies etc. This will enable the candidate to decide whether or not he should accept the job and work for the company.

3. To motivate the candidate to accept the job:- The interviewer can motivate a candidate to take up employment and instill in him a feeling of mutual understanding and confidence. If a candidate is found to be the most suitable, he can convince him to have good career prospects with the company.

4. To promote goodwill towards the company:- Even when a candidate has not been selected. It should be ensured that he is treated with courtesy and without hurting his self-respect. It is necessary to treat him properly and to present the good qualities of the company so that he carries a good impression of the company.

The evaluation and assessment forms, and the panel of the interviewers are fixed. If there is a panel of interviewers, the members must have a list and copies of applications and it must be decided beforehand who will monitor the members of the panel, during the conduct of the interview.

After the personal interview where the equalities of the candidate in relation to the job he will be performing in the organization is analyzed, a reference check and medical examination is carried out and the final selection is made.

II. ASSESSMENT OR APPRAISAL INTERVIEWS

Time to time appraisals are necessary in the organization in order to ensure its growth and development. The periodical assessment or evaluation by superior officer, reviewing the subordinate's performance, future work plans etc. is called appraisal.

Such interviews are usually held once or twice every year to review the performance of the subordinates, to see if past targets have been reached, to set new targets, to clear doubts and misunderstanding and most importantly to consider employee's promotion prospects and future job assignments.

Thus 'appraisal' refers to the measurement or assessment of productivity and proficiency of an employee on the job and also to discussions with him on the ways and means of improving them.

The techniques of the appraisal interview have changed over the years. In the earlier days, an employer used to call an employee and after speaking to him about his short-comings on the job performance, instruct him to improve his performance. But now-a-days, as per changing employer-employee relations, an interview takes the form of a discussion by which it is jointly planned to improve efficiency.

The appraisal interview gives an opportunity to each side to know the other side better, if both employer and employee adopt a positive attitude and thus improve human relations, stepping up job performance and providing feedback to the employer and the employee. Such two-way communication really helps to boost the morale of the people working in the organization.

III. THE GRIEVANCE INTERVIEW

When people work together, they are bound to have grievances or complaints against each other. A worker may have a grievance against his fellow workers or supervisors; likewise superiors may have grievances against subordinates for not carrying out instructions properly etc.

The primary aim of the grievance interview is to seek clarification regarding the problems faced by the employees. It also provides workers with an opportunity to give vent to their pent-up feelings by talking about them in this interview. Thus by airing their complaints and grievances, workers get things off their heart and clear the air of suspicion and distrust. Grievance interview thus becomes a safety valve for letting off steam from the minds of workers.

The interviewer, in the grievance interview, should listen very attentively to and, if possible, convince the interviewee that steps will be taken to redress his grievances. This will help enhance the self-respect of the employee because he will realize that his employer is prepared to hear him and try to redress his complaints.

IV. REPRIMAND OR PUNISHMENT INTERVIEW

This type of interview is meant for scolding, reprimanding or psychologically punishing the juniors or subordinates, who do not obey instructions and do not perform their duties properly.

Reprimand interviews sometimes become necessary, though most subordinates resent them. Such interviews should be held in privacy and never in the presence of the others. The objectives of such interviews should never be to break the worker down but to help him give a better account of himself.

Reprimand interviews should be conducted when they are a must. They should be resorted to very sparingly and only in fit cases.

During the conduct of such interviews the superior should never lose his temper, but remain calm and stern, which will convince the worker that he must mend his ways for the ultimate benefit of the organization.

Handling Reprimands

A reprimand is an occurrence requiring-

i) Disciplinary action and (ii) guidance action. The aims of reprimand should be to (a) improve work performance (b) prevent recurrence of offences and (c) protect others from careless or dangerous behavior. As stated earlier, reprimand interviews, though sometimes very essential, should be handled with proper care, otherwise the effects of reprimand could be damaging to the individual concerned and also to the organization "What is mild to one is very severe to another". Hence the following advice. During the conduct of interview, ensure privacy; be rational in your dealing; be precise and find the exact offence; go straight to the point and do not accept justification or excuses if you have discovered the facts. Finally work out ways of improving performance and behavior that fit the workplace rules, customs and practices.

5. MEDICAL OR CLINICAL OR PSYCHOLOGICAL INTERVIEW

Medical or clinical interview is a very common practice. When the post is to be filled, a candidate is sent to the physician after his selection, for his medical test, physical check-up and to find out his physical fitness.

Now-a-days some large and progressive firms send the candidate to the psychiatrist or their industrial psychologist or industrial counsellor test the would-be employee's emotional stability and mental alertness. These experts check and analyse the mental capabilities and traits of the candidate.

6. UNDER-STRESS INTERVIEW

Modern business world is highly competitive, which may lead to tension and various other types of mental and physical stress. Employees have to learn to cope with difficult situations without

losing their mental balance or physical abilities. In this type of interview, a candidate is put under intentional stress so that his reactions can be observed and tested. Official of managerial cadre who are required to take decisions under very difficult circumstances, have to undergo this type of under-stress test. The employee may judge whether the candidate is strong enough to stand the stress. The candidate who is subjected to under-stress interview, in which he is asked a number of personal or unusual questions by one or several interviewers will find it difficult to stand the stress. Another method of testing the candidate's abilities is by putting the candidate in 'a make believe crisis situation' with the panelists observing him and his responses.

The purpose of this type of interview is to test the mental strength and physical abilities in the world possible situation. The person in management positions and highly placed officials who have to work under challenging situations may have to face under-stress interview.

7. PROMOTION INTERVIEW

A person who while working in the organization, becomes due for promotion, is interviewed. The purpose of this type of interview is to measure the attitude and abilities of the person and his fitness to take up the responsibilities of the higher post to which he is likely to be promoted. If there is more than one candidate for promotion, the interview can be a basis for selection. The criteria used are often not clear or not stated and there will obviously be different views about the importance of seniority and personal acceptability and job requirements etc.

8. EXIT INTERVIEW

This type of interview is very important from the employer's point of view because this interview takes place when an employee is leaving the organizations. It is believed that a departing employee is likely to speak frankly and it enables the management to get a proper assessment of the real working of the organization.

The employee's decisions to leave the job may be voluntary or involuntary. If the employee resigns, he resigns, he is given an interview before his exit. This interview is important because management can find out the reasons for the employee's decisions to leave and clear-up misunderstandings that might have been created.

The management also tries to get the employee's free, frank and truthful assessment about the organization. It is essential that the management learns and understands the real reasons why people leave their organization - Whether the reasons are poor pay poor, poor working environment, "no challenge" in the job, or "no-reward" for achievement etc.

Conduct of such interview, should be as informal as possible and the employer must use considerable skills to elicit information from the departing employee in a friendly manner. The interviewer should keep an open mind, listen to what the person wants to say and reflect on these views. All this applies to a person who is leaving an organization voluntarily. If an undesirable employee is dismissed, it is an involuntary exit and the interview does not usually take place.

9. ONLINE INTERVIEW

After Computers made their presence felt in a big way many changes came about in the functioning of different fields. The art of interviewing, too has undergone changes and has incorporated technology in its functioning. Initially, interviews began conducted over the telephone. This is referred to as telephonic interview. However, as computers, because widely first in the form of laptops and later in the form of smartphones, and with internet becoming freely available, the concept of online interview took birth. Besides, companies realized that advertising or using traditional modes like a newspaper or a job / career fair involves investment of both time and money and hence conducting online job interviews is preferable. As far as the interviewee is concerned, not only does he save on travel time but also he is at ease in his own home environment. Moreover, as online interviews make use of main stream technology, both the end users find the process comfortable.

Online interviews involve exchange of information over the computer using the power of the internet or computer-mediated communication (CMC). The mode of online interview used could be instant messaging, exchanging ideas over an e-mail, or even a video. However, the purpose of these interviews could be the deciding factor. For example, if one proposes to carry on research and has a questionnaire or some other ready tool, he may ask those questions online and seek responses from his target sample through e-mail since it allows for flexibility in timings to suit both the interviewer as well as the interviewee and encourages reflection before answering of questions. But, if the purpose is recruitment for jobs or selection for some predefined position, they may decide to conduct Interviews in a synchronized manner through 'real time' online chats making use of Skype and Web RTC which are video chats and akin to face-to-face interview providing for facial expressions and visual cues. While the former calls for high motivation since time is not stressed upon, the latter can be conducted on time as per the need.

Interviewers may prepare the questions in advance to present a structured. Interview or the interview may be unstructured, interviewers being guided spontaneously by the conversation or interviews may be semi-structured with a balance of pre-prepared and spontaneous questions. Different companies conduct online interviews in different ways. Some want candidates to use their web cam to answer the interview questions while others use online web-based systems like Spark Hire for interviewing there by providing options for recorded interviews via web cam and for in-depth live interviewing through split screen online interviews with candidates. Still other employers prefer to email a list of interview questions to the candidates with the instruction that they must film themselves answering them. Online job interview needs some special preparations. Even though the candidate is not speaking directly to a person, he must smile and maintain friendly eye contact with the camera. Similarly, although he may not be going out doors for the interview, yet, he must select professional dresses and shoes for the occasion. He must select a comfortable non-noisy environment where he can concentrate easily while attempting the

- Online interviews are advantageous as compared to other interviews as:
- They cater to the entire population, with no bias for the geographic location of the candidate or for their ability to be mobile.
- Candidates are free from additional stress of being in a new setting as they can participate from the comfort of their homes.
- They are cost saving for both the interviewers and the interviewees.
- They allow for easy data recording and hence allow interviewers to revisit the interview in case of doubt.
- They permit respondents who are shy or have inhibitions due to age, race, gender or culture to feel more comfortable, especially if the interviewer(s) do not make themselves visible.

However online interviews also have a few drawbacks:

- They discourage establishment of rapport between the interviewers and the interviewees.
- Interviewees may be capable but may lack the technical amenities or the knowledge needed for this process.
- There may be distractions, physical or technological, at either end.
- Interviewer's silence after every question while they wait for answers to be type may become uncomfortable for the interviewees.
- In synchronized interviews, finding timings suitable to both the interviewer and the interviewee is difficult.
- Unless emoticons are used, time required may be more to replace necessary gestures and emotions with words as typing requires more time than speaking.
- Privacy concerns at both ends may be a problem although they can be addressed.

STEPS INVOLVED IN INTERVIEWING PROCESS

Conducting an interview is serious business. It requires meticulous planning and following of specific steps. The key steps involved in the conduct of interview are:

- (1) Decide on a suitable location
- (2) Prepare for the interview
- (3) Conduct the interview
- (4) Make a judgment and analyses the result.

(1) Location: The location should be comfortable and free from interruptions (such telephone or visitor's call); the room should be well ventilated and with proper positioning of furniture, (e.g. informal seating arrangement during the friendly kind of approached interview, such as a performance appraisal interview etc.). It is essential to provide a comfortable waiting area for the candidates.

(2) Preparing for the interview: It is said that time spent in preparation will save time at the actual interview. The factors which need to be decided are: when is the interview to be arranged? Who should conduct the interview? What questions need to be asked? What information will be given to the interviewee? How with Interviews be evaluated? etc.

(3) Conducting the interview: Conducting a successful interview requires three important skills, questioning, listening and summarizing.

(a) Questioning: Interviewer should use the right questions to obtain necessary information to achieve one's objective. The questions fall into five general categories.

(i) *Closed questions*- which require only yes/no answers.

(ii) *Open questions*- which enable a candidate to provide fuller answers by which one gets an opportunity to present ones and provide in-depth information.

(iii) *Probing questions*- which provide greater depth of knowledge about the interviewee, and the interviewer can test the genuineness of answers already given.

(iv) *Situation-related questions*- which provide an opportunity to illustrate one's skill in dealing with a particular situation, and enables the interviewee to show how experienced he is in dealing with such problems.

(v) *Link questions*- which create a smooth logical flow in the interview.

(b) Listening: It is said that a good Interviewer will not spend more than one-third of the interview time in talking. It means that for about two-thirds of the interview the interviewer will be actively listening.

(c) Summarizing: The aim of summarizing is to reiterate what has been said and to ensure that the interviewer and interviewee have the same understanding. The technique is advantageous as it provides a break during which one can confirm what has already been said and re-target the interview with a new topic.

The entire procedure of conducting of the Interview may be condensed into a single word "**WASP**" in which-

W stands for Welcoming the candidate.

A stands for Acquiring Information of the candidate.

S Stands for Supplying Information of the candidate.

P Stands for a cordial Parting.

(i) Welcoming the candidate: Welcome the candidate as if you are welcoming your friend in your office or at home. Welcome with a warm smile and talk to the candidate in a friendly tone of voice because very few candidates are free from nervousness before and when they enter the interview room. You can't expect them to reveal their best unless they have overcome their nervousness.

(ii) Acquiring Information: After welcoming and putting the candidate at ease, you should set about acquiring information from the candidate. You should start talking to him on the matters you wish to know about the candidate. The things you would particularly like to know, according to

Theodore Hariton, are "the candidate's technical qualifications, his ability to do the job, his willingness to do the job, social effectiveness i.e. his relations with others, and his character i.e. trustworthiness and balance of mind." You should make a note of his attitudes and temperament along with other details about his previous experience, duties, and salary and reason for changing the job. If he happens to be working somewhere, you must acquire this information with keen interest.

(iii) Supplying Information: If you feel that the candidate is suitable and you could offer him the job, give him all details about the job and also about your company. Interview is a two-way communication and, as an interviewer, you can supply information by talking briefly about the history and objectives of the organization.

(iv) Parting: Parting is as important as welcoming the candidate. You should thank the candidate for having come for the interview and tell him that he would soon be informed of the outcome or that you would intimate by a certain date if he is selected. But the parting should be smooth and friendly so that the candidate will carry a positive picture of the organization and will have a favorable impression about the organization.

SAMPLE QUESTIONS

ASKED BY INTERVIEWERS

Although an interviewer is free to ask any question that he desires, he generally asks some personal questions and some technical questions. Technical questions would depend on the job that a candidate would be expected to perform. However, as certain personal questions asked are often repetitive, a sample of the questions that may be asked is provided below.

1) FAMILY BACKGROUND:-

- Q. Please tell me about yourself.
- Q. Who have been principal influences in your life?
- Q. What are your parent's expectations from you?

2) EDUCATION AND TRAINING:

- Q. Do you think computer training is essential for your career?
- Q. What plans do you have for additional education?
- Q. How did you choose your college? Would you make the same choice today?
- Q. Describe your study habits.

3) PROFESSIONAL INTERESTS AND KNOWLEDGE:

- Q. How do you keep yourself informed about what is going on in the field of marketing?
- Q. What professional magazines / journals have you read recently?
- Q. What do you think about the competitors of our company?

4) ACHIEVEMENT ORIENTATION:

- Q. Tell me about your strengths and weaknesses.
- Q. Tell me of two major achievements in your life.

5) INITIATIVE:

- Q. What do you know about our organization?
- Q. Which college subjects did you find most difficult?
- Q. What did you do about them?

6) LEADERSHIP AND ABILITY TO GET ALONG WITH PEOPLE:-

- Q. Have you worked on a project with a group of people? Did you face any difficulties?
- Q. Have you ever had disagreement with your teacher or professor? Please tell us about it.

7) ENTHUSIASM AND COMMUNICATION SKILLS:-

(To be judged during the interview itself.)

8) SELFASSESSMENT:-

Q. What do you expect to do, in the next five years?

Q. How would you describe your standard of performance?

Q. Tell us about the highest mistake that you can recall.

9) ACTIVITIES & INTERESTS:

Q. What do you enjoy doing during your spare time?

Q. What are your hobbies?

ROLES OF THE INTERVIEWER AND INTERVIEW IN A SELECTION INTERVIEW**ROLE OF THE INTERVIEWER**

The interviewer, who is in control of an interview and has a position of authority, must bear pains not to misuse it. He should be careful to put the interviewee at ease and to give him confidence. The interviewer's attitude should be one of understanding and of wanting to be of assistance. He must not be overbearing, as it may create nervousness in the mind of the interviewee.

The interviewer should not abuse his position by putting personal and irrelevant questions, because it is essential for the interviewee to have a calm and relaxed mind, while being interviewed. The purpose of an interview is the gathering and interchange of information and this can be achieved only if a smooth two-way communication is established between the interviewer and the interviewee from the beginning of an interview.

The interviewer can introduce a non-controversial topic of mutual interest only at the beginning of an interview, to establish a rapport and to create a friendly and relaxed atmosphere, but the interviewer must resist the tendency to discuss interesting topics which are irrelevant to the objectives or the purposes of an interview.

The interviewer should decide, at the planning stage only, which questions are to be asked and the form and sequence in which they are to be asked etc. The interviewer will have to check the answers and information that the interviewee gives during the interview. There are very many ways of checking it. For example, a question may be put in a different manner at a point in the interview and the response of the interviewee can be checked with the previous answer.

The interviewer must conduct a carefully planned and properly structured interview. If it is unstructured, the conversation may wander off the point and purpose. Ultimately the information gathered about the interviewee and a conclusion drawn on inadequate data may lead to unsatisfactory results. The effectiveness and success of an interview depend almost totally on the behavior of the interviewer.

Sometimes interviews are conducted not by one person but by a panel of three to five experts in their field, especially when an important vacancy has to be filled.

The principles pertaining to the conduct of the interview by one person will also apply to the interview conducted by a panel. The panel makes the proceeding very formal and usually places a great strain on the interviewee.

At the preparation stage, the interviewee must have clear understanding of what he wants to achieve through the work or assignment that he is likely to take up: whether inner fulfilment fame, wealth, security, comfort or power. So when the interviewee applies for a job, he must know why he is applying and whether it will suit him. He must also know about the company in which he is seeking a job –its activities, its growth over the years and its future respects etc. He must also anticipate the questions. That will probably be asked and prepare answers to them, based upon 'truth' and 'knowledge'. He must also prepare the questions that might be required to be asked to the interviewer, related to the organization. He must arrive for the interview ten minutes before the schedule time, appropriately dressed, along with the required certificates and other testimonials.

The interviewees should not be nervous while entering the interview room. He should greet the interviewers with a polite smile and take these at and occupy it in a natural, composed manner.

The interviewee will have to attention during the conversation without interrupting the interview but responding to him at the appropriate time

While responding to questions, the interviewee should not make exhibition of his knowledge or boast of his capabilities but give relevant and truthful answers to the questions. If there is something which the interviewee is not aware about or doesn't know about, he must admit it straight away-. It is worthwhile admitting ignorance than pretending knowledge.

He must be positive in his attitude throughout the conduct of the interview and must express his enthusiasm for the job as well as for the company. When the interview is over, he must not forget to thank the interviewer.

ADVANTAGES AND DISADVANTAGES OF INTERVIEWS

ADVANTAGES:

Interviews have all the advantages of face-to face communication. The interviewer and the interviewee can interact with each other and try to come out with the best possible result.

The interviewer and the interviewee are in a face-to-face situation and so getting constant feedback is another advantage of the interview. The interviewer can judge from the interviewee's expressions, gestures, tone, movement of eyes etc. whether he is giving truthful responses or not, and the interviewee in his turn, also keep on getting constant feedback during the interview which can give him air indication of his performance. The interview helps the interviewer to assess a person properly. For example, in a selection interview; the interviewee comes face-to-face with the interviewer and it is the most effective way of evaluating a person. Sometimes a candidate may be poor in paper qualification but he may be dynamic and full of new ideas in the field of marketing, which may not be known by reading his bio-data or by his performance in a written test. The May be the most suitable for the post of a sales man because of his dynamic attitude and innovative ideas which can only be judged at the interview. Certain posts carry a great deal of mental tension, and a candidate for such a post can be judged by an interview, which will reveal how much mental pressure he can sustain.

So in an ever-growing, complex world of business, interview still remains most effective method of recruiting people for jobs.

DISADVANTAGES:

Sometimes interviews fail as a means of communication because if the purpose of interview is not kept in mind, the interviewer is not properly prepared to conduct the interview.

It also happens, sometimes, that the personal likes and dislikes of the interviewer do not allow him to make a proper assessment of the candidate. In other types of interviews also this becomes an obstacle for a proper evaluation of the employee, e.g. an appraisal interview or promotion interview.

In a panel interview, there is a possibility of total deviation from the purpose of the conduct of an interview. Many people who have to conduct interviews may not have been trained in the appropriate skills or may have far from sufficient knowledge to make a successful interview possible.

"Interview take place between people, and people are fallible. However well trained the interviewer and however carefully planned the interview is, my judgment made by the interviewer and interviewee will be subjective. Instinctive and emotional reactions will sometimes cloud rational thoughts of knowledge will lead to faulty conclusions or wrong advice."

OBJECTIVE QUESTIONS**A. Fill in the blanks:**

1. An interview involve _____ communication.
2. The first step in the WASP technique is _____
3. To guard against halo error, interviewer must avoid being _____
4. Mirror image error and _____ error are reverse of each other.
5. Proficiency of an employee is judged through _____ interview.
6. _____ Interview allows employers to know the problems faced by employees.
7. Employees speak frankly and fearlessly in an _____ interview.
8. An _____ is in control of an interview.

Answers :- (1) face-to-face (2) Welcoming the candidate (3) biased (4) contrast (5) selection (6) grievance (7) exit (8) interviewer

B. Whether the following statements are true or false:

1. Appraisal interview should be conducted very week.
2. Welcoming the candidate is more important than Parting.
3. Interviewee must know the company in which he is seeking a job.
4. Reprimand interviews are part of the internal communication system of an organization.
5. Interviews are conducted by one person only.
6. Under-stress interview is carried out to test the ability of the candidate with stand stress.
7. Screening of applications involves short-listing of eligible candidates.
8. In an interview questioning is more important than listening.

