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ENG301 PPT Slide

Lec 23 To 45 (Slide 38 missing on LMS)

Admin:

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Business Communication

Claim and Adjustment Requests

2

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

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

Claim and Adjustment Requests

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The following direct organizational plan is used for writing claims.

Direct statement of the Request

1. Write a claim letter as soon as possible after the problem has been identified.
2. State the need for replacement, refund or correction of the problem.
3. Maintain a confident, factual, fair, unemotional tone.

Justification, Explanation, and Details

To gain the reader's understanding praise some aspect of the good or service or at least explain why the product was originally purchased.

- 1. Present facts honestly, clearly, and politely.**
- 2. Eliminate threats, sarcasm, exaggeration, and hostility.**
- 3. Specify the problem:**
 - **Product failed to live up to advertised standards;**
 - **Product failed to live up to sales representative's claims;**
 - **Product fell short of company's policy;**
 - **Product was defective;**
 - **Customer service was not up to the mark.**

Justification, Explanation, and Details

- 4. Make no accusation against any person or company, unless you can back it up with facts.**
- 5. Use a no argumentative tone to show your confidence in the reader's fairness.**

Claim and Adjustment Requests

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6. If necessary, refer to documentation (invoices, cancelled cheque, confirmation letters, etc., but mail only photocopies.
7. Ask the reader to propose fair adjustment, if appropriate.
8. If appropriate, clearly state what you expect as a fair settlement.
9. Do not return the defective merchandise until you have been asked to do so.
10. Avoid uncertainty or vagueness that might permit the adjusters to prolong the issue by additional correspondence or to propose a less-than-fair settlement.

Claim and Adjustment Requests

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Courteous Close with Request for Specific Action

Summarize desired action briefly.

- Simplify compliance with your request by including your name, address, phone number and hours of availability.
- Note how complying with your request will benefit the reader.
- Consider another example that how the writer conveys his message of inconvenience in calm manner.

Claim and Adjustment Requests

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Dear Sirs,

On March 1, we ordered and subsequently received one case of handsaws, model 99b. We paid for the order with our cheque no. 1234, a photocopy of which is enclosed.

When we decided to order these saws instead of model 91, it was at the urging of your sales representative, Mr. Ali Naeem. He assured us that the new saws were more durable and efficient than the older model.

However, we have now had the saws on our selling floor for three weeks, and already six have been returned with broken teeth by extremely dissatisfied customers.

We are therefore returning the entire order of 99b saws and would like to be refunded for their full purchase price plus shipping expenses.

Yours truly,

Claim and Adjustment Requests

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Gentlemen,

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

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

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

Yours Sincerely,

Mr. Hassan,

We missed your input at last week's status meeting. I reported on developments from your division, but the information may not have been completely accurate.

Representation at the meeting by all areas is the best way I know to ensure a forum for timely discussion of information and alterations in the project plans—alterations that may affect more than one area.

Please be sure to have a representative from your division attend the July 8 meeting at 2 p.m. in room 10.

It has come to my attention customers have been told that we cannot take their service applications over the phone. Please correct this misunderstanding. We should most willingly take the application information over the phone and then, of course, ask them to complete (or verify) the written information when they come in for the first consultation.

This make-it-easy policy should be good news to our customers and should also increase our clerks' sales records. In other words, they can "sign up the live ones" before they change their minds or simply neglect to come in personally by our weekly deadlines.

I appreciate your help in clarifying this policy to all involved.

Sincerely,

Granting Requests for Adjustment

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An *adjustment letter* is the reply to a complaint (called a *claim letter*).

Granting Requests for Adjustment

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There Can be Three types of adjustment letters.

1. When the seller is at fault
2. When the buyer is at fault.
3. When the third party is at fault.

Granting Requests for Adjustment

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1. Give the main idea or good news in the beginning.
2. Tell the reader that how the problem occurred.
3. Also tell the reader what measures you have taken that there would not be such situation in the future.
4. End your letter with a friendly close.