Q.2) Match the Following columns:

Group A	Group B
<ol style="list-style-type: none"> 1. Role analysis 2. SWOT analysis 3. Screening of application 4. Body language 5. Mock interviews 6. Open Questions 7. Situation - related questions 8. Summarizing 9. Evaluation 	<ol style="list-style-type: none"> A. Enables self-assessment B. As important as oral communication C. Enables candidates to show their experience D. Enables selection of right candidate E. Ensures common understanding Between interviewer and interviewee F. Continuous process during an interview G. Disciplinary action H. Enables short-listing of eligible candidate I. Enables candidates to provide in-depth information J. Means of rehearsing

Answer: (1)-(G), (2)-(D), (3)-(A), (4)-(H), (5)-(B), (6)-(J), (7)-(I), (8)-(C), (9)-(E), (10)-(F)

CHAPTER 2: MEETINGSNEED AND IMPORTANCE OF MEETINGS

Whenever you feel the need to discuss things face to face rather than through phone, E-mail, posts on websites, you meet the person and a meeting takes place. You are then able to discuss a new idea or thrash out a nagging problem. The advantage here is that you get to make eye contact, see the facial expression and body language and on to the meaning you make from his words through then on verbal language. You understand not just what the person says, but you also perceive his or her true emotions through the tone of voice used. This aspect of a meeting becomes more imports because statistics reveal that only 7% of communication is spoken other 93% is made up of tone (38%) and body language (55%). So which facts and figures need to be jotted down, discussing, convincing or uniting is indeed facilitated in face to face communication.

It is possible for two people to have an impromptu meeting or organize one through formed channels. Similarly, when more than two people need to be involved in a discussion, it is possible to increase the size of the meeting to incorporate all of them.

It is possible to hold a number of meetings at different levels and combine the results, if need be. However, it goes without saying that such meetings should be formally planned and incorporated. Since time is an important factor in any business, the meeting should follow proper procedure where in the problem is clearly set forth with opportunities for Everybody present to express their opinions. Meetings should be utilized judiciously to brainstorm on all possible alternatives to arrive at the best solution. For while a successful meeting is democratic and enables collective decision-making, adding both to the efficiency of the organization, an unsuccessful one may turn in to a battle field with conflicting point of views.so properly conducted meetings are extremely important for any organization.

TYPES OF MEETINGS

Some different types of meetings that are conducted in organizations are as follows:-

- 1. The general members meeting:** The general members meeting is the place where reports of committees presented. Minutes of every meeting are formally recorded and a report for each meeting is also prepared.
- 2. Special meetings:** These meetings are called expressly for one issue, at a time, for instance planning for the sports meet to be conducted soon. Although these meetings are conducted just as any other general members meeting, the agenda for the meeting is limited to the particular is issues for which the meeting has been called.
- 3. Executive meeting:** This type of meeting is conducted on a regular basis to discuss the work that has been accomplished as well as the problems being faced in the execution of day to day activities. These meetings are very important because they take up administrative issues and prevent escalation of problems. They enable a detailed analysis of everything the correspondences, the problems as well a finances. Executive meetings lead up to items that need to be taken up at the next general members meeting.
- 4. Annual General Meeting:** Annual General Meetings are considered a must for most organizations. At this meeting conducted once a year a financial report stating the sources for funds, the expenditures and the current position is presented alongside another report that present a summary of the plans that had been made for the year, activities conducted through the year, major achievements during the year along with major problems faced. Based on these reports, the members elect new leaders for the next year.

PREPARATION FOR A MEETING

There are two aspects of making preparation for a meeting

- (i) Making administrative arrangement and
- (ii) Preparing for the conduct of meeting.

The administrative arrangements and preparation will itself cover such things as selecting a convenient date, time and place of the meeting, send in out the convening instructions, particularly details regarding aim of the meeting and its agenda; arrangement for seating, stationery, secretarial support, refreshments, reception etc.

The procedure adopted for calling a meeting, conducting its business and recording, is often determined not just by the Chairman, Officers and Members but by rules which may be legally binding or which may have been drawn up by the members themselves. All organizations usually have formal documents defining their objectives, legal status, membership and other characteristics. All organizations whether profit making or non-profit making have formal constitutions. These include list of rules governing the calling of meeting and the procedure and conduct of debate.

The notice should be sent out well in advance. In the case of company general meetings, there is a statutory minimum notice to be sent to all the members. The notice should include the following points.

- (i) The name of the organization and the type of meeting e.g. Annual General Meeting or Board of Directors Meeting etc.
- (ii) The time, day, date and place of the meeting.
- (iii) The name of the secretary and the date of notice. In informal organizations, the notice issued is often written at the top of the Agenda of the meeting.

CONDUCT OF A COMMITTEE MEETING

Members of a specific committee may be members of the parent body which appoints the committee or may be specialist's invited to the committee due to their knowledge and experience. A Committee operates by holding committee meetings. The parent body or the chairman of the committee is authorized to call a meeting. A committee meeting is called by sending a notice standing the day, date, time, venue and agenda of the meeting.

The chairman or the convener conducts the meeting and ensures that each member of the committee is allowed to express his views but keeps the discussion within the framework of the agenda and does not allow the discussion to drift to irrelevant points.

Individual committee members have, as a rule, no individual responsibility or authority; it is a collective power arising from their acting together in a committee meeting.

The chairman's and the secretary's roles are the most important ones, before, during and after the conduct of a meeting. The chairman and the secretary role are the most important ones

The chairman's role extends beyond presiding at meetings. It involves a wide range of duties and responsibilities both between and during meetings. The chairman will have to ensure that the meeting starts and finishes on time during the meeting.

The chairperson will have to introduce topics of the meeting clearly and in logical order, he should try to summaries each item before moving on to the next. His most significant responsibility, during the conduct of a meeting, is to draw out contributions from each member and prevent them from being repetitious. Finally he must obtain clear decisions either by general by general consent or majority votes.

The secretary is the scribe and so all the administration and paperwork comes under his control. The secretary receives instructions and suggestions from the chairman and others and he draws up the agenda of the meeting in consultation with the chairman. He confirms the venue, circulates the notice and the agenda, and prepares minutes of the last meeting to be confirmed in the scheduled meeting.

Problems being faced in the execution of day today activities. These meetings are very important because they take up administrative issues and prevent escalation of problems. They enable a detailed analysis of everything-the correspondences, the problems as well a finances. Executive meetings lead up to items that need to be taken up at the next general members meeting.

The secretary has to do certain duties during the conduct of the meeting such as preparing the room or the venue for the conduct of the meeting bringing all necessary papers, listing the names of those present and circulating an attendance book. During the meeting he should give the chairman necessary information and advice on procedure, etc. if needed and should explain, if necessary, points off actual details. He must take notes of the proceedings and make sure that it is clear and accurate.

The actual conduct of the meeting is equally important. It may be conducted by the convener, the chairman or a leader. The chairman usually has statutory powers and duties to perform. He has to observe the rules and regulations of the conduct of the meeting. But a leader is one who conducts a group discussion.

The meeting must be properly 'chaired'. The convener chairman or leader, whatever his title is, should follow certain procedure and pay attention to the following points during the conduct of the meeting.

- a) The Chairman's authority must be unquestioned i.e. the Chairman must be firm and not allow himself to be over ruled.
- b) The Chairman should set the tone of the meeting, by his introductory remarks in which he must outline the goal and objective of the meeting.
- c) The discussion should be kept to the point. The chairman should try to check irrelevant discussion which may lead to loss of interest.
- d) It should be ensured that members make useful and positive contributions to the topic which is being discussed.
- e) The meeting must move forward all the time; the discussion must be kept flowing logically.

ADVANTAGES AND DISADVANTAGES OF COMMITTEE MEETINGS

ADVANTAGES OF COMMITTEE MEETINGS:-

1. Generation of new ideas: When a group of chosen people think together, new ideas may occur spontaneously to the members. These ideas may never have come to their mind but for the meeting of the committee. Such new ideas have considerable impact on the future activities of the organization.

2. Different perceptions of the problems made available: In a committee meeting, since so many people from different backgrounds speak, collectively many people from different perceptions of the problem becomes available before decision making.

3. Provides common platform to present point of view: When such intelligent people are provided a common platform to speak out their minds, they become willing participants of the decision making process.

4. Feeling involvement and participation: Since the employees are associated with the decision making process, they feel a sense of involvement and participation in the organization.

5. Team spirit is developed: Learning the problems of the administration helps the employees to feel a sense of empathy for them. They also learn of each other's point of view and it helps them bond better.

6. Instant feedback to ideas presented: The gatherings of the reactions of the employees at an early formative stage, can guide the management to avoid action that might provoke resentment among the employees.

DISADVANTAGES OF COMMITTEE MEETINGS

Though committee meetings have numerous advantages, they suffer from many disadvantages too. Many critics are skeptical of the functioning of committees; they regard a committee as **“a group of the unfit appointed by the unwilling to do the unnecessary”**. It is also said by another critic that in a committee “loneliness of thought is replaced by the togetherness of nothing”.

Some of the disadvantages that they suffer from are as follows:

1. Delay: if committee are appointed to take decisions on urgent problems, they may postpone action, causing delays. In the first place, calling meeting of the committee takes procedural time, and when the meeting is called it is not easy task to take decisions in the meeting. There is a tendency of prolonging discussions and putting off decisions.

2. Irrelevant discussion: Members often tend to drift into trivialities and nothing significant is achieved. It is said by a critic of committee meetings that **“a committee meeting is a meeting to decide when the next meeting will be held”**.

3. Danger of Domination: Sometimes the chairman behaves in an authoritarian manner. He wants to take command of the meeting and imposes his own views on the members and defeats the very purpose to group functioning.

4. Poor leadership: A Committee meeting very often misfires because of poor leadership. If the chairman is weak-kneed he may be easily bullied in to a decision by a dominant member, because he fails to control the meeting and give a direction to the discussion. So also, if a committee meeting is poorly planned and badly, conducted, it cannot give the expected results. The members get distracted from the main subject and irrelevant discussion takes place.

5. In adequate large membership: If committee consists of too many or too few members its working be badly affected. It comes in the way of the effective functioning of a committee. When it is very large and crowded, all members may not get an opportunity of expressing their views, ideas etc.; and when it is too small, it ceases to be adequately representative.

6. Avoidance of responsibility: Sometimes the appointment of a committee is done by the management only to make a show of democratic behavior. An American expert has commented: **“Committees are an organized measure of passing the buck. The only reason we have them is that some of our top people cannot make up their minds and want a committee to do it for them”**.

GROUP DYNAMICS

Introduction:

Group work in businesses is more a matter of compulsion than a selected optional choice. Employees need to exchange information with one another as it is possible to keep abreast of all the information, data and new developments within a particular field. Thus there is a need to read relevant reports, books, articles, research papers and to attend conferences. The problem is that during such group activities, every individual participating may differ in their perception of the issues and may have views which are radically different from one another .So how can groups of employees be involved in decision making, when there arise differences in opinion in almost every aspect discussed? How, then, were issues to be resolved?

Group Formation:

People often join groups since groups give the members a stability and Enhances their achievement capacity. The main reasons to join a group are: Sense of security with fewer self-doubts, achievement of status, development of a sense of belongingness and self-esteem, fulfillment of social need through affiliation, a sense of power derived on the strength of closeness with the group members and ability to achieve goals by pooling together talents, knowledge or power of individuals in groups.

On the basis of the above, there exist a number of the theories related to group formation:

Theory of Propinquity: Spatial or geographical closeness influence the tendency to affiliate with each other. This theory argues that people from the same area or city tend to more bound to each other.

Social System Theory: This theory has been put forth by Humans. It lays emphasis on the interrelatedness of elements activities, interaction, sentiments. The theory contends that people usually-interact to solve problems, reduce tension, and attain goals and to achieve balance. Goal the workers interacting in this way in organizational setting tends to form Groups.

The Balance theory: Put forth by Newcomb, this theory says that groups get formed when individuals are attracted to each another because of their identical attitude towards the common objects or goals. The attraction and attitudes have to balance in this concept because if both are too strong or too vague or mild, the group interrelationships can disappear.

The Exchange theory: This theory is based on rewards and its cost. The interaction between members is taken as reward and any relationship which is perceived as not rewarding may be costly enough to cause tensions.

Stages of Group Formation:

The standard sequence in the formation of the group as gained from the mid 1960 is as follows:

1. Forming: In this stage, each individual member tries to ascertain the group's purpose, structure and the leadership as these in turn would determine the type of action needed or behavior required. The stage completes when the members begin to think that the parts of the group.

2. Storming: In this stage, although the members accept the existence of the group, they continue to resist the constraints the group poses on them. There is conflict as to who will control the group. When this stage completes there merges a relatively clear hierarchy of leadership in the group.

3. Norming: This stage is one in which there is close relationship between the members and the group demonstrates cohesiveness. There is sense of group identification and the stage is completed when the group structure solidifies and the group assimilates a common set of expectations defining the behavior.

4. Performing: The structure at this point is fully function and accepted. The group energy has moved from getting to know and understand each other to performing a task at hand. For permanent work groups this is the last stage. But for the temporary committees, teams, task forces, and similar groups the adjourning stage is the last.

5. Adjourning: In this stage, the groups prepare to dis band. The high task performance is no longer the required goal. The attention is towards the wrapping up of the activities and responses of the group members. The responses of group members vary in this stage. Some are upbeat, basking in the group's accomplishment. Some are depressed over the loss of colleagues and friends made during the course.

Types of Groups:

The groups are of many types as:

1. Psychological Vs Social organizations: A psychological group may be defined as one in which the two or more persons who are interdependent as each member's nature influences every other person, members share an ideology and have common tasks. These include families, friendship circles, political clubs, work, educational, religious, neighborhood, and recreational groups. The social groups may be defined as integrated system of interrelated psychological groups formed to accomplish a defined function or objective. A political party with its many local political clubs, friendship circles are social organizations.

2. Formal vs. Informal organizations: Formal groups refer to those which are established under legal or formal authority in order to achieve a particular end result. These groups are designated by the organizational structure and have work assignments to establish tasks. e.g people making up the airline flight crew fight crew, trade unions etc. Informal groups refer to the aggregate of the

personal contacts and the network of relationships among individuals obtained in the formal groups.

3. Primary vs. Secondary groups: The primary groups are characterized by small size, face to face interactions and intimacy among the members of the group. The examples are family groups, playgroups and neighborhood groups. These secondary groups are characterized by large size and individual's identification with the values and belief prevailing in them rather than actual interactions, e.g. occupational associations and ethnic groups.

4. Membership vs. Reference groups: The membership group is those where the individual actually belongs and reference group is one in which they would like to belong.

5. Command vs. Task groups: The command group are formed by subordinates reporting directly to the particular manager and are determined by the formal organizational chart, e.g. an assistant regional transport officer and his two transports supervisors form a command group. The task groups are composed of people who work together to perform a task but involve a cross-command relationship. Its boundaries are not located within its immediate hierarchical superior, e.g. for finding out who was responsible for causing wrong medication order would require liaison between ward in charge, senior sisters and head nurse.

6. Interest vs. Friendship group: The interest group involves people who come together to accomplish a particular goal with which they are concerned. Office employees joining hands to go to vacation or get vacation schedule changed form an interest group. Friendship groups are formed by people having one or more common features. The people coming from a particular area or sharing a common language may form a friendship group.

GROUP DYNAMICS:

A need was perceived in business circles group members to develop a group ideology in order to regulate their attitude and actions and to influence their satisfaction. The Research Centre for the group dynamics was founded in 1945 at the Massachusetts Institute Technology by Kurt Lewin to study group decision, group productivity group interaction, group cohesiveness and group communication. Later in 1948 it was shifted to the University of Michigan Group dynamics was perceived as a way in which knowledge can be advanced about the groups. It is employed to study the organizational behavior and stress the dynamics of members of the informal or formal groups. Group dynamics refers to changes which take place within groups and is concerned with the interaction and forces obtained between group members social settings. It is a study of forces operating within a group.

The term Group "Dynamics" refers to processes, performance and Alterations which happen inside the group. It is also about the relationship between the members within the group, where the members of a group are like the bead of a neckless which hold it together. If the bonds between these beads get weaker then it will make the necklaces hatter in no time. Successful group dynamics hinges on connectedness, Kimberly Wylie, Managers. Get the staff they Deserve, (Germany: GRIN Verlag 2009), Stronger the mutual understanding and relationships between the members of a group, the stronger their group will be. Thus, group dynamics is that division of social psychology that investigates the formation and change in the structure and function of the psychological grouping of people into self-directing wholes.

PRINCIPAL OF GROUP DYNAMICS:

- The member of the group must have a strong sense of belonging to the group the barrier between the leaders and to be led must be broken down.
- The more attractive a group is to its members, the greater influence it would exercise on its members.
- The greater the prestige of the group member in the eyes of the members, the greater influence he would exercise on the theme.
- The successful efforts to change individuals as part of the group would result in making them conform to the norms of the group.

- The pressures for change when strong can be established in the group by creating as hared perception by the members for the need for the change.
- Information relating to the need for change, plans for change and the consequence of the changes must be shared by the members of the group.
- The changes in one part of the groups may produce stress in the other, parts, which can be reduced only by eliminating the change or by bringing about readjustments in the related parts.
- The groups a rise and function owing to common motives.
- The groups survive by pacing the members into functional hierarchy and facilitating the action towards the goals.
- The intergroup relations, group organization, member participation is essential for effectiveness of a group.
- Effective functioning of the group depends on the proportion of the well-defined roles members have in the group. The organized group, is one with every member having specific roles and acting towards the purpose of reducing the tensions, eliminating the conflicts and solving the problems which its members have in common. The changes may take place within a group and it is interesting to study the way the change do occur. The frequent changes indicate the capacity of the group to change and adapt.

NOTICE, AGENDA, RESOLUTION**NOTICE**

Sending a notice is the first step towards holding a meeting. No formal or official meeting can be said to be legal unless a proper notice has been issued to all concerned. A notice is a written intimation of the date, time, place and business to be transacted at the meeting, to all the members of the body and special invitees, if any, as per rules. It is sent by the Secretary of the Association or the Society or the Company. It is sent by hand delivery (often by courier mail) or posted or published in newspapers in the form of an advertisement. The notice should be sent well in advance of the date of the meeting. In the case of Company meetings, the prescribed period is 21 days.

The notice of the meeting must include the following points:

- a) Name of the Body which is to meet,
- b) The type of meeting whether Annual General or Special General or Statutory or Extra-Ordinary meeting,
- c) Day, date, time and place of the meeting. The address of the meeting place must be clearly and fully stated with the name and number of the specific hall of the building assigned for the meeting.
- d) Agenda or the Business to be transacted at the meeting.

SPECIMEN NOTICE 1

Notice is hereby given that the 7th Annual General Meeting of the Associated Aluminum Company will be held on Monday, 2nd June, 2016, at 3p.m.at

Patkar Hall, Room No.222, Church gate, Mumbai.

All the members are requested to attend the meeting.

4th May 2002

Secretary

SPECIMEN NOTICE 2

A meeting of the Managing Committee will be held on Saturday, 7th June 2016 at 9.30 a.m. in the Conference Room at the Registered Office. All the Members are requested to attend.

Secretary

SPECIMEN NOTICE 3

ABC COMPANY

I.D.N. ROAD MUMBAI - 400001.

Date: 15th April, 2016

NOTICE

A meeting of the Board of Directors of the company will be held on Thursday

10th July 2016 at 4:00p.m. at the Registered Office of the company at 27, D.N. Road Mumbai-400001, to consider, approve and take on record the unaudited half yearly Financial Results for the period ended 31st March 2016.

For and on behalf of the Board

(A.B.Shah)

Secretary

The notice which includes the Agenda must be accompanied by documents like the Minutes of the previous meeting and notes and other papers related to the items to be discussed. The secretary of the body who sends out the notice of a meeting must take pains to prepare the papers, particularly the notes on crucial items, so that the members are fully briefed about the nature of the subject.

AGENDA

The Agenda of a meeting is a **listed programme** of various items of business to be discussed at a meeting, in the order in which those items, are to be taken up for discussion.

The Secretary (or the Convener) of a meeting has to be very careful in drafting the Agenda. The Secretary prepares the Agenda in consultation with the Chairman or other designated officer and circulates it well in advance amongst concerned members who are entitled to attend the meeting. The main purpose in sending the Agenda in advance is provide information to the members about the matters to be discussed so that they can prepare themselves properly in advance to take part in the discussions. The Agenda includes information regarding date, time and place of the meeting, followed by the list of the items of business to come up for consideration and decision at the meeting.

In accordance with the procedure governing the conduct of a meeting, only such items as are stated in the Agenda can be discussed at the meeting. The order of the items on the Agenda cannot be changed during the course of the meeting except by the consent of the members. Other items may be discussed with the special permission of the Chair. The following list should give some idea

about the types of items included in the Agenda: (a) Resolutions of various types, (b) Election and appointment of Committees, (c) Financial sanctions, (d) Approval to various projects, schemes etc., (e) Consideration of reports, proposals, plans etc.

The first item on the Agenda is "reading and approving the minutes of the previous meeting the minutes of the last meeting must always be approved and signed before any item on the Agenda is taken up at the present meeting After the Minutes are approved and signed, matters arising out of the minutes are taken up. This is followed by the new items to be signed, progress report for the previous month etc., at the monthly meetings of Managing Committees, Boards of Trustees or Boards of Directors. Passing of Audited Statements of Accounts, Annual Reports etc., are items on the Agenda of Annual General Meetings. The last item on the Agenda is usually "Any other matter with the permission of the Chair" .The Chairman may allow raising of such an item if time permit sit. Sometimes, the Chairman himself may take up an important or urgent matter which may have cropped up after the Agenda was sent to the members.

SPECIMEN AGENDA 1: AGENDA OF THE ANNUAL GENERAL

MEETING OF AN EDUCATIONAL SOCIETY

AGENDA

1. To confirm the Minutes of the meeting held on 25th May 2014 (copy enclosed)
2. To approve the Revised Budget for the year 2014-2015 and the Budget. Estimates for the year 2015-2016 of the Society and its Institutions. (Copies are being sent).
3. To review the working of the Society and its Institutions
4. Approval to the draft Advertisement for the post of Principal of the Commerce College.
5. Any other matter with the permission of the Chair.

**SPECIMEN AGENDA 2: NOTICE & AGENDA OF THE
FIRST BOARD MEETING**

N.K.O. COMPANY LIMITED

124, P.M. Road, Mumbai -400 001.

NOTICE

Notice is hereby given that the first meeting of the Board of Directors of the company will be held at the registered office of the Company on Tuesday, 9th June 2016 at 3:00p.m.; to transact the following business:-

1. Election of Chairman
2. To produce the incorporation certificates, the memorandum and the articles of association.
3. Appointment of first directors
4. Appointment of Secretary, Solicitor, Auditor and Bankers.
5. Approval and adoption of Company's Seal.
6. Fixing a quorum –for the Board Meeting.
7. Adoption of Preliminary contracts and underwriting contract.
8. To consider and approve the draft prospectus as submitted by the solicitors.
9. Application to the Stock Exchange for listing of shares.
10. Any other business and the date of the next Board Meeting, with the permission of the chair.

Secretary

**SPECIMEN AGENDA 3: AGENDA OF A
MONTHLY BOARD MEETING**

AGENDA

1. Confirmation of the minutes of the meeting of the Board held on 16th April, 2016.
2. To consider cancelling of Forfeiture of Shares.
3. To consider tenders for renovation of the company's new premises.
4. To consider the Managing Director's Report on business expansion.
5. To consider Monthly progress Report.
6. Any other business with the permission of the chair.

Secretary

**SPECIMEN AGENDA 4: AGENDA OF A
SPECIAL GENERAL MEETING**

AGENDA

1. To consider, and if approved, adopt the suggestion contained in the report of the loan sub-committee.
2. To approve the rate of dividend recommended by the managing committee.
3. Any other business that may be brought forward for which due notice has been given.

Secretary

**SPECIMEN AGENDA 5: NOTICE & AGENDA OF
MANAGING COMMITTEE MEETING**

**S. RUIA COLLEGE CO-OPERATIVE STORES,
TURNER ROAD, BANDRA, MUMBAI-400 050**

NOTICE

A meeting of the Managing Committee of the Co-operative stores of the S. Ruia college will be held in the Stores Office on Saturday, 23rd May 2015 at 4:00 p.m., to transact the following business:

AGENDA

1. To Consider the date and time of the Annual General Meeting of the Co-operative Stores.
2. To consider the transfer of Shares.
3. To consider and, if approved, adopt the report of the managing committee for the financial year ended 31st March 2015.
4. To approve the rate of dividend to the shareholders.
5. To consider the appointment of the secretary for the co-operative stores for the year 2015-2016.

Dated: 8th May, 2015

Secretary

RESOLUTIONS

A resolution is nothing but a formal expression of opinion by a group at a meeting. When an opinion or suggestion is adopted by the meeting and a decision is taken on the matter, it is recorded as a 'resolution' for taking action. All Societies and Companies conduct their business by passing resolutions at their meetings. While there are different ways of wording a resolution, a resolution which is worded clearly and precisely and which spells out exactly and correctly the decision taken at the meeting on the item in question may be regarded as an ideal resolution.

Examples of Resolutions:

1. **Election of Chairman of Board:** RESOLVED that Mr. A. B. Shah be and is hereby elected chairman of the Board of Directors for the year 2015-2016.
2. **Appointment of Secretary:** RESOLVED that Mr. A. B. Samant be and is hereby appointed Secretary of the company on a monthly salary of Rs. 20,000, the appointment being terminable by three months' notice on either company's advocate embodying these terms.
3. **Appointment of Auditors:** Resolved that Messrs. Kelkar and Singhvi Chartered Accountants 23 Dalal Street Fort Mumbai be and are hereby appointed Auditors of the Company till the conclusion of the First Annual General Meeting of the Company. It was further resolved that they be paid a remuneration of Rs.10,000/- for the period.
4. **Common Seal:** It was resolved that the seal produced at the meeting, an impression of which is made in the Minute Book be and is hereby adopted as the Common Seal of the company, and that the Seal be kept in safe custody lock and key.
5. **Appointment of Bankers:** Resolved that a Banking Account for the Company be opened with the Syndicate Bank, Worli Branch, Mumbai #18. Resolved further that all cheques drawn on behalf of the Company and all acceptances in its name be signed by two Directors and countersigned by the Secretary; that cheques payable to the Company be endorsed on the Company's behalf by the Secretary alone, and that a copy of this resolution, the application for opening the Bank Account, the Memorandum and Articles of Association of the Company together with the specimen signatures of the Directors and the Secretary, be submitted to the Bankers.
6. **Issue of Prospectus:** Resolved that the draft Prospectus as prepared by the solicitors and initialled by the Chairman be approved. Resolved further that the Prospectus be printed forthwith, filed with the Registrar of Companies, Mumbai, issued to the public and advertised all arrangements in prominent relating. All to-India the printing newspapers and issue (list attached of the Prospectus and that be left to the care of the Chairman and the Secretary
7. **Bankers for Share Money:** Resolved with that Current Account name of the in the Company be opened Maharashtra, and that the Bank shall be and is hereby authorize to credit the Account with all share application moneys and debit the Account with all cheques and other orders drawn upon the Account, when signed on behalf of the Company by two Directors and countersigned by the Secretary
8. **Resignation of a Director:** Resolved that the resignation of Mr. Rajesh Khanna, a Director, be accepted with regret. It should take effect from the date of resignation. The Board places on record its appreciation of the useful services rendered by Mr. Rajesh Khanna.
9. **Filling in Casual Vacancy (Director) :** Resolved that Mr. Abhishek Bachhan be appointed a Director of the Company in the place of Mr. Rajesh Khanna (resigned) for the remainder of the period for which Mr. Rajesh Khanna was elected i.e. until the Annual General Meeting to be held in
10. **Declaration of Dividend:** Resolved that the dividend at Rs.5 per share (subject to income-tax) on 25,000 preference shares and a dividend of Rs.8 per share (subject to income tax) on 30,000 ordinary shares of the company be and are hereby declared. Resolved further that these
11. **Balance Sheet and Profit & Loss Account:** Resolved that the Profit and Loss Account for the year ended 31st March 2015 and the Balance Sheet as on 31st March 2015 be and are hereby approved. Resolved further that the P. and L. Account and the Balance Sheet (as stated above)

be signed by Mr. S. K. Mehta, Chief Accountant and the Directors, after which they be submitted to the Audit of for their report.

12. **Investment of Reserve Fund:** Resolved that an amount of Rs25,000/-representing a part of the Reserve Fund of the Company be invested in the Government Securities and that interest to be received there from, be credited to the Reserve Fund.
13. **Condolence Resolution:-** The General Body meeting of Mumbai Dramatic Association places on record its deep sense of sorrow and loss at these ad passing away of Mr. Shombhu Mitra. The world of theatre and cinema have lost a towering artiste of world repute. May his soul rest in peace.
14. **Appointing Distributors:** Resolved that Messrs. Prabhu Deva and Sons be permitted to hold office of Joint Distributorship for the products of the Company in Karnataka and Tamilnadu for a period of 3years commencing from 1st January 2015 on the same terms and conditions as stated in the agreement dated is 1st January 2013.
15. **Issue of Notice of Annual General Meeting:** Resolved that the draft of Notice, with Agenda and explanatory statements, for the next Annual General Meeting placed before the meeting be and is here by approved and the Secretary be and is here by authorized to issue the same under his signature after receipt of Auditors Report on the Annual Accounts approved at the meeting.

TYPES OF SECRETARIES

The Latin origin of the word secretary is 'secretarius' which means secret. This suggests that the secretary does work that is secretive or confidential in nature. Nowadays, a secretary's job is well defined. He is responsible for correspondence, documentation, taking care of meeting related function and administrative function.

The post of a Secretary is very important for any company or organization on and has varied demands based on their respective requirements. Depending the nature of job they carry out, they are classified as Company secretary or Private Secretary or Secretary of the organization that they pertain to like that of a club, co-operative society, embassy, trade union etc.

Our Company Act 1994, Sec 2 (ii) termed Company secretary as a high official, Indian Company Act (amended in 1974) defines a Company Secretary as a person who possesses the prescribed qualifications and is appointed to perform duties, which may be performed by a secretary under this Act and any other ministerial or administrative duties. Therefore a company secretary is a top level officer having prescribed qualifications as per company Act and acts as a liaison officer, with directors of staff, Registrar of the companies, shareholders and other outsiders,

While a company secretary is appointed primarily to cater to administrative while a company secretary is appointed primarily to cater to administrative duties, a personal or private secretary is, appointed to assist a high profile individual with varied responsibilities in his activities. Since, their duties are varied, the company secretary and private secretary is appointed by different people while private secretary may be selected is appointed by the by individual whom he has to help in the day to day activities, the company 5ecretary appointed at different stages. For instance, he may be appointed by the promoters to help with the incorporation of the company or after registration of company by the first board of directors during the first board meeting or after incorporation of the company by special resolution by the board of directors or as a part time or full time professional secretary when the need is perceived thereafter.

FUNCTIONS OF SECRETARIES

A. FUNCTIONS OF THE COMPANY SECRETARY

The functions of the company secretary may be classified under two heads:

1. Functions laid out under legislations of the nation (Statutory)
2. Functions pertaining to stake holders

Functions laid out under Legislations of the Nation (Statutory):

- Maintenance of books and registers of the company
- Filing of the necessary returns with the Registrar of Companies
- Supervising the issue, allotment, transfer and forfeiture of share and debentures.
- Attending to meetings and recording their proceedings.
- Safe Custody and proper use of the common seal of the company of shares.
- Ensuring deduction of income tax from dividends, interest and salary and its payment to the tax authorities, according to the Income-tax Act.
- Ensuring that stamps of the requisite amount are affixed to document, shares, etc., under the Stamp Act.
- Ensuring the timely payment of sales tax
- Ensure compliance with provisions of Factories Act, Industrial Disputes Act, and minimum Wages Act etc. as applicable.

Functions Pertaining to Stakeholders

The stakeholders towards whom a company secretary has duties are the directors, the shareholders, the organization and the public.

Duties in Relation to Directors:

- To convene board meetings
- To prepare minutes and to ensure execution of board orders.
- To update directors about the provisions of various acts and to guide the board of directors on business policy, corporate social responsibility, sustainability reporting, brand equity and image building, Risk Management and managing of Intellectual property rights of the company.
- To keep the board updated on all developments related to the activities of the company.
- To interpret broad policies and decisions of the company put forth by the board of directors and to communicate the same to the staff and shareholders.
- To look after the correspondence
- To keep the common seal of the company safely and to use it as directed by the board.

Duties in Relation to Shareholders

- Invite Application and decide allotment of shares.
- Cater to calls of shares, forfeiture of shares, transfer and transmission of shares.
- Take care of distribution of dividend
- Send notice and circulars to members and
- Conduct meetings of shareholders and attend to their inquiries and complaints.

Duties towards Organization and Office

- Ensures meticulous functioning of departments such as shares, record and filing, accounts and statistics.
- Supervise and coordinate the activities of the different departments.
- Select personnel layout the terms and conditions of their service and maintain personal contact with individual members of the staff to guide them effectively.

Duties in Relation to the Public:

- Functions as a medium of communication between the directors and the general public consisting of debenture holders, bankers, solicitor creditors and the 'prospective investors.
- Liaison with the public and between the shareholders and the directors, the company and the outsiders without revealing confidential information.

B. FUNCTIONS OF THE PRIVATE SECRETARY

The Private Secretary is pointed to help a high profile individual manage his work efficiently. So a private secretary is responsible for:

- Taking care of correspondence as directed by the boss,
- Maintaining public relation on behalf of the employer.
- Helping in the conduct of interviews
- Preparing agenda, sending notices for meetings, taking charge of the
- Maintaining records and accounts of the employer; thus taking charge of his bank work and his filing of income tax-returns.
- Taking charge of employer's responsibilities like payment of his utility bills, tuition fees of his children and wage towards relevant parties of his house.
- Receiving and sending various social letters like congratulation letters, sympathy letters, thank-you letters, and appreciation and invitation letters etc. on behalf of the employer besides accompanying him for social and religious functions.
- Preparing various reports for the employer and
- Organizing any program hosted by the employer.

HERAMB

CHAPTER 3: COMMITTEES AND CONFERENCESMEANING AND IMPORTANCE OF COMMITTEES

A committee is a group of persons taken, elected or selected from the entire organization to do some assigned work collectively. The work that they are assigned could be any work-managerial, advisory or exploratory and requires collaborated efforts. It could involve physically or mentally pooling resources to carry out some work. For instance, a committee could be formed to ensure that the college festival is conceived and carried out successfully. According to Louis A. Allen, "A committee is a body of persons appointed, or elected to meet on an organized basis for the consideration of matters brought before it." Within the committee, individuals take decisions or conceptualize the events after deliberations and discussions with other members. Then they work toward ensuring that the program take place as conceptualized. Because of collective information and analysis, committees are more likely to come up with solutions to complex problems. Every organization forms various committees from time to time for different purposes. A committee is not a separate type of organization as such. But it is a method of attaching persons or groups to line departments for advice and guidance in business planning and execution. Committees are extremely important in the running of any organization.

They help in the following realms:

- To draw viewpoints on different aspects of business
- To allow various groups of people to help in the process of governance.
- To help in the conduct of specialized functions like fundraising, audit or elections.
- To investigate situation and to suggest recommendations.
- To resolve problems making use of the power or authority given to it.
- To maintain order within the organization
- To secure co-operation of different departments
- To enable co-ordination between different departments and individuals by bringing about unity of direction.
- To help in the process of public relations by representing the organization to the community, by enhancing the organizations image, and by communicating with the press.

Committees are very important in business organizations since they help in resolving problems and also promote the exchange of opinions among members for the betterment of the organization.

TYPES OF COMMITTEES

On the basis of time, Committees may be of two types:

Standing Committee: Standing committee is also referred to as a permanent committee. Committee with a continued existence, formed to do its assigned work ongoing basis. This committee is formed for a specific purpose through the rules by-laws or regulations of an organization. It is permanent in nature. The board usually takes all advice and recommendations from a standing committee. Examples of standing committees could be Budget and finance committees. Standing committees meet on a regular or irregular basis depending on (their function, and retain any power originally given to them until subsequent official actions of the governing body (through changes to law or by-laws) disbands the committee.

Ad-Hoc Committee: The word Ad-Hoc has a Latin origin .It means 'for a specific purpose'. Now since such committee are formed for performing specific tasks or for dealing with specific situations. They are also dissolved after these have been accomplished and the committee has submitted its report. For example an ad hoc committee could be formed by the management of an organization to investing info the causes of particular problem that the organization is facing or a committee could be appointed to plan a conference. So, after the report with the causes is submitted or when the conference is over, these committees cease to exist.

On the basis of structure, there are two types of committees form committee and informal committee.

Formal Committees: The committees established as part of organization structure are called formal committees. A formal committee being form as a part of organization structure is allotted some duties and authority .They have clear-cut jurisdiction. Examples of formal committee are financial committee, discipline committee etc.

Informal Committees: A committees which does not form a part of organization structure is called an informal committee may be formed when management wants to tackle some problem or needs advise on certain complicated matters and the management does not want to setup formal committee, which is a costly device. For instance, a manager may call some expert to help him in analyzing a problem and suggesting a suitable solution or the chief executive may call a meeting of departmental heads and some experts to find out a solution to some problem. In both the cases, informal committees are formed. But an informal committee is formed, Informal committee do not form part of the organization structure. On the basis of functions, committees can be of two types Executive committee and advisory committee.

Executive committee: As the name suggests, this type of committee is made up of people occupying top positions in an organization that have the power an executive committee has, it must be constituted through the by-laws. Executive committees are mainly made up of senior management personnel, and just like any other committee in a business organization, the executive committee is responsible for certain special assignments or tasks. Members are die executive committee should also be members of the appointing board. A hen deciding on the composition of the executive committee, the board. 'I could find out the range of skills necessary for the committee to carry put its functions towards. Then, it should functions pick up a range committee of diverse generally consists of a Group of director who are appointed to act on behalf of the board of directors. Typically, it consists of a chair person, vice- chairperson, secretary and treasurer. This committee is characteristically on-going. The full board should be briefed on decisions made and action taken by them at the earliest possible opportunity. In some cases, the executive committee may want to make an interim decision on a matter, which is effective only until the full board considers the matter.

Advisory Committee: Advisory committees may be standing or ad hoc. An advisory Committee is formed in order to ensure that the mission of "the organization is fulfilled and public credibility is enhanced. These committees do not take a direct hand in' governing the organization. They also have no power to act on behalf of the organization. Often, they consist • of a team of technical experts. When the staff find it difficult to carry out *or* die organization's activities on account of some practical difficulties, they can approach the advisory committee for technical expertise. The advice given by the advisory committee is not binding on the organization. Thus, this committee has limited powers.

On the basis of character, there are two types of committees – Line committee and Staff committee.

Line Committee: Line committee is a committee, which is vested with the power to decide and execute the decision. For example, the Board of Directors of a company is a line committee. Line officers may refer some problems or issues to committee -for advice. But after the Staff committee gives some advice, the line officers have the powers to accept, modify or reject the suggestions of the Staff committee.

Staff Committee: However, Staff committee is an advisory committee meant to render advises in different fields. Such a committee may consist departmental heads who could counsel the chief 'executive. The Staff Committee will collect information about the problem and recommend solution for the same. Constitution of Committees may also involve the formation of sub-committee and Joint committee.

Sub-committee: A sub-committee as the name implies, is basically subsidiary committee. This means that it is connected within a large committee that is more powerful and important than it. A sub-committee is said to be a child of a parent committee. A large committee can appoint said to be a child of a parent committee.

Coordinating or Joint committee: This is a type of committee that acts as a link between two committees and joins or coordinates their actions together. Such a committee would normally be composed of representatives from the other committees whose activities it is coordinating.

ADVANTAGES AND DISADVANTAGES OF COMMITTEES

Committee has a number of advantages:

- Enables people to come together, discuss, assess pros and cons before taking a decision.
- Since people from different sections of the organization come together, it improves coordination and communication. within the organization
- It enables presentation of balanced views from the perspective of all departments rather than a lopsided view of a few.
- It lifts the morale of subordinates as they are given recognition.
- It prevents concentration of powers in the hands of few.
- It enables the members to transmit correct and authentic information and also convey the background of taking those decisions making them more acceptable.
- It acts as a form for training executives in the art of problem solving.

Some Disadvantages attributed to Committees are:

- Decision taking is delayed. So, it is not useful in instances where quick decisions need to be taken.
- Some members may not speak out fearing that they are wrong.
- Some members may dominate the proceedings
- There is no accountability for a decision where it goes wrong and may lead to blame game.
- Relationships between committee members could be strained during the proceedings.

MEANING AND IMPORTANCE OF CONFERENCE

To 'confer' is to converse, to consult, to discuss. Therefore, 'conference' means "a **meeting for the exchange of views and opinions**". A conference may be defined as "**a meeting of people to solve particular problems, take specific decisions or discuss specific matters**". A business conference is a meeting whose purpose is a joint consideration of a common problem being faced by the organization

When a conference is held within an organization, it may have the following objectives, (i) Co-ordination of activities, (ii) Periodic review of operations, (iii) Reconciling conflicting views, (iv) Developing policy/plan of action etc. Such a conference is very fruitful because representatives "of different managerial levels meet, discuss and analyse the organizational problems or review policy or plan of action. The views expressed in such conferences communicated to the employer for consideration in taking decisions.

Sometimes such conferences, conferences, employees may be held to expose them to give training to various to new information employees about. In his organization, in an informal way. These conferences are called 'conferences for training'

A conference so be held by an organization by inviting delegates from other similar concerns, to discuss problems of mutual interest and to exchange views regarding certain policy matters. The host organization elects the venue, and makes arrangements for accommodation and other necessary facilities for the delegates and also invites eminent people in the field to chair the sessions.

TYPES OF CONFERENCES

Conferences are of different types. They vary on the basis of its nature, size, functions that they perform, the invitees, the speakers, the cost involved. Some of these may be listed as follows:

1. Symposiums: They are casual gatherings and the cost incurred in conducting them includes refreshments and entertainment.

2. Seminars: They are organized to discuss a particular topic. They are usually educational in nature and attendees are expected to gain new knowledge or skills at the end of the seminar. In an **academic conference**, scientists or academicians come together to present their research findings.

3. Workshops: They involve making provisions for offering a sort of hands-on experience for the participants with demonstrations and an important criterion here is the allotment of time. So, the amount of time one speaker addresses the group is limited.

4. Round-table conferences: These involve the coming together of peers To exchange thoughts and opinions on a certain topic, usually political or commercial. There are a limited number of participants who sit at a round table, so that each one can face all the others.

5. Public conferences: These conferences may be educational or an open platform for meeting of likeminded people or a strategy for promotion of a product. These may be sponsored by the government or by companies desirous of promoting their products. However, if no sponsors are found, the public will have to bear the cost.

6. Public conference cum exhibitions: These conferences will exhibit new products making it possible for the interested businessmen to meet all suppliers at one place. Short seminars may be conducted throughout the day to elaborate on the work that they are doing. Attendees will be free to attend the seminars and wander the exhibitions in an order that suits them. So, catering and management of other facilities will need to be more flexible than with a straight conference.

7. Private conferences or Business Conferences: They are often held when large companies need to get all their employees, or certain sections, together either celebrate a success or start a new initiative. In companies that are widespread across the globe they are often held To update staff on new initiatives or to inform about new products and staff. Members of the public would not be allowed to attend.

8. Virtual conferences: The final category, and one that is increasing attractiveness to business as travel expenses increase, is the virtual conference. The easy availability of Internet and broadband, enables the conduct of audio and video conferences to save travel cost and time. Audio conferences allow participants to hear one another while Video conferences enable participants to see each other as they transact or discuss matters with each other.

9. Professional conference: These conferences are meant to enable us to learn from others in the profession. They help provide expertise in relevant fields and target professional development. Participants are benefited as they provide a chance to network with others.

10. Trade conference: These take place on a larger scale. Besides businessmen, there are members of the public who come to network with vendors and made new connections. Such a conference consists of workshops and white paper presentations.

11. Unconferences: These differ from the traditional conference, since it avoids the high costs, top-down organizational hierarchy and sponsored presentations. All attendees are equally knowledgeable about the topic and the discussion follows an open mode; usually without a single speaker addressing the gathering.

ADVANTAGES OF CONFERENCES

- 1) A conference encourages exchange ideas and opinions problems. Delegates bring together their points of view which help to solve problems.
- 2) In a conference, participants provide valuable angles in analyzing problems and determining alternatives and contribute in arriving at decisions.
- 3) A conference helps to bring-together all those who are concerned with the subject/problem, like customers, clients, employees, trade union leaders and experts in the field. Many facets of a problem or a situation can be discussed and understood in such a meet. The management can get a representative response of the cross-section of the entire organization and can obtain valuable feedback.