Granting Requests for Adjustment

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Initial Statement of the Good News or Main Idea

1. State immediately your willingness to honor the reader's claim.
2. Accept your reader's account as entirely accurate unless good business reasons demand a different interpretation of some points.
3. Adopt a tone of consideration and courtesy; avoid being defensive.
4. Thank the reader for taking the time to write.

Granting Requests for Adjustment

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Middle, Informational Section

1. Minimize or, if possible, omit any disagreements with your reader's interpretation of events.
2. Maintain a supportive tone through such phrases as "Thank you for," "May we ask," "Please let us know," and "We are glad to work with you."
3. Apologize only under extreme circumstances; then do so crisply and without an overly apologetic tone.
 - Admit your firm's faults carefully.
 - Avoid blaming any particular person or office.
 - Avoid implying general company inefficiency.
 - Avoid making unrealistic promises about the future.
 - Remind the reader of your firm's quality controls.

Granting Requests for Adjustment

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Warm, Courteous Close

1. Clarify any necessary actions that your reader must take.
2. Remind the reader of how you have honored the claim.
3. Avoid negative information.
4. Encourage the customer to look favorably on your company and/or the product in question (resale information).
5. Encourage the customer to continue buying other goods from you (sales promotion), but avoid seeming greedy.

Writing Letters Granting Adjustments

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Dear Mr. Ali,

Your new lawn umbrella is being shipped prepaid today. It should arrive in a few days.

Thank you for returning the torn one. Because a mended umbrella might not be water-resistant, we are sending you a new one, so that you can keep your new lawn table protected. You will notice that the new umbrella is made of vinyl-coated nylon, which has proved superior to the polyester and cotton one you bought last year.

When you need lawn furniture and accessories, you will find everything from small tables to foundations in our latest catalog. You can rely on our guarantee of high quality and “satisfaction or your money back.”

Yours sincerely,

1

Business Communication

When The Buyer Is At Fault

2

Letters refusing adjustments have two purposes:

1. To say no.
2. To rebuild customer goodwill.

When The Buyer Is At Fault

3

1. Support the Reader's Point of View in Your Buffer Paragraph
2. Assure the Customer That the Request Is Appreciated and Has Received Individual Consideration.
3. Present the Explanation Before the Decision
4. Be Courteous Even When Answering an Angry or a Distorted Claim
 - Be friendly, rational, and professional.
5. Try to Leave the Reader in a Pleasant Frame of Mind

When The Buyer Is At Fault

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Dear Hassan.

Thank you for your purchase of 10 Super Fax machines. You have recently returned four machines due to a malfunction in the paper feeder.

We are sorry that we are unable to comply with your request to credit your account for the full price of the machines. These items were sold at a special clearance rate, and we do not give credits or refunds on clearance items. However, we will be happy to honor the service and maintenance agreement. Your satisfaction is important to us.

If we can assist you in understanding the functions of your fax machine, please contact our customer service hotline at) 222-2111

When The Buyer Is At Fault

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Dear Mr. Shibly,

We are sorry that you are not completely satisfied with your vacuum cleaner. You are entirely justified in expecting more than four years of reliable use from an appliance, and we are always eager to service any product that does not for some reason live up to standard.

We appreciate your giving us the opportunity to examine the damaged vacuum cleaner. According to our service department, the filter had never been replaced although the owner's manual advises replacement every few months. As a result, the motor itself gradually became clogged with dust and dirt.

When The Buyer Is At Fault

6

The cost of repairing and cleaning the vacuum is estimated as Rs. 500. If you would like to have it repaired, please let us know. With regular cleaning and replacement of the filter and exhaust bag, you should receive several more years of service from your appliance.

Yours truly,

When the third Party is at Fault

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-
- (1) Honor the customer's claim with the standard good-news letter and no additional explanation;
- (2) Honor the claim but explain that you were not really at fault;
- (3) Take no action on the claim and suggest that your customer file against the firm that caused the defect or damage.

When the third Party is at Fault

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Dear Sir,

We are sending by courier three TV sets to replace the ones damaged in shipment. They must reach you before September 7

We are sending our claim against the courier for the sets you received. Will you please leave the damaged ones in a convenient place till the inspector from courier service calls on you for a check-up .