- 4) A conference has a motivational value. The participants acquire valuable information and come to know other peoples' points of view. This broadens the horizon of delegates regarding organizational needs and problems.
- 5) Convening the conference: A conference helps the Create goodwill among organizations. It also helps to enhance the prestige of the organization convening the conference

DISADVANTAGES OF CONFERENCES

- 1) Since conferences are informal, there is tendency not to treat them seriously. The participants may take no interest in the proceedings of the meeting but consider it a pleasure trip.
- 2) If the convener of the conference is not competent or if the conference is not properly organized or if the/delegates are non-co-operative, it may create confusion and the whole exercise will turn into a futile activity.
- 3) In an internal conference held with subordinates, the employees may start feeling that the management is incapable of arriving at decisions in its own. They may think that the authorities are weak in decision-making process.
- 4) A conference dominated by a few vocal delegates who may use it to project their own image and prevent participation by a cross section of the people concerned.
- 5) Conferences have less authority compared to committee or other meetings. Most of the conferences only pass resolutions and make recommendations. Sometimes these resolutions are vague and unrealistic; they sound big but make no concrete proposals.

ORGANIZING A CONFERENCE

I. PRE-CONFERENCE ACTIVITIES

- 1) The would-be organizers must plan early. First, they should make sure that the conference is truly necessary
- 2) The organizer of the conference, the host organization should set a date and place for large conference participants get plenty of time to make travel plans. The earlier planning begins, the easier things will be for both the organizers and those attending the conference.
- 3) Set a theme for the conference. Start promoting your theme from the beginning. Brochures should be prepared stating the details of the forms conference and mail them they should to your be posted target online participants. Include it on the registration.
- 4) It must plan the entire programme, as the conference usually lasts for two or three days. There must be an inaugural session, followed by plenary sessions on certain topics with panel speakers who are experts in their fields, and the concluding session which winds up the programme and sums up views and draws conclusions. Accordingly, budget must be drawn.
- 5) Delegates and eminent people should be invited.
- 6) Ask the participants to register online or to fill the registration form and send it by staff incentives to participants who enroll early. Discount the registration fee or offer a gift of some sort. This will give organizers a better idea of how many participants they can expect.
- 7) Either hard copy or soft copy of Abstracts and Research papers should be sought from the resource persons and the participants.
- 8) Send confirmation letters to all the participants: This helps build a sense of excitement and will help set the tone for the entire event.
- 9) Help your participant's network. Provide them with a contact list of conference participants.
- 10) Make catering arrangements for participants.
- 11) The seating arrangement should be made in such a way as to facilitate discussion.
- 12) Ensure that all technical equipment is ready to go. Carry out an audio and visual run through the night before the conference. Make sure that all of the microphones, computers and other devices are functioning. Have backup systems available. There should be technical support people on site to repair any problems.
- 13) Set up a registration table for last minute participants.

14) Some informative material, reports, speeches, abstracts of paper presenters, etc. should be given in folders or files at the time of entry.

II. CONFERENCE ACTIVITIES

- 1) The organizers of the conference acquaint the delegates with the philosophical inputs that contributed to the selection of the theme. They also introduce the chief guest for the inaugural session.
- 2) **Inaugural Session:** the conference is inaugurated by the invited chief guest. He/ She gives the keynote address where in the goals of the conference and its relevance in present, times are highlighted. The expected outcome sets the mood for the conference. A vote of thanks is proposed at the end of the session.
- 3) **Technical Sessions:** A number of technical sessions are conducted one after the other according to the schedule on the brochure. In each session, a chairperson is invited to take charge of the proceedings. He/ She introduces the speakers/ sets a time limit for their presentation, invites questions for the participants on their behalf, supplements the answers of the speakers if necessary and provides his insights into their presentations either at the end of each paper or at the end of the session. Feedback forms providing information about the affectivity of the speakers during the session are filled and submitted by the participants at the end of each session.
- 4) **Valedictory Function:** In this function, another invited chief guest formally brings the proceedings of the conference to a formal end. A report of the happenings at the conference is read out by the organizers. The chief-guest appreciates the efforts of the organizers as well as gives valuable insight into the conference and the success that can be attributed to it. The certificates for the participants which are prepared by the organizers are given out by the chief guest. The participants are called upon to respond to the intellectual inputs at the conference and also to the hospitality displayed by the organizing hosts during the conference.

III. POST-CONFERENCE ACTIVITIES

1. Analysis of feedback forms received, session by session.
2. Send but thank you letter
3. Deliberations on the outcome of conference

The feedback forms collected during the conference and the feedback verbally provided at the end of the conference need to be analyzed along with a session-wise report of the conference to understand the strong points and weaknesses of the conference. These are useful for:

- **Measurement of Satisfaction quotient.**

This involves understanding the expectation of the attendees in terms of effectively of the conference and hospitality accorded to them and gauging how far the conference has been able to fulfill these. If certain grey areas are found, these should be noted carefully so that they can be overcome in any conference that is conducted in future.

- **Measuring affectivity in terms of Knowledge gained.**

The basic function of a conference is to provide and solve problems. Failure in this aspect can also mean, careful analysis needs to be carried out on knowledge delivered by the resource person invited and effectively the technological support provided.

- **Identification of future research areas.**

A fruitful conference always throws up a number of unresolved issues. These should be unraveled in course of the analysis and highlighted and communicated to the participants through mail and to all others interested through a press release.

- **Developing dose networking between professionals.**

A conference is a medium through which a number of like-minded professionals come together. A contact should be maintained with them so that not only can a lot of interesting facts be shared, but also academic discussions on important issues can be conducted.

• **Measuring affectivity in terms of Press Reports and compact on Public Relations.**

Press Reports carried at the end of the conference are often indicative of the overall affectivity of the conference. The efforts taken to conduct a conference in public/ academic interest are appreciated by the people. For an industry, such conferences create a niche for them, as the people future customer and these conferences prove to be extremely useful tools of external public relations for them.

• **Drawing a plan of action for the future**

The essence of a conference lies in drawing conclusions and taking steps it wards implementation of the solutions derived during the proceedings. Besides, based on all the analysis carried out and the conference [proceedings, the organizers are able to perceive the need of the hour an accordingly draw up an action plan for the future. This will involve working with people with similar concerns both towards finding successful solution as well as implementation of aspects worked out.

Sample Outline of Conference Schedule:

9:00 <i>a.m.</i>	Registration begins
10:00 - 11:00 a.m.	Inaugural function Chief Guest: _____
11:00-1:30p.m	Vote of Thanks Technical Session Chair person _____ Guest Speakers: ____ (Name of Speaker) ____ (Topic) ____ (Name of Speaker) ____ (Topic)
	Interactive Session Vote of Thanks
1:30 - 2:00 p.m.	Lunch break
2:00 - 4:30 p.m.	Technical Session / 2 Chair person Guest Speakers: ____ (Name of Speaker) ____ (Topic) ____ (Name of Speaker) ____ (Topic)
4.30 - 4.45 p.m.	Interactive Session
4:45 - 6:00 p.m.	Vote of Thanks Tea break Valedictory function Chief guest: _____ Distribution of certificates Vote of thanks

MODERN METHODS OE CONDUCTING CONFERENCE: SKYPE & WEBINAR

In addition to the traditional methods of holding conferences, new methods are being introduced with the help of developing information technology. With the help of personal computers and easy individual access to information the methods of communication are taking a new shape.

The new systems like satellites, computers, cassettes, cable, videodisc etc. Help in the transmitting of information to different extents. They are thus able to communicate with the individual user even though is a part of the larger audience. Besides, the individual user too is able to streamline it according to his/her need and at a time subject to him/her. Since the information reaches the individual rather than the individual needing to travel to acquire the same, travel time and cost is reduced too. Moreover, it is possible for the individual to readily material and retrieve it as per his requirement. They, such interactive technologies are likely to change the way learning takes audience while individualizing the process of learning, at the same time or these are cost-effective and target a huge.

Skype

Skype is an application that provides video chat and voice any the Users creation others may, and exchange of may video transmit such conference digital both calls documents text. And Skype video as is/images me available gigs. For at Skype, video Microsoft allows and Windows, Macintosh, or Linux, as well as Android/Blackberry, Apple and Windows Smart phones and tablets.

Skype was created by Nikolas Zennstrom from Sweden and Janus Fries from Denmark, in cooperation with Ahti Heinla, Priit Kassel, and Jana Tallinn from Estonia in August 2003 Microsoft bought Skype in May 2011 and established its Skype division headquarters in Luxembourg.

Skype allows users to communicate over the Internet by voice using a microphone, by video using a webcam, and by instant messaging. Skype to-Skype calls to other users are free of charge, while calls to landline telephones and mobile phones (over traditional telephone networks) are charged via a debit-based user account system called Skype Credit.

Although Skype is a commercial product, its free version is being used with increasing frequency among teachers and schools interested in global education projects. For example, Skype is being used to facilitate language exchange: Students in different parts of the world are paired off, and each is a native speaker of the language that the other wishes to learn. In conversations over Skype, they alternate between the two languages.

Teachers use Skype in unique ways to fulfil educational goals. The video conferencing aspect of the software is valuable in that it provides a way to connect students who speak different languages, Wad virtual field trips, and reach out to experts in varying fields of study/these experiences allow students a chance to apply what they are learning in the classroom to real-life experiences, and it also achieves further learning opportunities.

Skype in the classroom is another free tool that Skype has set up on its website. It provides teachers witch a way to make their classrooms interactive and interesting. Skype in the classroom is a service that teachers can sign up for that willow students to meet other students, talk to experts, and share ideas. Teachers can collaborate with other teachers around the world and design different learning experiences for their students. There are various Skype lessons, in which students can participate. Teachers can also use Skype's search tool and find experts in the field of their choice.

Webinar

Short for **Web-based** seminar, a webinar is a live meeting that takes place over the web. The meeting can be a presentation, discussion, demonstration, instructional session, workshop or seminar. Participants can view documents and applications transmitted over the Web using video conferencing software, while shared audio allows for presentation and discussion with webinar attendees. A key feature of a Webinar is its interactive elements: the ability to give, receive and discuss information in real-time this is useful when the webinar host is conducting a lecture or an information session. While the presenter is speaking, they can share desktop applications and documents.

Webinar goes beyond the features of Webcast, in which the data transmission is one way and does not allow interaction between the presenter and the audience.

Some of its features are:

- Automatic registration hosting.
- HD Video Conferencing by sharing the webcam.
- Meeting Recording with facility of Archived Recordings.
- Polls & Surveys – Use interactivity to keep your audience engaged involved.
- Slides presentations
- VoIP- Real time audio communication through the computer via use of headphones and speakers.
- Web tours - where URLs, data from forms, cookies, scripts and session data can be pushed to other participants enabling them to be pushed through web-based logons, clicks, etc. This type of feature works well when demonstrating websites where users themselves can also participate.
- Whiteboard with annotation (allowing the presenter and/or attendees to highlight or mark items on the slide presentation. Or, simply make notes on a blank whiteboard.)
- Text chat-For live question and answer sessions, limited) to the people connected to the meeting. Text chat may be public (echoed to all participants) or private (between 2 participants).
- Screen sharing/ desktop sharing/ application sharing (where participants can you any tiling the presenter currently has shown on their screen. Some-screen sharing applications allow for remote desktop control, allowing participants to manipulate the presenters screen, although this is not widely used.)

OBJECTIVE QUESTIONS

A. Fill in the blanks:

1. A conference is relatively ____ as compared to committee meetings. (**formal**/informal)
2. Participants in a conference ____ voting rights. (Have/**do not have**)
3. ____ Address is a speech by the Chief Guest about the purpose need and possible outcomes of a conference. (Public/**Keynote**)
4. A research paper misanalysed at a ____ (Meeting/**Conference**)
5. ____ allows web tours. (Skype/**Webinar**)

B. True or false:

1. organizing a conference does not involve public relations.
2. Feedback from participants is desired by the organizers of a conference.
3. Source persona-present their ideas during technical sessions.
4. Participants conference must carry their own food. .
5. Guest speakers are sent thank you letters.
6. The word conference is derived from the Latin 'confer'.

Ans: True: 2, 3, 5, 6 False: 1, 4

C. Match the Columns:

Group A	Group B
1. – Conference	A. Keynote address
2. Inaugural session	B. Meant for paper presenters
3. Video Conference	C. Common theme
4. Valedictory function	D. Conference through video images
5. Technical session	E. Conference through television
	F. Give out certificates to participant

Ans: (1) - (C), (2) - (A), (3) - (D), (4) - (F), (5) - (B)

CHAPTER 4. PUBLIC RELATIONS**INTRODUCTION AND DEFINITIONS**

Every organization, whether profit-making or nonprofit making, exists and functions as a part of society. It achieves meaning and significance in the context of public opinion. Just as an individual person is not an isolated entity but a member of the society in which he lives, so is an organization. The idea of 'public relations' has existed since time immemorial, but the concept of a 'public relations department' is of recent origin. It is a post-world-war phenomenon.

Public Relations 'constitute an 'important management function. The Public Relations Department is the vehicle through which an organization attempts to maintain communication with its **public**. This is done in such a manner that the organization earns public acceptance and respect. The general aim in case of a business organization is, of course, to promote business, but unlike advertising and other sales promotion activities which are directly concerned with the promotion of business, the Public Relations Department conducts its activities in such a manner that the promotion of business comes as an indirect consequence.

D. Griswold defines Public Relations as "the management function which evaluates public attitudes, identifies the policies and procedures of an individual organization, and plans and executes a programme of action to earn public understanding and acceptance'. **Edward L. Berna's** defines Public Relation as 'the attempt by information, persuasion, and adjustment to engineer public support for an activity, cause, movement or institution.' Both these definitions emphasize the main purpose and aim of public relations activities-to earn **public understanding** and acceptance, to gain **public support**. Indeed, the activities of the Public Relations climate for better understanding and better relations with the public. The **British Institute Of public Relation** (founded 1948) had defines public relations as '**the deliberate, platitudinal and sustained effort to establish and maintain mutual understanding between an organization and its public**' this means that the management of an organization must make sustained efforts. To examine the desires, need and attitude of the public that will enable it to develop policies and operations in their common interest and for their mutual understanding.

OBJECTIVE OF PUBLIC REALATIONS

The objectives of PR must be realistic and specific. If they are too wide-ranging or ambitious they cannot be realized. Once the objectives have been agreed upon, it is easy to plan the programme. These objectives must be kept in mind throughout the programme and used as guidelines. These objectives can be 'short-term', 'medium-term' or 'long-term' or all combination of all these. In all the cases the timings of prime importance.

The general objective of public relations is to create a feeling of goodwill or an organization dealing with its customers and with the public at large, of foster trust in its integrity and generally to ensure that the company has an active image in the outside world. This creation of goodwill and trust does not stop with the general public; it has become an established practice to promote the same atmosphere among the company's workers. Having created a good image for the concern, however, PR has the continuing task of maintaining this image.

The broad objectives of public relations are:-

1. Everything that is calculated to improve mutual understanding between an organization and those with whom it comes into contact, both within and outside the organization.
2. To create an understanding between the organization and the target audience with the objective of building 'goodwill' and 'good image'.
3. To take a realistic and specific approach to communicate in a company's convincing manner with its target groups.
4. To take action to discover and eliminate sources of misunderstanding.
5. To broaden the sphere of influence of an organization by appropriate publicity, advertising, exhibitions, films etc. and to improve communication between the people and the organization.

FUNCTION OF PUBLIC RELATIONS

The functions of Public Relations are based on the 'public' with whom they aspire to build relations. Some of these are the community, the employee, the Government, the media, the stockholders & investors, the product public etc. The functions of Public Relations has thus be listed as follows:

1. It plans partnerships, volunteer activities, philanthropic contributions and public participation to / improve quality of life within the community and thereby to build up a reputation and positive image of the organization in the community.
2. It works on team building and employee empowerment to general employee goodwill.
3. It deals and communicates with legislatures and government agencies on behalf of the organization.
4. It provides factual expert information to the news media when seeking publicity or responding to reporters' questions in order to gain credibility and to establish a professional and mutually beneficial working relationship with news gatherers and gatekeepers.
5. 'It studies the effect of public policies, actions and legislations on its publics and liaison's on their behalf with the Government.
6. Public relations in politics may have to stage debates and seminars for government officials.
7. Public relations has to create awareness about new products launched in the market improve product visibility for existing products and takes steps to, overcome buyer inertia and remove negative perception on the part of the public.
8. They inform financial analysts and potential investors about company's finances which result in an increase in the value of the company's stock because of improved image and reputation and in turn enables the gathering of additional capital.
9. They ensure honest and accurate communication during a crisis such as natural disasters, management wrongdoings, bankruptcies and product failures.

QUALIFICATIONS OF PUBLIC RELATIONS OFFICER

The main Public Relations function is to create and maintain mutual understanding between the organization and the public it serves. This understanding can be achieved by various activities e.g. Press Liaison, Corporate Brochures, Annual Reports, Sponsorship and Event Management, the writing of press releases and internal- newsletters/journals the staff of the organization, monitoring of newspapers, producing does, organizing events, etc. The work involves planning, organizing and "conducting activities that encourage dialogue about an organization 'reputation, policies, products and services. Thus the Public Relations Officer to have qualifications commensurate with the job profile that he handles.

- Public relations specialists has to handle organizational functions, such as media, community, consumer, industry, and governmental relations; political campaigns interest group representation; conflict mediation; and employee and investor relations. So, a public relations manager needs tact, good 'judgment and an outstanding ability to create maintain effective personal relationships with supervisory and professional members and client firms.
- Public relations specialists draft press releases and contact people in the media who might print or broadcast their material. Many radio or television special reports, newspaper stories, and magazine article start at the desks of public relations specialists. Sometimes, the subject of a press release is an organization and its policies toward employees or its role in the community. He must understand the attitudes and concerns of community, consumer, employee, and public interest groups to establish and maintain cooperative relationships between them and representatives from print and broadcast journalism. Moreover, he should be able to communicate persuasively, both orally to and in writing, with other managers, staff and the public. As managers recognize the link between good public relations and the success of their organization, they increasingly rely on public relations specialists for advice on the strategy and policy of 'their communications.

- Public relations specialists also arrange and conduct programs to maintain contact between organization representatives and the public. For example: Public relations specialists prepare speeches for officials. These media specialists represent employers at community projects make film, slide, and other visual presentations for meetings and school assemblies; and plan conventions. An understanding of design, layout and printing, as well as some knowledge of film and video presentation techniques would be an advantage. So, many companies look favorable on a bachelor's degree in a field like literature, journalism, sociology, psychology or philosophy. In addition to the ability to communicate thoughts clearly and simply, they desire public relations specialists must show creativity, initiative, and good judgment. Decision-making, problem-solving, and research skills also are important. Hence people who choose public relations as a career should have an outgoing personality, self-confidence, an understanding of human psychology, and an enthusiasm for motivating people. They should be assertive but able to participate as part of a team and be open to new ideas.
- A marketing emphasis and courses in accounting, finance, business law economics, mathematics and statistics are also advantageous. This is because people who handle publicity for an individual or who direct public relations for a small organization may deal with all aspects of the job. These public relations specialists contact people, plan and research, and prepare materials for distribution. They also may handle advertising or sales promotion work to support marketing efforts.
- Public relation officers work in busy offices. Some work for long hour and work schedules can be irregular and are frequently interrupted. Occasionally, they must be at the job or on call around the clock, especially if there is an emergency or crisis. The pressure of deadlines and tight work schedules can be stressful. Schedules often have to be rearranged so workers can meet deadlines, deliver speech attend meetings and community activities, and travel. So a person seeking to become a public relations manager should be mature creative, decisive, flexible, highly motivated and resilient under stress.
- Sometimes, people desirous of joining this profession may undergo a public relations training because such training gives basic knowledge of advertising, business administration, political science, creative and technical writing, public affairs and public speaking. Together with the public relations training, computer skills (being familiar with word processing and database applications at a minimum) are also vital. A use of the Internet is increasingly common in public relations; thus, strong Internet skills are imperative. Foreign language skills (especially Spanish) are also for people, working in this field.

EXTERNAL MEASURES OF PUBLIC RELATIONS

Some of the essential features of external public relations are:

I. Image Building:

It is the function of PR department to create a feeling of goodwill with the public at large and to foster trust to ensure that the company has an attractive image in the outside world. Public Relation a two-way communication process in which information is given to the public, and the opinions and ideas of the public are obtained, promotes goodwill between the organization on the one hand and other organizations, customers, dealers, the general public, different government officials etc.: on the other hand. The outside world towards which the company image is to be projected is a whole variety of 'publics', each with own concerns.

PR is neither propaganda nor advertising, because propaganda tries to hammer an idea into believing it and advertising is directly concerned with filing the goods or services of a company. The function of the PR department is not directly to sell. Its activities aim at gaining credit for good performance and also to create a good public image for the organization. Marketing, advertising, propaganda have to restrict activities only to their fields, whereas PR activities are concerned with every section of the public with which an organization is likely to have its association and concern.

It tries to promote the respectability of the organization. In fact, it sells the image of the organization. Creating a web page for the organization is an important step in this direction. The web page should publish the company profile and its other achievements. It should be user friendly and should provide linkages to other pages that the user may find useful. Besides it should provide scope for receiving feedbacks and reviews from the users. PR activities can also influence the attitudes of the management. It gives information about the organization, its products, services and other activities to the public and obtains opinions and ideas from the public. It works to remove all sources of misunderstanding among the public about the organization and the staff members.

Activities of the PR Department:

Its usual activities include-

- 1) Dealing with public enquiries, providing information to the public and receiving feedback.
- 2) Arranging seminars and conferences, exhibitions and trade fairs.
- 3) Arranging receptions, accommodation and transport facilities for V.I.Ps.
- 4) Arranging press conferences and giving press releases.
- 5) Arranging get-togethers, social gatherings, sports meets etc. to promote a sense of solidarity among the employees.
- 6) Arranging visits to the factory of the plant by the general public or arranging an open house.
- 7) Maintaining cordial relations with government. Officials and officials of other organizations.
- 8) Publishing other organizations house journals, magazines and bulletins etc.
- 9) Maintaining cordial relations with the press and other mass media persons.

II. Communication for PR

The PR department must plan its programmes systematically. It must go into them imaginatively and thoughtfully and select the media which can effectively be used for the purpose of dealing with the public. In other words, it must choose the media for its appropriateness in meeting the needs of the situation to be tackled, after duly evaluating each of them.

1) Open House: Once or twice a year, the company or the factory keeps its premises open to the public. PR department has to organize such an open house and send invitations and arrange visits to the plants. Public relations are thus strengthened and PR officers get an opportunity to improve relations with outside public. People get firsthand information regarding the work environment, production systems and the progress of the company. It is a responsibility of PR people to arrange these open houses.

2) Exhibitions and Trade Fairs: Exhibitions, trade fairs, displays etc. serve to bring the organizations and the public closer. They possess great informative value. An exhibition provides an opportunity not only to display and demonstrate products, but also to create interest among people. It is an excellent opportunity for the PR department to get closer to the public, to talk, to converse, to explain and to closer communicate to the organization with them. Trade fair helps to bring the outside world closer to the organization and promote goodwill.

3) Seminars and Conferences: Seminars and conferences are essential because they promote a sense of fraternity and solidarity among the organizations engaged in similar pursuits. Big organizations host national / international conferences "of scientists, researchers, professionals etc. to establish understanding and links with other similar organizations. - These conferences and seminars are to be carefully planned to make them effective and successful. The PR department has to plan out all the details regarding accommodation, food, and other facilities for the delegates. They have also to plan the programme of conference. Adequate newspaper, radio and TV coverage. Of these programmes helps to build the image of the organization.

4) Mass Media: Mass media includes one or more of the following:

Radio and Television: Radio and Television carry messages into the homes of millions of listeners and viewers, and so PR department can use them as sources of mass publicity, not only by advertisements but by sponsoring educational programmes, quiz contests, discussions of panels

of experts, talks by eminent people etc. Such programmes if made entertaining and educative will provide ample opportunities for PR people to approach larger audiences.

Films: Short educative films are becoming very popular with modern audience. Some PR departments of larger organizations have specially commissioned eminent film-makers to make such films. PR departments of government bodies have also been producing films for mass education on various issues, such as health programmes etc.

Press: Press has many subdivisions such as (i) Newspapers (ii) Weeklies (iii) Magazines (iv) Journals (v) Year Books etc.

Maintaining cordial relation with the press and keeping the organization in the news is an important aspect of Public Relations. There are many types of newspapers such as daily newspapers evening papers and local papers in different languages.

Press releases are issued to cover important occasions and events, like appointment of top executives etc., visits of V.I.P'S to the plant, signing important contracts etc. These press releases serve the dual purpose of giving publicity to the occasions and functions, as well as creating an image of the organization. A suitable press release can act as an effective communication medium. It should be ensured that the coverage is adequate and favorable. Favorable reporting is of greater worth than an advertisement. Such favorable reports and press releases command great respect and credibility. So also, articles published in the press have great effect. They carry message outside the organization and help to boost the morale of the people working inside the organization.

Some magazines are of general interest but some others are devoted to special fields. Industries and trade have their own specialized magazines and journals.

III. Propaganda through Patronizing of Sports or Social and Cultural Activities:

This is the latest method adopted by the Public Relation Departments of organizations. They recruit sportsmen in their organizations and sponsor tournaments. Some organizations sponsor cultural and social activities to bring people closer and gain goodwill for the organization.

IV. Attending to Customer Complaints:

The Public Relations Departments have to shoulder responsibilities of answering customers' complaints. A dissatisfied customer can cause a lot of harm to the organization. So while, dealing with customers' complaints, PR department has to function very/efficiently. PR department has to keep in mind the interest of the company and at the same time face the grievances of and satisfy the customers.

V. Giving out Press Releases and Newsletters

House organs, Bulletins, Newsletters are responsible for the internal communication of an organization. The need for external communication is met mainly with the help of the press, by giving out press hand-outs or press releases. It is usually the responsibility of the Public Relations Department or of a Company Secretary to issue press releases.

The purpose of the press handouts is to keep the general public informed about important events, developments, appointments of executives, seminars, conferences, visits of V.I.Fs to the organization, as also, launching new products, excellent performance in the field of production, sales, personal achievements of top executives etc. Along with these events, if the organization undertakes social welfare projects sponsors sport meets, such activities are also to be highlighted in the press

Through the reports of such activities published in the newspapers or magazines, the organization gets its publicity. The press people or the journalists are to be invited by the management of an organization when an important occasion arises.

Press release is prepared by the public relations department by giving facts and figures about the matter. That is intended to be published in the press. Such press releases are sent to the

newspapers or magazines with a request to publish them. The press authorities reserve the right to publish or to reject them.

Press handouts are also intended to keep the public informed of the company's policies, points of view and action with regard to labor agitations, strikes, lock-outs etc. If there is a disaster like an explosion, accident etc., press hand-outs or releases give the facts and narrate actual Events and communicate steps taken by the management to control the disaster.

Characteristics of a good press release:

1) It should be factual: The press release must be factually true. Misrepresentations or deviations from facts tend to spoil the name of the organization. The truthful representation of facts is a matter of integrity, and integrity is a very important aspect of business communication.

2) It should be newsworthy: Newsworthiness is an important aspect of any matter to be published in the newspaper. Outdated and stale material will not hold any news value. Nobody would be interested in reading it nor would it be accepted by press people for publication.

3) It should be brief and precise: The most important aspect of a press release is that it must be brief and precise, because newspapers are always pressed for space. Short press releases will easily fit into the available space in the newspaper. It should be well-written but in a brief and concise manner.

4) It should be drafted in simple language: Press release must be drafted, in simple and lucid language. It must be readable and understandable.

(5) It should be suitable for publication: It should be seen that the matter of the press release is sent to a particular journal in which it can be published. For example, company news should not be sent to sports journals unless it speaks of sports achievements.

How to prepare a press release:

Press release should be prepared very carefully. Every release must have a heading which is catchy. And suggestive, but not misleading. Language and format of their least must have the style of newspaper writing. It should give the gist of a matter. Too many items should not be put together in a release.

Every press release should be accompanied by a covering letter, addressed to the editor requesting him to publish it in his 'reputed' newspaper or journal.

Newsletters

The news letters are prepared in the form of a letter or a circular. It is usually cyclostyled or printed. Computer printouts come handy these days. Most of the time it is in two-fold sheets.

A business house usually brings out two types of newsletter, one for employees of that organization and the other for people who are outsiders but who are concerned with that particular organizations' activities, such as shareholders, dealers etc.

PR department is entrusted with this responsibility of bringing out monthly or weekly newsletters. They 'give true and fair picture of the affairs of the company. They contain news about production, salary, bonus etc. but are usually concerned with only one topic which gives factual information to the employees.

The newsletters that are sent to shareholders, dealers and other concerned people, should deal with matters that are likely to interest them, e.g. facts and figures about financial position of the company, prices of shares, etc.

INTERNAL MEASURES OF PUBLIC REALATION

It is an old saying that '*charity begins at home*'. Therefore, every organization must pay due attention to Internal public relations. The employees must always, carry a feeling that they-belong to the organization. After all, the entire production of a company depends upon the employee's satisfaction.

People working in an organization are naturally interested in one another. They are always keen to know about the working conditions, their salaries, their company's products, the sales aspects of the products, the market response etc. The workers' curiosity has to be satisfied by giving information through authentic, formal communication channels. It is the duty of the PR Department to see that correct information and truth full knowledge about their salaries, pay-hike, bonus and other working conditions reach the employees. The PR Department has also the additional responsibility of conveying reactions of the employees to the P.R Department. The P.R. Departments should see to it that all available channels of, are properly and effectively used to give information to the employees and to register their reactions which must be communicated to the management. Thus a free flow of information, based upon 'truth' and 'knowledge' must be maintained by the P.R. Department.

Tools used:

The relations and communication are maintained within the company through house organs, bulletins, newsletters, notices, posters, employee manuals, public address systems, film shows, excursions and social get-togethers etc.

Some essential tools of Internal Public Relations are:

I. SUGGESTION SCHEMES

Suggestion schemes are an important means of upward communication and are now a common feature of the activities of P.R departments in every organization. Employees of all types of organizations must be having their own ideas and suggestions on how to increase efficiency in their work or how to effect economy in labor and material or to improve quality of products or services.

Sometimes these ideas sent through proper channel that is through their superiors never bear fruit because of the attitude of the people on the line of authority who belittle such activities by various tactics and under various pretexts. To eliminate this kind of negative treatment towards creative and positive work, many organizations keep suggestion boxes in the factory or office premises at some convenient place and encourage employees to put their suggestions. These suggestions are collected by PR department to study and analyses, before accepting them.

HOW TO MAKE SUGGESTION SCHEME EFFECTIVE

Some of the steps taken by the PR department to make a suggestion scheme affective are:

1. **Giving publicity:** It is very important for PR men to give sufficient publicity to these schemes. For instance, notices inviting suggestions, attractive posters etc. and announcing tempting rewards for best exit suggestions gates of, the must premises be displayed at strategic places, such as entry or exit gates of the premises etc. to attract attention of the employees. The best and most suitable suggestions should be given publicity through house bulletins/magazines and newspapers and professional journals.

2. **Giving rewards:** It is a very good idea to give rewards to all those employees who have given suggestions, by offering them token gifts in appreciation of their act. In some organization awards are given to groups rather than individuals.

3. **Gaining supervisory support and the support of the workers' union:** Opposition to suggestion schemes comes generally from the supervisory staff and workers' unions. The supervisors feel insulted if suggestions of their subordinates are accepted. Workers' Unions harbor fears that some suggestions might adversely affect the workers.

It is the duty of the PR department to overcome this built-in resistance and antagonism of these employees. It can be done by roping in supervisory staff in the suggestions scheme and by educating workers that the scheme will benefit both employers and employees.

4. **Making it efficient:** The PR department should see to it that the suggestion scheme will run with consistent efficiency. The suggestions should be quickly acknowledged and actions should be decided quickly.

Some of the advantages of this scheme are:

- 1) Suggestion schemes are upward communication and upward communication is a difficult process. It is like moving against gravitational force. It is observed that most of the upward communication probably will not reach its destination, and if at all it does it is distorted and disfigured. But communication through suggestion schemes reaches its destination in proper shape and without distortion.
- 2) Sometimes they are extremely useful for the improvement of the functioning of the organization.
- 3) These suggestions often draw the attention of the employer towards unidentified problems.
- 4) These suggestion schemes give the employees a sense of participation in the process of decision making. They make them feel involved and workers feel a sense of pride in implementing these suggestions.
- 5) Talented employees who make suggestions are suitably rewarded by PR department and so other employees are motivated to think creatively. Thus a healthy climate is created.

II. ADVICE AND COUNSELLING

Advice is constantly being given and taken in business organization the responsibility of the PR department. The aim is to build up better relationship and to boost efficiency. Advice may be given on the job related matters and counselling may be done on personal matters. The PR department now-a-days has a special advisory staff and they offer advice on not only job related matters in an organization and to its employees, but they go out of their way to advise the public to be cautious about the use of drugs and medicines, about the use of baby-products, etc.

III. PUBLICATIONS: HOUSE ORGANS, BULLETINS

Modern organizations believe in 'sharing of information' with employees rather than just conveying messages. Employees are human beings first and labor force afterwards. So managements believe in keeping the workers well-informed about various aspects of their organization. Nowadays it is agreed that a well-informed employee is far better than an ignorant, hard worker. His contribution towards organizational functioning is considered quite valuable. Hence, a feeling of belonging is being nourished in the hearts of workers. This is achieved by 'sharing' of information with employees. House journals and bulletins are the best possible means of carrying out this responsibility. The functions of house organs or journals in modern organizations have been very aptly summed up by the **Chairman of WIMCO**, who says: *"A house magazine should be a bond between far flung members of a corporate family. It should counteract any tendency to dehumanize and impersonate in the pursuit of results and profits. It should engender participation in the organization's planning and achieving, and welcome comment on any failing. It should promote discussions on such questions as safety, productivity and welfare. It should invite literary and artistic effort. Finally it might go further perhaps into the realms of environmental protection, national integration and duty to the community"*

House Organs

House organs are periodic publications of an organization which help to They inform and educate house the employees organs because on various they aspects act as of tools the organization of internal communication. There are house organs, bulletins and newsletters which are the means of internal communication. They are usually distributed free among the employees and members, to inform, educate as well as to entertain. The difference between a house journal and a bulletin is more of form than content. A journal is published in a magazine format and tends itself to a glossy style of production. It has an attractive, multi-coloured cover page, with a bolder type and more pleasant.

News Bulletins

The News Bulletins consist of loose, folded printed sheets, published in quarto size paper, inserted one into the other like a newspaper. News bulletins are, in fact, company newspapers used for the purpose of conveying urgent and important information to the members of the organization. A Bulletin usually deals with a single item and is published • I when the need arises. The information circulated is clearly worded and easy to read and understand. Employees trust the news bulletins and get accurate and reliable information. The bulletins work as instruments in the hands of the PR department for counteracting rumors, gossips etc.

Trade Bulletins

Trade bulletins are published by association soft traders. Such bulletins contain information about the conditions and future prospects of the particular trade. These trade bulletin provide accurate and up-dated information of the subject, e.g. bullet in published by 'Indian Merchants' chamber 'Trade Commerce and Industry Bulletin' or a quarterly bulletin of 'Bombay Share holders' Association'.

House Journal

A House Journal of a company is a magazine published by an organization for its employees and also for the members of the management, to promote social and cordial atmosphere in the company. Though company news is the major part of the contents of the house journals, they also publish activities of the organization, announce new products, give information about its executions and employees and their creative talent in words. This not only gives a boost for creative instincts but also a sense of pride in having made a contribution to one's own house-journal.

Main objectives of House Organs and Bulletins are:

- 1) To keep the employees well informed about the products, services, Activities, achievements and development plans or diversification plan so the organization.
- 2) To explain to the employee's the financial structure and operation of the organization.
- 3) To counter rumors often spread through the grapevine which breed miss-understanding, and to create a heal the atmosphere within the organization,
- 4) To insult a sense of discipline among them employees in order to prevent
- 5) 'Wastages and misuse, reduce absenteeism, increase production and build a favorable attitude towards the company.
- 6) To acquaint the employees with the achievements of the organization and build a sense of pride of belonging.
- 7) To build a favorable attitude on the part of the employees 'families towards the company.
- 8) To provide the employees with an effective means of upward communication channel, to encourage self-expression and to foster creative talent. Public Relations.
- 9) To improve the employer-employee relationship by producing a
- 10) Harmonious social environment and to keep the morale of the workers high by showing how the organization cares for them.
- 11) To provide useful and entertaining material to the employees and their family members such as stories, poems, anecdotist.
- 12) To build general good will for the company.

The contents of the House Organs and Bulletins

The contents of the House Organs vary from of animation to organization, and sometimes they depend on the parities and the purpose of the publication. A House organism meant to be a family magazine. It contains News about the organization and activities and also some entertain material for house wives and children employees.

The content scan relisted classified as under:

(1) Company news: News about products, policies, activities, Achievements, Visits of V.I.P's, appointments, promotions, and retirements, transferee .News about awards won by the organization, participation in exhibitions, trade fairs and employee- oriented. Such as housing loan schemes, medical facilities; educational facilities fort is employees.

(2) Social New: News about social activities, sport meets, Manila Mandal's and other cultural activities. News about me employees and their families has births, marriages, so also achievements, Awards and ho nous won by the employees and member so their families.

(3) Local news: A brief account to event sand the happenings in the locality Where the company is situated. E.g. the opening of an educational Institution, a library or a social club etc.

(4) General news: News a bod important political*social, economic or Religious seventh's briefly' covered.

(5) General reading: This section is devoted to the education and Entertainment of the employees and their families. It includes short Stories, poems, book reviews, a page for women folk with culinary Recipes, knitting and sewing patterns and designs and puzzles, cartoons, quiz contests etc. meant for children and young-folk sin particular .I -Might,

(6) Editorial: The Editor's page is devoted to the main organizational Activities or to an important event of wider interest.

(7) Photographs: If photographs accompany all the important company News and events, they add an aesthetic value and have a visual impact on the reader.

How to make the house organs and bullet in s interesting and useful?

There is usually a special editorial board for the production of the house journal. The editor will have to make sure that if is read able, interesting and relevant for the employees and its members. The following major points-need to be taken care of:

- 1) Only current news and fresher motion should find a place in the House organs. If stag news is /circulated, the publication will use its Charm and all other material willed so appear uninteresting and out-Dated.
- 2) It should be publish equal ritzy and efforts should be made to Ensure that it reach sever body in the organization and in time.
- 3) The house organ. S should contain material of inter east to all the sections Of readers like men women and children
- 4) The language should be extremely simple clear and easy-to-read. To get acquainted with them.
- 5) There should be a variety of material in every issue. Workers for better skills.
- 6) It should be basically for the employees and so emphasis should be be arranged to develop fire
- 7) It should never take the side of the management. It must give a feeling to the reader statist actually be longs to them.

IV. OTHER METHOD SO INTERNAL PUBLIC RELATIONS

(1) Notice-boards: The internal sonication is carried out by using notice-boards. It is slavery moon method followed in most Organizations. All sort so fin frenal notices, memos etc. are displayed on the notice boards. Notice board sari fixed at strategic places where the staff can see the measly e.g. near the main entrance or exit points.

Notices should be properly written and carefully phrased to avoid misunderstanding. It should be seen that out-of-date information .Display Eton notice board sis cleared regularly to make place for updated information and notices.

(2) Posters: It is practice to display poster so strategic points in the Factory premises to communicate or announce certain special programmers, social even test or safety measures.

(3) Handbooks and employee manuals: Companies produce a variety of short handbooks for potential employees and existing staff, e.g. a special booklet with instructions on how to use a particular piece of equipment, or manual detailing work procedures to be followed by employees

or an instruction manual for training. Handbook or manuals are an attempt to provide information in a concise form for the benefit of the staff.

(4) Public Address System: The system is employees to pass on messages. Very fast within the organization. It consist of amplifiers installed at various points in the company. Import font messages are announced over the system without disturbing the workers or employees at their place of work.

(5) Film shows: The films of educational nature are arranged to improve be the used working very skills effectively of the employee's. The audio-visual. System can also be used very effectively in training programmers.

(6) Excursions and Social-get-togethers: The PR Department can arrange "Visits to sister institutions and other organizations of similar nature to get acquainted with the methods adopted by them. These excursions can be useful in bringing about an exchange of views among the workers for better skills. A small trip of an informal nature can also be arranged to develop friendliness among the workers. Special get-togethers are arranged on certain occasions. Social or cultural or religious get-togethers are arranged to foster a cordial atmosphere in the organization. Sports meets are also found to be extremely useful in creating congenial atmosphere.

(7) Other Systems: The PR Department also makes arrangement of Intercommunication systems, e.g. an internal telephone system or computer communication, through which data can now be easily transmitted and visual display units made available. All innovative technological methods are now used for communication within the organization.

CRISIS MANAGEMENT

INTRODUCTION

There are situations in one's personal life in the life of an organization, where timely decisions have to be taken cautiously and properly. These situations may be referred to as crisis situations. Crises can strike any Organization, any time. In all crises, a lot is at stake: image, reputation and money, at the individual as well as organizational level. Crisis management may be defined as taking decisions or finding "solutions for crisis situations it is the technique to managing crisis. Situations. When we refer to crisis, we refer to serious corps the crisis, which affect the image and performance of the company or negation. Image building is the responsibility of the PR department, and came to crisis, when the image of an organization is at Stake, PR people will have to put all their efforts to restore it. most of the organizations are reluctant prepare themselves and their staff for adversity. In such a situation, t organization will not know how to react in the event of a crisis and cons*quantly will suffer heavy material and personnel losses.

There are crises which are natural and they just happen, e.g. the fire on ONGC's rig in Bombay-high. There are others which are man-made and can be avoided. The management should deal openly and directly with the subject of crisis. The circumstances that led to the crisis should be carefully studied, so that Mistake is not repeated.

"In crisis situations, you have a three-fold problem 'To tackle, quickly rectifying or solving the crisis and diffusing the situation by providing correct and true information to all concerned a protecting company's image and reputation. The key to this invariably lies in communication true target group and the media PR — direct department says and Sushil honest will have Bah communication to in bear his book a major, "Making with responsibility PR Work by". Taking the help of mass media, in the dissemination of information, clearing misconceptions and safeguarding the' company's corporate interests. Mass Media, like press, have definite role to play in a crisis situation, and PR people, of an organization facing crisis situation will have to take operation of mass media people, for disseminating information to all concerned.

1. Sudden Market Shift: The public or the circumstances are usually responsible for a crisis of this sort. The abrupt rise or fall of demand for any product due to change in buying habits leads to such crisis, the need for more fuel-efficient vehicles in the market due to oil crunch or the demand for

eco-friendly products. The shift from the sellers' market to the buyers' market is a classic example of the crisis situation which arises due to circumstances.

2. Product Failure: There are different reasons for product failure; such as injuries, pollution of the environment, loss of esteem or the serious threat to the health of the users etc. These aspects can lead to a crisis. To manage such a crisis, honesty is the best policy; one has to be open and transparent. One must admit if one has gone wrong and act fast to rectify the situation and communicate the fact.

3. Top Management Succession: In India this usually turns into a crisis situation, especially when have grown and business families are splitting up refuse to give way to 'management can Cesar act to prevent miring a crisis onto before it develops positions, by adopting. Here, clear-cut policies and plans on the matter of succession at all senior

4. Cash levels Crunch in the organic: Many companies on. face cash-flow problems which affect their performance. A situation where cash is scarce, outside sources' of funds dry up and internal sources seem inadequate to cover the current needs, often poses a serious problem, a crisis for survival. It is a top' management problem but the PR department can play a 'supportive policies of cost role cutting in 'communicating or in finding to out all untapped concerned sources, the mam, casement h etc.

5. Industrial relations: Proper relations with the people in the organizations should be maintained. There are labor problems like strikes, lockouts etc. In such situations, PR department should be proactive towards their welfare and should-work continuously for it.

6. Takeovers: Any attack from outside is threat to a company, at any time. Now-a-days a lot of acquisitions and takeovers are being witnessed by new entrepreneurs. These can lead to crisis situations when the employees there is a resistance The consequences to takeover of a within takeover the organization will be changes, from of policies and ways of functioning, and this will lead to conflicts. In such situations, the PR department has to provide good communication at all levels.

7. Adverse International Happenings: Sometimes, due to adverse international events, even the best managed companies have to suffer. e.g. a civil war or an armed conflict in a nation where the company has business links.

8. Wrong Public Perceptions: This arises due to external factor like rumours and negative competitive propaganda. In such situations, the PR department will have to establish direct contacts with the public and explain the facts. It is Said that 'no company is immune to crisis. Companies need to be prepared at all times to communicate effectively to target the need public to be to cope with the crisis at the same time. Here the PR people can play a key role to protect the image of the company, They will have to suitably evolve their communication system to see that no" damage is done to the company's the concerned people need to be informed of what has happened. The employees are to be informed because they will be hit by crisis more than anyone else. There are stages of a crisis; there is a definite '**pre-crisis period**' where symptoms of problem begin to emerge. Then, there is actual '**crisis period**' and then '**post-crisis period**'. The crisis period is the most crucial for PR people; there is the need for having a spokesman on the spot, because if you do not get the right information out7 you will be fighting during the rest of heavy to correct public perception. PR spokesman must be the it high credibility, and able to handle the "media an HT user all the queries of media people. To handle a crisis situation, with media and the Target group, Pie men will have to 'plan' communication strategy, such as 'What to say' and 'Whom to say', with the intention of getting the media and the target group on to your side, to understand point of view.

Image Crisis may occur anytime, but when it occurs one must be prepared for it and one must try to diffuse the crisis by crisis management technique. PR. Department will have to protect the company's image during and after the crisis period.

OBJECTIVE QUESTIONS

A. Fill in the blanks with the right option :

- 1) Crisis management is the work of ___ professional. (Public Relation/IT)
- 2) Public Relation professionals often need to ___ (Lie/Multitask)
- 3) Public Relations forms a link between top management and ___ (Peoples/Public)
- 4) Public Relation Officers act as ___ to the management.
- 5) ___management is handled by Public Relation professionals to the management.
(Event/Crisis)

Answer: (1) Public Relation (2) Multitask (3) Public (4) Advisors (5) Crisis

B. State whether the following statements are true or false:

1. Public Relations division contact as image makers for the organization.
2. Public Relation officers must stay away from the media. I
3. Government bodies are a part of the Publics.
4. A press release must be greatly detailed.
5. The Internet is used by the PR Department.

Answer: True : 1,3,5 False : 2, 4

C. Fill in the blanks in the following sentences:

1. PR activities aim to achieve understanding and acceptance based on ___ and ___
2. Suggestion Schemes are ___ communication.
3. ___ are periodic publications of an organization
4. A Bulletin usually deals with ___ and is published when the need arises.
5. PR is neither a ___ nor a ___
6. Crisis Management takes decisions or find as solutions for
7. ___ is the technique of managing crisis situations.

Answer: (1) truth, knowledge (2) upward (3) House organs (4) a single item (5) propaganda, advertising (6) crisis situations (7) Crisis Management

D. Match the following columns:

Group A

1. Suggestion Schemes
2. Redressing grievances
3. Press Clippings
4. Films
5. Bulletins
6. Organizing Conference
7. Internal PR
8. Web page

Group B

- A. Cuttings of Articles
- B. Help create linkages
- C. Need empathy and Understanding
- D. Strengthens bond between management and employees
- E. Publishes company profile and achievements
- F. Give latest developments
- G. Both entertains and instructs
- H. Connects employees at various

Answer: (1)- (D),(2)- (C),(3)- (A),(4)- (G),(5)- (F),(6)- (B),(7)- (H),(8)- (E)

UNIT - 2: BUSINESS CORRESPONDENCE**CHAPTER 5: TRADE LETTERS****INQUIRIES:**

A very significant part of any trading activity consists of inquiries, because inquiries are procurers of business. A letter of inquiry, sets the ball of with business a letter transaction of inquiry foiling. This. Sienna other request words for information, business transactions sent by a buyer begin to a seller for knowing prices and other terms and conditions for goods which he wishes to buy. A buyer must carefully follow the trends of the market through advertisements appearing in newspapers, market reports, pricelists and salesmen's reports. Normally; a trader does not change his source of supply, but he must be free to change his source if he can get his stocks on more advantageous terms.

CLASSIFICATION OF INQUIRIES

All letters of inquiry may be classified as (a) solicited letters and (b) unsolicited letters of inquiry.

(a) Solicited letters of-Inquiry: When letter of inquiry is sent in response to an advertisement appearing in a newspaper or a poster or over the radio or on T.V., it is known as a solicited inquiry. Such an inquiry might even be in response to a visit or approach by a representative of a dealer. This makes the letter of inquiry simple and brief. In such an inquiry, it is both necessary and proper to make a reference to the source of information. An advertisement of a new air-conditioner which has appeared in the market may prompt many dealers to write letters of inquiry asking for more details and trade terms.

(b) Unsolicited Letters of inquiry: These are letters sent by a buyer on his own initiative. When he is in need of collecting information, the etc. buyer. to usually find out refers the names to directory of the firms fade . He journals then addresses, business his friends letters to them. This circumstance or background poses some difficulty to the letter writer. He afoot make it as brief and simple as the solicited letter. It n e e d w r I t e n in more details; yet it has to be as brief as to enable the dealer or the manufacturer to attend to the queries without wasting much time. A self-addressed, stamped envelope can help to get a quick reply.

REPLIES TO INQUIRIES

A reply to an inquiry is, in a sense, a sales letter containing a *sales message from the seller to the buyer*. Every inquiry that a businessman receives "offers him a prospector expanding his business and goodwill. Hence it has to be treated with the utmost care and importance. In any case, it cannot be treated casually or cursorily. "Don't sleep over the inquiries you receive" a new manager of a firm is reported to have told his colleagues. *"The inquirer means business* he added.

HOW TO REPLY TO A LETTER OF INQUIRY

The following guidelines should be kept in mind while drafting replies to inquiries:

- 1) The reply must be sent promptly.
- 2) The inquirer must be thanked for the interest shown in the product.
- 3) The nature of the goods should be so described as to leave no doubt about the product offered. The buyer must get a clear idea of the quantity of goods that the seller promises to supply. Much of the later trouble and disputes will be avoided if care is taken on this score.
- 4) Cataloged be mentioned, price-list covering and other letter literature. Should be sent. This should be mentioned in the covering letter.
- 5) The covering letter must attempt to show that the price is justified by the quality of the goods.
- 6) The measure or weight or unit should be unambiguous. In foreign trade, the currency must be made absolutely clear.
- 7) The inquirer must be informed about the availability of stock and the terms of discount, transport and delivery. While giving this information, the seller must include some "selling points" by emphasizing 'the special offer' or 'the addition discount' or 'free delivery' that would successfully induce the buyer enter in to measure or weight or unit should be unambiguous. In

foreign the currency must be made absolutely clear, juju Business transaction with him. The mode of payment must also be mentioned.

- 8) The period for which the offer is open should also be mentioned.
- 9) A strict code of honesty and transparency must be maintained. While the seller has every right to persuade the dealer to buy goods from, him, he should refrain from pressuring. If stocks are low on account of poor harvest or prolonged strike in factory, this should be stated if fears it is into in accordance the mind of with the facts buyer But by being any attempt ambiguous to put or equivocal imaginary will be a bad business policy.
- 10) Wherever required, an offer of "after-sales-service" should be adroitly made.
- 11) If the goods are in short supply, the supplier can make a firm offer to the acquirer. But if he does not-stock the goods asked for, he should promise The obtain them or make a substitute offer i.e. he should offer other goods which are almost the same in quality and price.
- 12) And finally, the replies to inquiries must not only be clear, correct and complete as stressed above, but must necessarily show courtesy. ***A friendly and co-operative attitude has the power to transform the inquiry into an order.***

COMPLAINTS AND CLAIMS

Normally, the supplier gives every possible care and attention to the order and instructions of the buyers and it is expected of him to see that *no* mistakes are made. In ideal business conditions there should be no room for dissatisfaction. But ideal conditions do not always exist. Everything does not go as smoothly as we expect. Errors do occur because "to err is human". Inspire of all possible care Ana precautions this possible that "somewhere something may go wrong. Mistakes do occur even in the best managed business houses. ***When mistakes occur, complaints arise.*** Complaints are a regular feature of business life today.

If the inevitability of complaints is understood, it will be obvious that it *is* no shame or disgrace for any businessman to receive complaints. Today the tendency to ignore complaints has become a thing of the past. Not only are complaints attended *tags* but many progressive businessmen invite complaints and criticism It is in the interest of the businessman to know what the customer think of him and of his product. These are how lie can try to remove the weaknesses of his product or service.

Making a complaint is certainly an unpleasant job. But it is no disgrace the make a complaint. In fact, ***it is the customer's duty and privilege to register a complaint even heist no Satisfied with the product or the service***

On the counts or occasions listed below, the customer is justified sending in a written complaint to the seller:

When the material supplied is inferior to the samples shown.

- 1) When there is a delay in the execution of theory derive. When the goods are delivered later than promised, causing loss of business.
- 2) When the goods are supplied in damaged condition because of defective packing or rough handling in transit.
- 3) When goods are short supplied.
- 4) When wrong goods are supplied or. Goods are supplied in wrong quantity.
- 5) When the staff of the seller fail to give proper service or they show discourtesy to the customer
- 6) When goods supplied start giving trouble before the guarantee period is over.
- 7) When the prices charged are higher than those quoted at the time of placing the order.
- 8) When there is an error in calculation while preparing an invoice.
- 9) Sometimes, businessmen have to write letters of complaint to the postal, municipal and other government authorities against those inconveniences pat have created hurdles in the path of business activity.

HOW TO DRAFT A LETTER OF COMPLAINT

A good letter of complaint need careful an executions any other letter in business communication.

- 1) When writing complaint letters one must write to the point and be specific regarding the defect or un sates factory situation The letter should furnish full details such as (a) the date and the No. of the order, (b) the date and the time of the delivery, (c) the details of the order such as ten nature, quality and quantity goods ordered or services required, (d) the details oil detects flours, (e) the nature of the inconvenience or loss to the writer resulting from the mistake, (f) and the action desired the recipient.
- 2) The letter must be addressed to the proper person or department and should be sent as-son as the error is detected. Most traders and producers usually set a time limit within which any defect, fault, shortage etc., must be brought to their notice. Beyond this period they do not entertain any complaints. Hence, in all fairness to the other party, the buyer must file his complaint and claim promptly.
- 3) When writing a complaint letter, the writer must ensure that the fault is not his own. This means that he should complain only when he is fully satisfied that the fault lies with the seller, In other words, the complaint must be a genuine one. If the matter goes to a court of law the aim made by the writer must prove legally sound and valid.
- 4) The tone and the language of a complaint better must always be "courteous and polite. This important aspect is always forgotten in the moment of anger. The writer may have been subjected to loss or inconvenience because of the fault of the supplier. But that does not give him the right to abuse the latter. It is all in the game and one has to take it in one's stride. A letter written in an angry mood may turn out to be offensive and insulting. Discourtesy, abusive language and show of impatience will hinder rather than promote the cause of the complainant. Such letters not only fail to bring any conciliation or adjustment, but they only succeed in alienating the seller and forces him to adopt an in compromising attitude. Thus, the very purpose* for which a 'complaint is made, namely to get redress, remains unfulfilled. A writer of a complaint letter would do well to follow the following advice: "Just as anger begets anger; so courtesy begets courtesy. Courtesy does not cost you, on the other hand it pays you"
- 5) When the customer has drawn some conclusions about the source the default, he may politely point out his observations. But he must *refrain from levelling accusations*. This does not mean that he should be modest to the point of being apologetic. He must state in an uncertain terms the nature of his complaint and ask for explanation and redress. This firmness is absolutely essential to get just and props settlement. The customer, to put it briefly, must adopt an attitude be which he will be firm but not rude, *assertive* polite but not apologetic.

CLAIMS:

Though some writers use the words 'complaints' and 'claim as if they are one and the same thing, there is certainly some different about between defective the two goods complaints or services ' refer , while 'letters Claims written ' refer to letters give informatic whereas on compensation or adjustment for the be convenience or financial loss in occurs by the writer is demanded Complaints ask for explanations, replace me of defective or damage of goods etc., and they advise the seller to be more careful in future. Letters of 'claims' contain more specific information are they explain why a certain thing or amount has been asked as compensate.

1. GOODS DAMAGED IN TRANSIT (Semi-Block Form)

SHAUKAT ALI & SONS

37, A.Rehman Street,
Mumbai - 400 003.

9th January, 2016

Messrs. Glory Glass Works,
31, Malakai Caves Road,
Adhere,
Mumbai - 400 097.
Gentlemen,

This has reference to our order Nod/225 of 27th December 2015 for 25 dozen dinner plates. The consignment was received by us this morning.

Though we must thank you for the prompt execution of our order, we regret to inform you that the consignment has been received in a badly damaged condition. Most of the plates are broken and crushed; only a few plates have remained undamaged.

We had specifically asked you for special packing at our cost. This important instruction was obviously ignored. Further, the consignment appears to have been roughly handled some time during loading or unloading.

We now request you to replace the entire order immediately and arrange to take away or dispose of the salvage.

Yours faithfully
Manager

ADJUSTMENT OF CLAIMS

The following words of the President of a large business corporation show that modern competitive business has a sympathetic and tolerant attitude towards complaints and claims:

"I certainly do welcome flattering letters but I also welcome the other kind because they give me a check on what is happening from indignant sources. It is a standing nude here that each letter which the writer has a complaint comes to me personally and is acknowledged at once by me"

Attending to complaints is called 'Adjustment' and replies to the letters of complaints are known as 'Adjustment Letters'. The main purpose of the letter of adjustment is to file the 'flair' and to restore the faith and goodwill of the customer. The seller should always try to allow a proper adjustment.

DRAFTING THE ADJUSTMENT LETTER

The following guide-lines are of great help in making adjustment letters effective:

- 1) The seller should examine the complaint to see *whether it is justified* so that an adequate adjustment can be granted.
- 2) The *reply should be given promptly* because "Justice delayed is justice denied".
- 3) The complainant should be *thanked* and his feelings should be given due weightage before rejecting or admitting the claim.
- 4) If the complaint is found to be genuine, the seller should *admit it gracefully*, express his regrets sincerely and take corrective measures by going appropriate compensation.

- 5) *Even if the complaint is found to be false, the seller should draft his reply in a polite way. He should simply state his case and explain the "grouchy fun Ties unable to adjust the customer's complaint.*
- 6) *Even if the complaint is unjustified, the seller should avoid entering into an argument or controversy. Getting into an argument is never profitable. You may win the argument but lose? Valuable customer.*
- 7) *Baseless complaints should be replied with a firm but polite "No".*
- 8) *When accepting responsibility and offering adjustments, the seller should state the step taken to prevent recurrence of the same or similar error.*
- 9) *Language muspte used with caution. Soft words, clear explanation "and sifter attitude will go a long way in retaining the customer and winning over his goodwill.*
- 10) *The seller should observe the 'You' attitude to make the complainant feel that he is being treated fairly.*

To put it briefly, the adjustment letter should try to achieve the following:

- 1) It should make the complainant believe that he is being fairly treated;
- 2) It should try to re-establish the faith of the complainant in the products and services of the seller;
- 3) It must regain his goodwill.

TYPES OF ADJUSTMENT LETTERS:

Adjustment letters can be classified into the following *six types*:

- 1) A letter of acknowledgement, expressing regret for the cause of complaint, which should be immediately written.
- 2) Letter indicating acceptance of the mistakes and granting adjustment if the complaint is found to be generic.
- 3) Letter granting a party opinion arise between granting adjustment. Adjustment in cases where difference of seller and the buyer.
- 4) Letter not granting adjustment when the complaint is baseless. This letter, apart from being convincing, should be tactfully worded because "one good word quenches more heat than a bucket of water".
- 5) When a third party is at fault, this should be clearly pointed out in a friendly manner. For example, if the goods have been insured or sent at Railway's risk, the adjustment of the complaint should be sought from that party. The letter should politely request the buyer to send a letter to the third party or should himself promise to take up the matter with that party.
- 6) In some cases, a part of the blame for the and part with the seller. After explaining the situation clearly, the writer of the letter should suggest full the adjustment that he is prepared to make, and explain pub tell they he cannot grant the claim in full.

SPECIMEN LETTERS OF ADJUSTMENT.**1. LETTER GRANTING ADJUSTMENT SHORTAGE OF QUANTITY****TITAN STAINLESS STEEL LTD.**32, Lai Choke,
Lucknow - 3.

18th June, 2016

The Manager,
Graham Vast Bhandari,
Hanuman Road,
Vile-Parle,
Mumbai - 400 057.
Sir,

Thank you for your letter Most/45 dated 12th June informing us about ' the shortage of a sorry for the inconvenience caused to you.

On scrutinizing our packing and forwarding records, we find that the consignment intended for another customer was wrongly marked and addressed to you. Our checking system is normally very efficient but sometimes human errors do occur.

We are enclosing our Credit Note Nos/Cr/23 for Rs.2,567/- being the value of the material found short. We thank you for promptly pointing out - the error to us. .

***Yours truly;
Sales Manager*****2. LETTER REFUSING THE ADJUSTMENT DEMANDED.**

Dear sir,

We have received your letter and the two dozen Turkish towels that you have returned by hand delivery.

On examining the towels, we find that they are indeed defective in places as you have stated. What you have failed to notice is that the towels are labelled "seconds" and they were sold to you at the "second Counter" of our shop. The defect is only of weaving and for this reason (a minor one) the towels are priced lower.

We are sorry that for the reasons given above. It is not possible for us to take back the towels and refund the money or make any replacement.

***Your faithfully,
Sales Manager*****OBJECTIVE QUESTIONS****A. Fill in the blanks:**

- 1) Catalogue, price-list and other literature is sent by the seller in response to a letter of ____
- 2) Attending to complaints is known as ____
- 3) ____ refer to letters written to give information about defective goods or services, while compensation for the inconvenience or financial loss incurred by the writer is demanded.
- 4) Even if the complaint is found to be flaps/the seller should draft his reply in a ____ way.
- 5) Where difference of opinion arises; between the seller and the buyer a ____ adjustment letter matter.

Ans: (1) Inquiry (2) Adjustment (3) Complaints, claims (4) Polite (5) Partial

B. State whether the following statements are true or false:

1. the complainant should be thanked.
2. Baseless complaints should also be considered.
3. It is a customer's duty and privilege to register a complaint when he is not satisfied with the product or the service.
4. Refer to letters where some way.
5. Your attitude is not important in letters of adjustment and claims.

True: 1,3,4; False: 2,5

C. Match the following columns:**Group A**

1. Letter granting Partial Adjustment
2. Filing of complaints Essentially.
3. The Consumer is King policy
4. Reply to an inquiry letter
5. Fair Claim\Fair Adjustment policy
6. No adjustment
7. Third party at fault

Group B

- A. Sales message from the seller to the buyer
- B. Should be prompt
- C. Difference of opinion between the seller and the buyer
- D. Judge claims on their merit
- E. Grant 'all claims made by customers
- F. Adjustment to be sought from that party
- G. When complaint is found to be baseless

(1) - (C) (2) - (B) (3) - (E), (4) - (A), (5) - (D), (6) - (G), (7) - (F)

HERAMB

CHAPTER 6: SALES LETTERS**INTRODUCTION**

Selling is the index of success in business. It is the volume of sales that determines the rest of the activities in a businessman. Hence in the present days of keenly competitive business, businessmen want to sell their products or services as fast as possible so as to earn a suitable margin of profit. To be able to sell, they have to let the customer know what goods they are offering. They cannot be content to wait for customers to come to them; inevitable publicizing. They part their must of business go the out present of. Hence their business publicly to world attract communication. customers. Indeed, during has by become constantly the to century, advertising has developed into a 'highly sophisticated technique of directing the 'public's spending into accurately pre-planned channels"

The most important kind of advertising frequently resorted to business a firm's own people in the sales letter sent to potential or prospective customers selected on the basis of sex, age, income, occupation, geographical location etc. Unlike press and poster advertising, it aims to sell particular kind of goods or services to selected types of customers. The purpose of the sales letter is, therefore, to make the reader want or feel the Zed of the product or service offered. In the words of **L. Gartside**, "You ace something attractive and make it seem necessary, or you take something necessary and make it seem attractive".

DISTINCTIVE FEATURES OF A SALES LETTER

With the rise and growth of the radio, cinema and television, the sales letter has lost some of its importance. Yet it is still a very popular form of advertising. The distinctive features that contribute to its extensive use and its great popularity may be briefly stated:

- 1) It is the least expensive and the most selective medium.
- 2) It can reach hundreds of prospective buyers in a reasonably short time. It reaches the hands of even the busiest of customers, while a salesman has to repeatedly and often unsuccessfully implore for interviews.
- 3) It can reach any age group, sex, financial "class etc.
- 4) It can give complete information's product.
- 5) It is one kind of business communication where informality is not merely acceptable but inalso appreciated.
- 6) Its personal touse and appeal can be centered round a particular section or a carefully selected group of customers whenever required. Its appeal can be focused and directed at a particular section of society which is likely to be more interested in a particular product. The letter can be adapted to appeal to the desires, tastes and needs of that group.
- 7) It compels more attention from the reader because it does not have to compete with other items such as advertisements in magazines or Newspapers. It does not give a feeling of wasted efforts.

DRAFTING SALES LETTER

The structure of a sales letter is designed to arouse the readers' responses of been Attention discussed, Interest in the, Foregoing sire and Action pages. (AIDA It is composed formula) which of three has different stages represented by three different paragraphs. The Star-Chap-Hog method advocated by American advertisers also fits into the seller admirably. The STAR is a bright or brilliant beginning to attract Attention and arouse Interest. The CHAIN joins the star to the Hook by convince his the mind reader. Finally of the utility the HOOK and merits motivates of the action product and and tries creating to catch the desire ready into the purchasing net. The three stages and paragraphs of the sales letter are as follows:

- (1) The Introductory Paragraph *Interest*. - *Star*- *'To attract Attention and avow*
- (2) The Middle Paragraphing- *CHAIN* - *To convince the buyer and to creak Desire.*

(3) The Closing Paragraph - HOOK - *To motivate Action.*

(I) The Introductory Paragraph:

In attracting attention, the beginning of *the* paragraph is very important.

(II) THE CLOSING PARAGRAPH:

The final paragraph of the sales letter performs a very important function of inducing the customer to action.

THE FOLLOW-UP SALES LETTERS

Inspire of the supposed effectiveness of a sales letter, it may not succeed in producing the desired motivation in the mind of the reader resulting in positive action. The writer will then have to make new efforts. He must write another sales letter but this time he will have to change his appeal. The idea behind the theory of the follow-up sales letters is that one appeal suited to one class or group may not have its effect on another class or group of individuals. Therefore, when the original sales letter with a particular approach (e.g., appeal to save money) fails to evoke response from the particular group of customers, a different approach (e.g., appeal to one's ego) may be adopted. Such letters written to follow the earlier ones that failed in their sign and effect are called Follow-Up letters. The follow-up letter should be briefer there the original sales letter but it should not sacrifice completeness.

SPECIMEN SALES LETTERS

**1. A VANISHING CREAM
CUTY PRODUCTS PRIVATE LTD.**
23, Din Shaw -Vachha Road,
Mumbai - 400 020.

28th January 2016

Madam,

A thing of beauty is a joy forever", said the great English John Keats. So Beauty is also known to be skin deep. Beauty is also known to be skin deep. Beauty needs constant care, and the skin its nourishment. Our latest beauty product KANTANI does exactly that and .forever, it is a high quality nonfood which keeps your precious skin fair, lively and velvety soft.

KANTINI is a vanishing cream which contains specially formulated skin oils which replenish and nourish voter skin, providing it fence. It repairs the damage of skin tissues and revitalizes your skin and renews its faded texture and luster. It fluushes the skin pores thoroughly, ejects all impurities and formula cleans leaves your noni greasy luminous film, allowing softness your skin. It's to unique break the easy freely abs option. KANTINI creates for you an enchanted aroma and a sense of perfect comfort and freshness.

You have not heard of a more perfect beauty treatment than KANTINI vanishing cream. Why wait for tomorrow then? Get it now from your local dealer or chemist or provision stores. Beauty is not for tomorrow!

***Beautify yours,
Sales Manager***

2. A PORTABLE SEWING MACHINE

SUSHMA SEWING MACHINES COMPANY

45, Patel Estate,
Seri, Mumbai - 400 015.

17th March, 2016

The Principal,
Manila Tailoring College,
Overpaid, Daisha (East),
Mumbai - 400 068.

Madam,

Don't you feel sad on seeing your students look pale and haggard at the end of the working day? You are certainly aware of the problem but you are helpless. The usual sewing machines are too heavy and hard for your delicate students to handle. We have found a solution for your problems. We have just produced an alternative which will make their stitching and embroidery work a thing of comfort and pleasure.

Our recently designed SUSHMITA electric portable sewing machine stands out amongst its kind as the most efficient and most beautiful of them all. No unnecessary pressure or power. Just a gentle touch and there it goes, smoothly, musically. It is portable; you can carry it wherever you go. It is moderately priced and yet we give all the necessary tools and accessories together with a book of instructions free of charge with every SUSHMITA portable electric sewing machine.

How about visiting our showroom, along with your students, on Station Road, Santa Cruz (West) on any working day this week, preferably on Saturday which is a half-day for the College? And lest I forget, we always give the students payment facility on easy monthly installments.

Yours truly,
Sales Manager

3. SPECIMEN OF A FOLLOW-UP LETTER

Madam,

You must have surely had an opportunity of testing the sample of TULSA shampoo we sent you exactly a fortnight ago. Hundreds of our readers have already done that. They have Tiffs in no doubt *ape* it, because the response to TULSA has been over-whelming...Order have been pouring in from dealers all over Mumbai. We are happy only because it is selling fast but because it confirms our claim a bit TULSA being a safe, long lasting nourishment for your hair. The coming months and year will see TULSA occupying a pride of place in every- woman's shopping list. If you have any difficulty in getting your supply of TULSA in the local market, write to us or ring us up immediately.

Yours truly' "
Sales Manager

PROMOTIONAL LEAFLETS AND FLYERS

Promotional Leaflets and Flyers are also strategies used to enhance sales. The purpose of Promotional Leaflets and Fliers is to increase brand awareness and to reach target audience by sending focused message through design. It involves concept creation and usage of eye-catching design.

The Attention part is the banner or headline that makes an impressive benefit promise. Interest builds information in an interest ink. Way meaning that this must relate closely to the way that the *he* issues concerned. If you seek a response you must move then to create Desire, which relates benefits to the reader that they will want them, unallied you must prompt an Action, which may be to call a telephone number or to complete and send off reply coupon. Advertising, which does not prompt action wasted opportunity.

Tips for creating promotional leaflets and flyers.

- Write a memorable headline or title using powerful words.
- Use colorful or striking graphics to create a focal point to grab attention and to support your story.
- Use 'you' language.
- Keep your text short and to the point.
- Use compelling testimonials and case studies.
- Organize your page with boxes, borders and areas of contrast colors.
- Make your points easily identifiable by highlighting titles and subtitle
- Make it simple with two typefaces, and jay items to a grid.
- Have someone else proofread your York.
- If you are on a tight budget, act bright-colored or unique pap and print with black ink accuse shades of grey to provide tones *a* contrasting background areas.
- Offer a discount or special limited-time price.

SAMPLE PROMOTIONAL LEAFLET**5th Anniversary Offer****Super Package Deal****Rs.99,000 Only**

With economical price

Sofa Set Dining Set+ Center Table •

TV. Unit+ Bedroom Set for just

Also available assured benefit on other

Furniture items

WOOD MALL

Furniture ideas from the world

Opp. Rhea Gardens, L.B.S.Marg, Thane (W).**Tel.25838811. Website:www.wood-mall.com****Email:info@wood-mall.com**

A SAMPLE PROMOTIONAL BROCHURE FOR A BANK**Welcome to next generation banking!**A NEW WORLD OF
PERSONAL COMMITMENT

&

ENJOYABLE BANKING EXPERIENCES

Our World of Banking includes:

- **Internet Banking**
- **Phone Banking**
- **Mobile Banking**
- **SMS Banking**

Services that we offer:

- **Regular enquiries related to your account**
 - **Funds transfer,**
 - **E-Payment,**
 - **Online shopping,**
 - **Utility bill payments**
- **Booking of Railway Tickets**
 - **TDS Enquiry**
- **Dreamt Account Enquiry.**

For further enquiries. please call on All India Toll free no: 1700 132 1707

A) Fill in the blanks:

- 1) ___ is a kind of advertising in business communication where informality is appreciated.
- 2) According to the Star-Chain-Hook method of drafting a sales letter, the ___ paragraph represents the star, the ___ paragraph represents the chain and the ___ Paragraph represents the hook.
- 3) In the AIDA formula, D stands for ___
- 4) The next step after drawing attention in a sales letter is to generate ___
- 5) When the original sales letter fails to evoke response, a ___ letter may be sent.

B) State whether the following statements are true or false:

- 1) For arousing interest, the writer may make use of several psychological factors.
- 2) The introductory paragraph of the sales letter performs a very important function of inducing the customer to action.
- 3) Promotional leaflets can increase brand awareness.
- 4) Offering a discount is a bad sales strategy.
Selling is the index of success in business.

*Ans: True: 1, 3, 5**False: 2, 4*

CHAPTER: 7 CONSUMER GUIDANCE GRIEVANCE LETTERS

The consumer is the center of all business activities. The consumer rules the market. He is called the 'King' of the market because the existence and growth of business organization depend upon on the behavior of the consumer. Business organization are expected to perform two - fold activities, viz. earning profit and thereby help the economic development of the country and provide complete satisfaction to the consumer. Businessman must provide commodities or services to the consumer according time business, to there are houses needs provide many and give producers commodities expectation priority and consumer and OE traders /services charge satisfaction who reasonable to do the not consumer but respond prices at the, favourable to the consumer needs. There are various types of malpractices in business to which the consumer falls a victim. Through unfair trade practices, businessman earn unreasonable profits and exploit the consumers. Tire main reason behind this exploitation of consumers is that he consumers-are unorganized and scattered. The government-, in order protect the interest of the consumers, has made certain laws but most of the consumer's are unaware of them.

The consumer gets his rights as a member of the business activities. These rights are meant for protecting the consumer from the exploitation by producers and distributors.

Mr. John F. Kennedy, Late President of the U.S.A., advocated the consume rights for the first time in his 'Consumer Message' to the U.S. Congress in 1962. He referred to four rights of consumers which are now supplemented by four more rights. The rights are as noted below:

- 1) The Right to Safety
- 2) The Right to be informed
- 3) The Right to Choose
- 4) The Right to be Heard
- 5) The Right to Redress
- 6) The Right to have a Healthy Physical Environment
- 7) The Right to Consumer Education
- 8) The Right to Basic Needs

CONSUMER GUIDANCE

Though the government and consumer organizations have various ways of providing protection to the consumers, most of the consumers are unaware of such provisions. They are ignorant about the ways to safeguard their rights. Therefore consumers need guidance regarding assertion of* their rights and protection of their interests. Consumer guidance means giving education, information, instructions and training' to consumer regard to their buying activities. The purpose of such guidance is to make the consumers alert about the malpractices and exploitation in the market. Proper guidance enables them to purchase proper goods at reasonable prices. Consumers in developing countries like India are not properly educated, poor and unorganized. Therefore, they are exploited through several unfair trade practices. Therefore it is not enough just to make laws

The Salient Features of Consumer Rights are :

- 1) Rights of Consumers are privileges related to marketing activities of consumers. These rights are common to all categories of people.
- 2) Consumer rights are essentially meant for their safety, security protection and welfare. Consumers must be alert about their rights and they must use these rights as tools of protection.
- 3) Consumer rights are recognized by International Organization of Consumers' Union, i.e. they are universal in character.
- 4) The rights of consumers are not against businessmen.
- 5) The laws can be useful only if the consumer has the knowledge about them and knows how to use them. Consumer Guidance Cells or consumer organizations play a significant role in this

regard. Still, protection through laws and consumer associations have certain limitations. However, consumer education and guidance makes every consumer capable of safeguarding his own rights.

Who is a Consumer?

According to law, a consumer is a person who :-

- a) buys any "goods" for consideration/price,
- b) hires or avails of any "services" for a consideration/price,
- c) uses the goods with the approval of the person who has purchased the goods for a price,
- d) is a beneficiary of services with the consent of the person who has hired the services for a price,

Also, the services should have been rendered to him and he should have paid the price for hiring the services.

Following are some of the instances of persons who are regarded as consumers:

- i) a passenger travelling by train,
- ii) bank customer
- iii) persons allotted plots houses by State Housing Board.
- iv) subscribers of telephones
- v) a person purchasing a refrigerator from a company.
- vi) a lady purchasing a saree from a shop.

What is a Complaint?

Complaint can be any of the following:

- (i) The trader has adopted unfair trade practice,
- (ii) The trader has adopted a restrictive trade practice,
- (iii) Goods suffer from defects,
- (iv) Service suffers from deficiency,
- (v) The trader has charged a price in excess of the fixed price
- (vi) The trader displays hazardous goods without prescribed disclosure

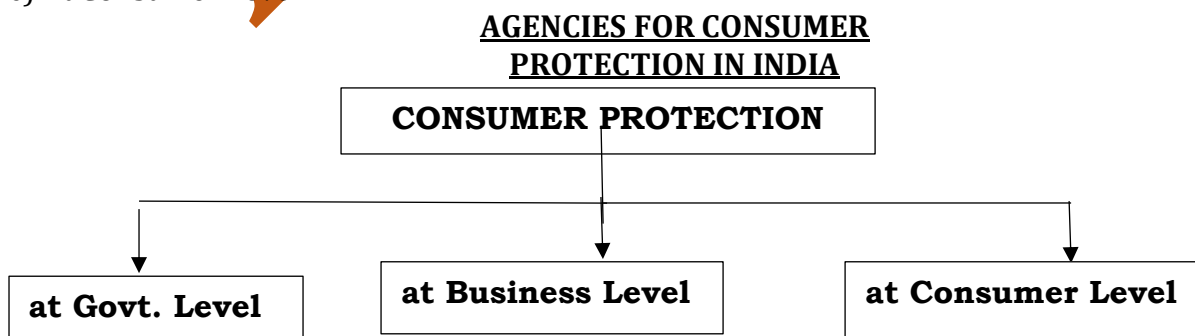
What is a Consumer dispute?

When a person against whom the complaint is filed, denies or disputes the allegations contained in the complaint, a consumer dispute arises.

CONSUMER GUIDANCE FOR REDRESSAL

The consumer can seek redressal if his rights are violated by businessman. There are various ways in which he can fight for his rights. The protection and guidance is available to the consumer at three levels.

- a) At government Level
- b) At business Level
- c) At Consumer Level



a) Consumer Guidance at Government Level:

The government has the moral and legal responsibility to protect consumers from business malpractices and protect their rights. The government of India has passed a number of laws to safeguard consumer rights. These acts impose quality restrictions, prohibit misleading description of goods in advertisements, prevent hoarding or excess stocking, regulate the prices and supply of essential commodities. The Consumer Protection Act of 1986 is an important step taken by government in this respect. (The CP Act and other Acts are further discussed in the following pages.) In addition to making legal provisions, government can also play a positive role in consumer guidance and education, e.g. government can give information to consumers through mass media, organise awareness programmes, celebrate consumer weeks, introduce consumer education at school and college level, give financial assistance to consumer associations etc.

b) Consumer Guidance at Business Level:

Businessmen through their different associations can give guidance and protection to consumers in different ways. They can inform and educate consumers through salesmanship, advertising and publicity. Trade associations and chamber of commerce can offer guidance to consumers through their publications, press notes and consumer cells. In India, the Council for Fair Business Practice (CFBP) is playing a positive role in the field of consumer guidance and protection. Many business houses set up their own Consumer Affairs Cell (CAC). The cell is headed* by a Senior executive reporting directly to the Chief Executive.

Functions of the Consumer Affairs Cell are:-

- a) to respond favourably to the valid needs and grievances of consumers.
- b) to redress consumer complaints without delay.
- c) to advise the complaints management regarding the policies and procedure of consumer complaints.
- d) (iv) to educate consumers about their rights and responsibilities:
- e) to provide relevant information to the consumer
- f) to provide liaison to outside consumer-interest groups.

The consumer affairs cell provides two-fold benefits. They are useful to the company as well as to the consumer. The consumer prefers to approach the CAC rather than the government agencies. This results in greater consumer goodwill for the company. The company can take corrective measures at the right time, which enhances the credibility of the company, and the consumer can get easy and quick redressal of his complaints.

c) Consumer Guidance at Consumer Level:

Consumer guidance is also possible through consumer associations. Such associations can give guidance to consumers through Press, T.V. programmes, orientation programmes etc. The Consumer associations guide the consumer about seeking redressal of his complaints. In India Consumer Guidance Society of India (CGSI) and Mumbai Grahak Panchayat (MGP) play a very important role in this regard.

AGENCIES FOR CONSUMER PROTECTION ACT

In order to carry out the purposes and objects of the Act/the following agencies are established as Consumer Dispute Redressal Agencies :

- 1) **District Forum:** A Consumer Disputes Redressal Forum, known as the 'District Forum' is established by the State Government in each district of the State
- 2) **State Commission:** A Consumer Disputes Redressal Commission known as the 'State Commission' is established by the State Government in the State.
- 3) **National Commission:** A National Consumer Disputes Redressal Commission known as 'National Commission' is established by the Central Government.

In this three-tier system, the District Forum is at the base level. Next in the hierarchy is the State Commission. The National Commission is at the top level of hierarchy. The object of setting up these Forums is to provide in expensive litigation without much of legal technicalities and formalities the commissions have powers of a Civil Court. Final appeal against order of National Commission is made to the Supreme Court. The consumer may avail of remedies under any of above laws. The provisions Consumer of the May Consumer avail of Protection are any supplementary in nature and not in derogation of other laws.

Limitation Period:

The complaint before the District Forum, State Commission or National Commission must be filed within two years from the date on which the cause of action has occurred. However, a complaint may be entertained after two years, if the complainant satisfies the District Forum, The State Commission and the National Commission, as the case may be, that he had sufficient cause for **not** filing the complaint within two years. The delay may be condoned .

The District Forum:

The District Forum works at the base level. It consists of the President and two other members. The District Forum has jurisdiction to entertain complaints where the value *of* goods or services and the compensation, if any, does not exceed rupees five lakhs. The territorial jurisdiction of the forum is restricted to local limits as regards * be aggrieved parties or the cause of the complaint.

Manner in which complaint is lodged with the District Forum

The complaint can be filed by

- i) The consumer
- ii) Any recognized consumer association, whether the consumer is a member of the association or not. The consumer association must be recognized under the Companies Act 1956, or any other law for the time being in force.
- iii) One or more consumers, where there are numerous consumers having the same interest, with the permission of the District Forum, on behalf of or for the benefit of all consumers who are interested or
- iv) The Central or State Government

Powers of District Forum

District Forum has the same powers as are vested in a Civil Court,

- a) The summoning and enforcing of attendance of any defendant or witness and examining the witness on oath.
- b) The discovery and production of any document or other material object producible as evidence.
- c) The receipt of evidence on affidavits.
- d) The requisitioning of the report of the concerned analysis or test for the appropriate laboratory or from any other relevant source
- e) Issuing of any commission for the examination of any witness and
- f) any other matter which may be prescribed.

The District Court has some additional powers, viz

- a) To produce or allow to be examined books, accounts, documents commodities in the custody of the person.
- b) To furnish any information that is required.
- c) To authorize any officer to search any premise or size books, paper etc. which are likely to be destroyed, mutilated, altered or falsified.

It is the responsibility of the consumer to establish with evidence that defects alleged in the goods or service exist. After being satisfied that the defect or deficiency exists, the District Forum may pass such orders as deems fit in accordance with the above provisions.

Redressal of the Complaint by the District Forum

After the proceeding is conducted and the District Court is satisfied the goods complained against, suffer from the defects specified in complaint, the Forum issues orders to the opposite party directing him compensate for the loss. Following are the various ways of compensate complaint, the Forum issues orders to the opposite party directing him compensate for the loss. Following are the various ways of compensation for the loss and taking corrective measures.

The Forum can issue orders to the opposite party directing him to

- a) remove the defect from the goods as pointed out by the appropriate laboratory or,
- b) replace the goods with new goods of similar description and free for any defect,
- c) return to the complainant the price-amount or, as the case may be the charges paid 'by the complainant,
- d) pay such amount as may be awarded by it as compensation to consumer for any loss or injury suffered by the consumer due to negligence of the opposite party,
- e) remove the defects or deficiencies in the services in question,
- f) discontinue the unfair trade practice or the restrictive trade practice, or not to repeat them,
- g) not to offer the' hazardous goods for sale,
- h) withdraw hazardous goods from the market,
- i) provide for adequate cost to parties.

State Commission

The State Commission has its jurisdiction within the State. It has the same powers and procedures as the District Forum. The State Commission can entertain complaints up to the amount of 20 lakhs. The Commission can entertain appeals against the orders of the District Forum.

National Commission

The Commission has its jurisdiction all over the nation. The office of the National commission is located in the Union territory of Delhi. The Powers of the National Commission are the same as those of the District Forum. It 'entertains the complaints exceeding the amount of? 20lacs.It also entertains appeals against the decision of the State Commission.

This system of redressal, being a three-tier system, has the provision of registering appeals against the decisions to the higher authorities. Appeals against the orders of the District Forum are entertained by the State commission. Appeals against the orders of State Commission are entertained by National Commission, and the Supreme Court entertains "Tie appeals against the orders of the National Commission.

MUMBAI GRAHAK PANCHAYAT

The Mumbai Grahak Panchayat was founded in 1975. The guidelines for the work of the Panchayat are :

- i) Respect for one's own country
- ii) Moral values
- iii) Feeling of Trusteeship
- iv) Dignity of Labour

Activities of the M.G.P.

- 1) **Novel Distribution System of Essential Items:** A novel system of group of consumers is formed, of minimum of eleven families, which group of consumers is formed, of minimum of eleven families, which is called Grahak Sangh. Their individual requirements of commodities "collected and "are combined single order is placed on behalf of the Grahak Sangh. Such Grahak Sanghs come together to place a final consolidated order. These items are then procured by the

Purchase Committee from the Wholesale Market or directly from the producer. Then the materials are delivered to each Grahak sangh. This system is now becoming very popular because consumers get the goods of reliable quality at reasonable rates.

- 2) **Grahak Panchayat Peth:** There are many items of household requirements which the consumers would like to buy, by his own choice. Such items are not supplied by the Grahak Sangh through their monthly distribution network. To make such goods available to consumers the Grahak Panchayat organises a consumer fair once in a year.
- 3) **The MGP publishes a monthly magazine called 'Grahak'** which gives information about the commodities, market environment activities of the Panchayat etc.
- 4) **Fight for Consumer Causes:** The study and Research wing of MG undertakes the following work in the interest of consumers.
 - a. in-depth study of problems
 - b. contact with concerned departments
 - c. taking action on consumer complaints and problems by consumer-manufacturer mediation or by resorting to judicial process.
- 5) **Redressal and Guidance for Complaints:** The MGP has established centers at different places to handle complaints from consumers regarding their problems with sale-purchase, public services etc. This assistance is available to all.
- 6) **Newspaper Features:** Articles and features are regularly published by MGP in leading newspapers.
- 7) **Publications on Consumer Subjects:** Takrar Niva (Marathi) Consumer Complaints Guide (English), and Grahak Hitachi Gurukli (Marathi) on the Consumer Protection Act are some of the important publications of the MGP.

OBJECTIVE QUESTIONS

A. Fill in the blanks with the correct option

- 1) Create awareness of consumer legitimate rights. (consumer, Guidance cell / lawyers)
- 2) is defined as any movable property including shows. (service / goods)
- 3) The complaint in any India language. (can be / cannot be)
- 4) Lawyers be hired to lodge a complaint in the circulation court (must be / may not be)
- 5) A consumer redress letter is drafted like any Letter. (complaint / sales)
- 6) Complaint is to be filed within years. (two / three)

ANS : 1. Consumer Guidance cell (2) goods (3) can be (4) May not be (5) complaint (6) Two

B. State whether the following statements are true or false :

- 1.) An oral complaint can be lodged with the consumer guidance cell
- 2.) Name of complaints and opposite party should both be mentioned in the complaint.
- 3.) Proof of correspondence need not be provided.
- 4.) Consumer guidance is not possible through consumer association.
- 5.) The district forum has the same powers as vested in a civil court.
- 6.) Rights of consumer are against business man.
- 7.) State commission acts at the base level.
- 8.) A consumer dispute arises when the opposite party denies the allegations of the complaints

Answer: True : 2, 5, 8

False : 1, 3, 4, 6, 7

**SAMPLE CONSUMER GUIDANCE
REDRESSAL LETTERS**

Date: 15th nov 2016

The President,
Consumer Disputes Redressal Forum
Mumbai Suburban District
Sudarshan Building,
Gokhale Road, (South)
Dadar (West),
Mumbai - 400 028

Complainant: Ashok Govind Pandit, Proprietor, Reliable Furniture 15, Nehru Road, Vile Parle (E)
Mumbai- 400069.

Opposite Party : Shri Naveen Patel, Proprietor, New Wave Furnitures, Jeevan Industrial Estate, Saki Naka, Andheri Kurla Road, Andheri (E), Mumbai - 400 069.

Nature of Complaint: Refund of advance against order

Myself, Ashok Govind Pandit, Proprietor, Reliable Furnitures, 15, Nehru Road, Vile Parle (E), Mumbai 400057, had placed an order with Mr. Naveen Patel, Proprietor, New Wave Furniture, Saki Naka, Mumbai, for Wooden Furnitures worth 3,50,000/- on 3rd February 2005. The goods were to be delivered on or before 10th April, 2016. I also paid Rs.35000/- to him as advance letter dated against 10th Feb order 2016. Mr. Naveen Patel had confirmed the order by his letter dated 10th Feb 2016.

I visited his factory twice and found that the work was going on at a very slow speed. However, Mr. Patel, always promised me a timely delivery. In spite of several reminders, Mr. Patel did not deliver the furniture upto 1st May 2016. I had accepted firm orders of 2 lakhs, from some interior decorators. To maintain my reputation in the market, I had to purchase the furniture from other suppliers and for this I had to pay an extra amount of Rs.25000.

As Mr. Patel did not deliver the goods in time, I cancelled the order on 5th May, and asked for a refund of **Rs. 35,000/-**, the advance amount paid to him. Mr. Patel refused to refund the money. He insisted on my accepting the delivery. I could not accept the delivery because I had already completed my orders and there were no fresh orders.

I enclose the xerox copies of the correspondence between us and the estimate of losses suffered by me.

Prayer:

- 1) that Mr. Patel, Proprietor, New Wave Furnitures, should immediately refund to me the amount of 35,000 paid as advance
- 2) that I should be compensated with a sum of RS.25000/- the extra amount which had to pay to other suppliers for timely delivery of my.

Sd/-

Ashok Govind Pandit

CHAPTER: 8 RIGHT TO INFORMATION (RTI) ACT**INTRODUCTION TO RTI:**

A need was felt to know about the function of the Government. Out of this necessity, came in to existence the Right to information Act; 2005-an extremely important legislation of the Government of India

The basic object of the Right to information Act is to empower the citizens, Promote transparency and accountability in the working of the Government, contain corruption, and make our democracy work for the people in real sense. The act is a big step towards making the citizens informed about the activities of the Government. This Act ensures that those citizens who desire to acquire public information get access to the same

RTI stands for Right to Information and has been given fundamental right under Article 19(1) of the Constitution. Under Article 19(1) every citizen has freedom of speech and expression and has the right to know how the government works, what role it plays, what are its functions and so on. It suggests that citizen requests for government information should receive timely response.

Even the Supreme Court of India has recognized that Right to Information Act, is a fundamental right under the Constitution. This is because citizens pay taxes and therefore have the right to know how their money is being spent. Right to Information Act empowers citizens to question the Government or to seek information from it regarding its functioning.

The Right to Information Act 2005 is a legal tool that will help check corruption and hold the various departments, agencies and officials of the Government accountable. The Act prevents arbitrary action by any government servant. The RTI Act proposes a mission statement of sorts by stating that it is essentially a practical roadmap detailing the ways by which citizens of India can gain access to information that can promote good governance.

The RTI Act extends to the whole of India (except the State of Jammu and Kashmir), all bodies, which come under Government notification including NGOs, which are owned, controlled or are substantially finance

SAMPLE RTI APPLICATION

XXXXXXXXXX

Deputy Director General (public Grievances & Quality Assurance) &
 Nodal officer for RTI,
 Department of posts
 Room No. 321, Dak Bhawan,
 Sansad Marg
 New Delhi-110001.
 10/3/2016

Sub: Application under Right to Information Act 2005

Dear Sir,

I have sent a money order from Delhi to Mumbai about two months back, but yet, it has not been received. So I would like to ask for the following information with respect to the same by invoking the RTI :

Please provide the name and designations of the persons receiving money order at Delhi P.O., collecting the post at collection office Delhi, receiving the post at collection office at Mumbai and the person who has the responsibility to deliver it to the addressee.

According to your rules, in how many days should a money order be received? Please provide a/copy of these rules.

The above officials have/not adhered to the time limit mentioned in these rules. Are these official guilty of violating these rules and hence guilty of misconduct under their conduct rules? Please give a copy of their conduct rules, which they have violated by violating the above mentioned rule

These officials have caused serious mental injury to me by making me run around all this while. Are these officials guilty of causing men harassment to the public?

What action can be taken against these officials for violating all the above rules and the conduct rules? By when, will this action be taken

By when would my money order reach Mumbai?

I look forward to receiving this information from you. Thank you.

Yours sincerely,

_____ (signature of applicant)

OBJECTIVE QUESTIONS

A. Fill in the blanks:

1. RTI stands for _____.
2. The RTI Act extends to the whole of India except the State of _____.
3. The punishment includes imposition of a penalty of _____ rupees each day.
4. Application should be submitted to _____.
5. The PIO should respond within _____ days of the receipt of the application.

Answer: (1) Right to information (2) Jammu and Kashmir (3) two hundred and fifty (4) PIO Or APIO or the Head of the Department (5) 30

B. State whether the following statements are true or false:

- 1) RTI promotes transparency and accountability in the working of even public authority.
- 2) In case you have filed your application with Assistant POI then information has to be made available within 35days.

- 3) Even Information which is against the interest of the &...or foreign government must be revealed under RTI
- 4) Information that is forbidden by any. Court of law is not covered by RTI.
- 5) The. RTI Act came in to being in 2010.
- 6) A copy of the application should be kept for personal references

Answer: True: 1, 2, 4, 6

False: 3, 5

HERAMB

CHAPTER: 9 REPORT WRITING**INTRODUCTION:**

It is an acknowledged fact that the object of communication in business is to provide information. There are various instruments at the command of a businessman with the help of which he provides or solicits information. 'The Report' provides one such vital instrument.

In a modern business organization, the management 'is required to take important decisions in regard to production. Investments, purchases, sales promotion, personnel promotion or demotion, provision of amenities for the benefit of the employees and other problems that crop up in the course of managing the business. These matters require the management. To 'appropriate take actions. But such managerial • unreliable actions cannot. Writing be of based report?' appropriate information which. Might be inaccurate or unreliable. Writing of reports has, therefore, become a necessity, and even indispensability in certain cases.

DEFINITIONS

C.A. Brown defines report writing as "*A communication from someone who has some information to someone who wants to use that information*".

PURPOSE OF REPORT WRITING

The effectiveness of an organization is linked to its reporting, because good reporting is, so important to an organization's functioning formal or long or short, special or routine report writing is an integral art of the communication system of business activity. The report is addressed and carries information the person who has called for it. The Management may ask for a report from the Personnel Manager, the Chief accountant, the Secretary, the Departmental Heads, experts outside the organization and so on. The reports may also be sent routinely on a regular basis to the higher -up.

Reports are of great use in the areas of decision making, planning and evaluation. The report assists the management in taking decisions about operations, in, evaluation the technical and other skills and retaining information in a *proper* and easily accessible format for future use

PARTS OF A REPORT

1. The title should be indicative of the content of the report.
2. The 'terms the report of reference has been ' should requested include the following point:
(a) by whom the report has been requested /directed (b) the precise area to be covered,*
(c) what is intended to be the outcome of the report and (d) establishing the limits of the report.
3. This element of a report concerns the methods of investigation so to be adopted. The methods which might be mentioned include: (a) experiment (b) observation (c) survey (d) consultation (e) research.
4. The writer of the report must list all findings in order of its importance.
5. He report should include all the solution considered, but a final choice has to be made of the solutions to be recommended.
6. The report writer must end the report by affixing his signature to it. If it is a committee report, the first signature will be of the chairman, and signatures of other members will follow on seniority basis. A report must be Report dated and 'placed.

Characteristics of a good report

A good report must have the following characteristics.

1. Report must be clearly titled before and designed to be read selectively and easily
2. The report writer must have clarity about the exact purpose of writing it.

3. Inaccurate and irrelevant facts make a report confusing and misleading.
4. A good report is always reader-oriented. As started earlier, a report writer should ask himself: who is going to read it
5. It is a kind of scientific document and hence it should be free from any ambiguity.
6. Clarity depends on proper arrangement of facts and systematic writing procedure.
7. The recommendation must be impartial and objective they should come as logical outcome of investigation and findings

TYPES OF BUSINESS REPORT

Reports may be classified on the basis of various criteria:

- 1) On the basis of procedure and legally there are (a) Informal reports and (b) formal reports. An informal report may be in the form of a personal letter and submitted without observance of any formality. A report may be made even though it has not been solicited. A subordinate may make an unsolicited report to his superior in respect of suggestions which he feels the superior would appreciate in regard to improvements in work. A formal report, on the other hand is to be prepared in a prescribed format and is required to be presented, as per the procedure, to a specific and prescribed authority. For this purpose a certain person or a committee is assigned the task of. Collecting information on a specific matter and report the findings to the management. Formal reports are sometimes prepared and submitted as per the statutory provisions laid down under the governing law e.g. the Director's Report to the Annual General Meeting of the Board. Those reports which are not required under any law but which are prepared for taking other important decisions are called "nonstatutory" reports.
- 2) On the basis of "Function", a report may be (a) Informative or (b) Interpretative. An Informative report presents facts and figures pertinent to an issue or a situation. If it analyses the facts, draws conclusions and makes recommendations, it is called an interpretative or investigate report. If a report presents sales figures in a particular period, it is informative, but if it goes into the causes of the decline in sales in that period, it becomes an interpretative report.
- 3) On the basis of the "frequency" of issue, a report may be (a) periodic report or (b) a special report. Periodic reports are prepared and submitted at regular intervals in the usual business routine. These reports may be presented daily, weekly, monthly, quarterly, half yearly or annually. These reports contain facts and figures, generally submits a periodic report to the Head Office regarding business transactions in that period. Special reports are related to a single occasion or situation e.g. a report on the feasibility of opening a new branch in a particular locality. These reports analyses the data and draw conclusions, and if required, make recommendations to the management.
- 4) *On the basis of the nature of the subject* to be dealt with, there is (a) Problem determining report (b) Fact finding report, (c) Performance Report and (d) Technical report. In a problem determining report there is an attempt to determine whether the problem actually exists or not, and if it exists, to find out the causes underlying these problems. In a fact finding report, the underlying currents of the "surfacing" matters are located and analyzed. Performance report will obviously deal with the performed the non-performance of the staff or the organization's unit under reference. In a technical report, the organization presents technical data on a specialized technical subject and comments on it.
- 5) On the basis of the number of persons who are involved in the process of preparing the reports, we have reports (a) by individuals and (b) of preparing the reports, we have reports

(a) by individuals and (b) of preparing the reports, we have reports (a) by individuals and (b) the *Schematic Form*. Individual reports are generally written in a single letter form while committee reports are written with a short covering letter. The report generally has the following sub-titles: (a) Heading • and Inside Address, (b) Terms of Reference, (c) Procedure and Meetings, (d) Findings and (e) Recommendations.

INVESTIGATIVE REPORTS

Investigative Reports: Investigative Reports are reports submitted by appointed committees after studying the different aspects of a problem being faced by the management of an organization. Here, the management perceives a problem or difficult situation and then appoints a committee to find out the reasons for the problem being faced and how it could be corrected or overcome. The committee makes a detailed study of the problem being faced whether it be studying the reasons for unrest or losses being suffered by a particular section of the organization submits its findings and recommendations in its report. The parts of the report as in Feasibility Report are:

- A. Terms of Reference
- B. Procedure followed
- C. Findings and
- D. Recommendations

DRAFTING OF BUSINESS PROPOSALS

A business proposal is a written document sent to a prospective client in order to obtain a specific job. This may also involve being the vendor for certain products. This document explains to your prospective client the service that you are and how the proposition makes business sense for the client besides laying claim on being the most commendable person to complete the job.

Proposals While sent, out in an may by unsolicited your be solicited prospective proposal or unsolicited client, the idea and you in a are solicited are selling responding proposal, is your to brain child the entire proposition is your initiative and it is meant to fetch you some business. Thus, there is no request for proposal. Steps for Drafting a Business Proposal:

1. 'Draft the Title page: Like all proposals, this page is introductory. It reveals your name, your company's name, your client's name and introduction and the cost involved
2. Prepare an executive summary which will put across your proposal and defend its need for your client.
3. Present an analysis of the client's present situation.
4. Explain how your proposition is tailor made for the client to resolve his problem or for his betterment.
5. Point out what steps you will take to bring about results.
6. Sell yourself as the most appropriate person for the job.
7. Give a clear idea about the time plan for completion of the project
8. Mention the cost it will involve for your client and the terms of payment you expect.
9. If any legal issues are involved like permits or license, mention it in your proposal.
10. Impress upon your clients their gains at having selected you.

One would do well to remember that a business proposal is highly flexible. It may include certain parts at times, and skip some of them at other times. It depends strictly on the situation. For instance, a solicited Business Proposal will have the following parts:

- Proposed Methodology
- Time and cost
- Qualifications

However an Unsolicited Business Proposal would include.

- Current Situation
- Goals
- Proposed Methodology

OBJECTIVE QUESTIONS

Q.1) A. Fill in the blanks:

1. ___ report may be in the form of a personal letter.
2. ___ report allows a prescribed format.
3. ___ report presents relevant facts and figures
4. ___ reports are submitted at regular interval.
5. Individual or Committee report is determined by the number of ___preparing it.

Answer: (1) Informal (2) Formal (3) Informative (4) Periodic (5) Persons

B. State whether the following statements are true or false:

1. A report must be presented after the due date.
2. Of brevity and clarity of a report, brevity is more important.
3. Report should be reader oriented.
4. Language in a report should be very simple.
5. A report is a kind of scientific document.

Answer: True : 3,4,5 False :1,2

C. Match The Following

Group A

1. Title of report
2. Procedure of report
3. Findings in a report
4. Recommendations in a report
5. Signature

Group B '

- A. Indicates relevant factors in order of importance
- B. Indicates the desired solution
- C. Offers accountability
- D. Indicative of the content of the report
- E. Indicates methods of investigation

Answer: (1)-(D), (2)-(E), (3)-(A), (4)-(B), (5)-(C)

MODEL QUESTION PAPERS**SET 'A'****Q1.(A) Explain the following terms in 2-3 sentences: (any 5)****[10 marks]**

1. Group Discussion
2. Meeting
3. External Public Relations
4. Exit Interviews
5. Conference
6. Committee.
7. Skype.
8. Online Interviews

1 (B) Match the Columns:**[5 marks]**

Column 'A'	Column 'B'
<ol style="list-style-type: none"> 1. Group Discussion 2. . Interviews 3. Annual General Meeting 4. Chairman 5. Conferences 	<ol style="list-style-type: none"> a) Ensures quorum in a meeting b) Verbal oriented test c) Have a definite theme d) Formal e) Once a year

Q.2 Write short notes on any three of the following:**[15 marks]**

1. Appraisal Interview
2. Group Dynamics
3. Role of the Chairperson during a Meeting
4. Role of the Interviewer during an Interview of *Grievance* Interview

Q.3 Attempt any two of the following:**[20 marks]**

1. What do you understand by a Committee? Bring out the advantages and disadvantages of committees.
2. Discuss the importance of Internal Public Relations
3. What care will you take to ensure successful conduct of a conferences?

Q4. Attempt any 4 of the following:**[20 marks]**

1. Raj Lightings Co. Ltd .wants to buy LED lights and store them as he expects a huge demand for them during Diwali. .The Company makes inquiry about the different varieties of LED lights available from Bright whole sellers. Draft the company's letter of inquiry on their behalf.
2. Bani went to Handa Enterprises to purchase a scooter. But the salesman's behavior was very rude and sexist. Draft her letter of complaint to the owner of the outlet
3. Draft a sales letter to promote the sale of Tastemaker Microwave
4. Bhilu lost his home .due to road expansion. However, he was promised a house in the vicinity. Now, the Government insists that he take the house that they are offering in a distant suburb or forego his claim. Write a petition to the Consumer Court demanding that Government stick to their original offer as the new offer him.
5. Nandu applied for a Mhada house and was selected to receive house but he has not received the housemen two years after that. Draft a RTI petition on his behalf questioning the delay in the handing over of his house.

Q5.A. committee has been appointed to look into the problem of breakage of benches, switch boards and tubelights in the class rooms of Wonder College. Draft the committee's report.

[10 marks]

OR

B. Draft a business proposal to Apna Bank to enable it to overcome its decline in sales.

Q.6 Draft the notice cum agenda for a monthly board meeting of also draft resolutions in the following instances.

- (i) Resignation of a Director.
- (ii) Appointment of Bankers.

Q.7 Summarize the following passage :

Constant failure to deliver what is expected of you can become a major hindrance in your professional growth. It's important to stop giving excuses every time you are unsuccessful. Accepting your failure and learning from your mistakes is the way to go.

Excuses at the workplace can vary from major hiccups like missing deadlines to others like walking - in late, leaving early, not being present at a said time at a said place, evading responsibilities, shirking work among others. It could range from self justification to indulging in blame games, which is usually the best way to sneak out of any unpleasant situation. There is no denying the fact that failure and success are two side of the same coin, and it is not obligatory to succeed in all your endeavors every time.

People who make excuses usually dread taking up responsibilities. Therefore/ to begin with, learn to take up responsibility for the tasks that are assigned to you. In case, you 'think you are unable to cope with something, you can always seek advice/ assistance from your colleagues or seniors. People who indulge in excuses are either egoistic or lack confidence. Giving a 'convincing' excuse may get you out of a clutter for once. But making it a habit will eventually raise a question on your credibility as an individual as well as a professional.

Most people, who indulge in excuses, feel that their reason is 'justified' and a 'valid' one. But, in order to get yourself on the right track, no matter how difficult you may find it, you have to first accept the fact that you always have an excuse ready every time you are at fault.

Making a conscious effort towards not getting into the excuse mode every time you are held accountable will eventually help you overcome this habit. If given an option, take up only those responsibilities which you think you can do justice to. If your senior at work provides you with feedback/ criticism, you are privileged to have a mentor in him or her. Do not try to dodge it. Always use criticism to your own benefit. So the next time you are held accountable for a missed deadline remember to keep your apology straight.

MODEL QUESTION PAPERS**SET 'B'****Q.1 (A) Explain the following terms in 2-3 sentences:(any5)****[10marks]**

1. Group Discussion
2. Executive Meeting
3. Internal Public Relations
4. Selection Interview
5. Conference
6. Committee
7. Webinar
8. Online Interview

Q.1 (B) Match the Columns:**[5 marks]**

Column A

1. Letters of inquiry
2. Sales letter
3. RTI
4. Consumer Guidance
5. Adjustment of Claims

Column B

- a) Calls for silence
- b) Asks for substitution of goods
- c) Calls for justice for consumers
- d) Asks for Information from government Bodies
- e) Asks for catalogue, price list
- (f) Asks people to buy products

Q.2 Write short notes on any four of the following**[20 Marks]**

1. Exit Interview
2. Role of the Interviewee
3. Group Dynamics
4. Preparation for a meeting
5. Role of the convener of a meeting

Q.3 Attempt any two of the following :**[20 marks]**

1. Why are conferences held by organisations? Discuss the modern methods of conferencing.
2. What is meant by Public Relations? What are the qualification decision in a public Relations Officer.
3. Discuss the different types of committees.

Q.4 Attempt any 4 of the questions:**[20 marks]**

- 1) sheela wants to purchase some microwaves to stock them for Christmas sales. She makes enquires about the different varieties of microwaves available and their prices from SB Electronics. Draft her letter to her.
- 2) Dinesh is delivered the wrong cake on the occasion of his son's birthday. Annoyed, he writes a letter of complaint to Aman bakery describing the disappointment of his family. Draft a letter of complaint on his behalf.
- 3) Draft a sales letter promoting the sale of a Food Chain outlet.
- 4) Daddikar is an established music composer. He gave his music for a particular film. He now finds that the producer is planning to use the same in another movie as well, without paying him royalty for the same. Draft his letter to the customer cell demanding royalty and compensation from the film producer.
- 5) Naresh has applied for his Aadhar card six month ago. Use the RTI Act to apply to the Aadhar Office and question the delay.

Q.5 (A) Mumbai University has appointed a committee to look in to the complaints of paper leakage that had lately been making newspaper headlines and marring the good names of the university. Draft the committee's report.

[10 marks]

OR

(B) Draft a business proposal for Bharat Mills to enable it to stop its staff from leaving the company. [10 marks]

Q.6 Draft the notice cum agenda for the Annual General Meeting of Swastik Vidya Samittee. Also draft resolutions in the following instances. [10 marks]

- (i) Condolence on the passing away of a Peonl.
- (ii) Appointment of a clerk.

Q.7 Summarize the following passage:

In New Zealand, 750 years ago, a giant and now extinct, eagle ruled the skies, swooping down on its prey of flightless birds. It preyed on the moa, which exploited an ecological niche as the largest herbivore in New Zealand. The giant flightless birds were plant-eaters which grow to height of nearly four meters, and weighted up to 230 kgs. In this isolated ecosystem, the two creatures fulfilled the role of predator and prey.

Scientists have known about the existence of Haast's eagle (*Harpagornis moorei*) over a century based on fossils, but the behavior of these giant birds was not entirely clear. Because of their large-size- these eagles weighted up to 18 kg and had a wingspan of three metres- some scientists believe they were scavengers rather than predators.

Researchers used computerized CAT scans to reconstruct the size of the brain, eyes, ears and spinal cord of this ancient eagle. They compared their data on the Haast's eagle to modern predator birds and scavenger birds to determine that the birds was a fearsome predator that ate the flightless moa birds and even humans. The eagle quickly evolved from a much smaller ancestor, with the body growing much more quickly than brain. In the absence of competition, the researchers say its body grew 10 times bigger during the Pleistocene period, 700,000 to 1.8 million years ago. But, Haast's eagle became extinct about 500 years ago, due to the extinction of its primary food source, the moa as the hands of early Polynesian settlers.

This Work is a great example of how rapidly evolving medical techniques and equipment can be used to solve ancient mysteries. It is also example of how the oral traditions of ancient peoples and scientific research can sometimes reach the same conclusion. This science supports Maori mythology of a huge bird that could swoop down on people and was capable of killing a small child.