Yours sincerely,

Writing Credit Letters

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Credit: A Promise of future payment in cash OR KIND GIVEN IN EXCHANGE for goods or service.

Customers can:

- **Buy now and pay later.**
- **Avoid carrying cash with them or writing checks.**
- **Exchange and buy on approval more easily.**

Director Statement of the Request

1. Phrase the opening to reflect the assumption that the reader will respond favorably to your request.
2. Phrase the opening so clearly and simply that the main idea cannot be misunderstood.
3. Write in a polite and personal tone.

Justification, Explanation, and Details

1. Itemize parts of a complete request in a numbered series
2. List specific questions.
 - a. Don't ask questions that you could answer through your own efforts.
 - b. arrange questions logically
 - c. Number questions.
 - e. Word questions to avoid clues about the answer you prefer so as not to bias the reader's answers.

Courteous Close with Request for specific action

Letter Asking Information

Dear Mr. Ahmad,

We are a newly established appliance repair business interested in acquiring a business credit card. Small shop owners in the area have informed us that business credit cards are a convenient, organized, and efficient way of handling small day-to-day expenses, such as office supplies or equipment.

Please send us more information concerning the terms of your business credit cards. Particularly, we are interested in interest rates, annual fees, the process of obtaining a card, remittance requirements, and security measures available. Any additional information would also be appreciated.

Thank you for your time. We look forward to hearing from you.

When the third Party is at Fault

12

Dear Sir,

we are a newly established appliance repair business and desire to open a credit account with your company.

For reference as to our ability to meet our financial obligations. We refer you to our banker whose address is given on the back of the letter.

if there is any other information you require in order to extend us the privilege of a credit account with you we shall be glad to have so inform us.

Yours truly,

Letter Asking For Credit Information

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Ladies and Gentlemen:

Subject: Credit Inquiry

The following applicant has given your name as a credit reference:

Mr. Ahmad

Lahore Towers,

Lahore.

We would appreciate your giving us the confidential information requested below:

1. Date the account was opened.
2. Terms of the account

Writing Credit Letters

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- 3. Credit limit**
- 4. Current balance**
- 5. Past due amount**
- 6. Date of last activity**
- 7. Payment history**
- 8. Remarks**

A postpaid return envelope is enclosed for your convenience. Your help will certainly be appreciated, and all information will be kept confidential. .

Sincerely,

Writing Credit Letters

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- 1. Character**
- 2. Capacity**
- 3. Capital**

Evaluating the Credit Information

Traditionally, the following three Cs of credit form the basis for extending credit privileges:

1. **Character** refers to a sense for honesty and ethical dealings with others. It means meeting obligations and is demonstrated by *willingness to pay*.
2. **Capacity** is the ability to pay. It is evidenced by income or potential income.
3. **Capital** refers to tangible assets in relation to debts. Capital also determines the ability to pay if the debtor does not pay willingly.

Extending Credit

1. Welcome the new customer, and express the wish for a pleasant association.
2. Outline special privileges that are available.
3. Explain the terms of payment.
4. Encourage the customer to use the new charge, account, and enclose promotional material.
5. Build goodwill by indicating your eagerness to serve the new customer well.

Letter Extending Credit

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Dear Mr. Hassan,

we take pleasure in opening a charge account at bright's, with your name. I feel sure that this will be the start of a long and mutually pleasant association.

As a charge customer you will enjoy many privileges at bright's. For instances our charge customers receive advance notices of special sales. They may also use their cards at our terrace restaurants and book rental department.

By the first of each month you will receive and itemized statement of your purchases made through the 25th day of preceding month. Purchases made after the 25th appear on the following month bill. Payments are due by the 10th, and a monthly charge of 1.5% will be made on the balance remaining at that time.

we hope you will make regular use of charge accounts.

sincerely yours,

Writing Credit Letters

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Refusing Credit

Every credit-refusal letter has two objectives:

- 1. To say no tactfully**
- 2. To keep the goodwill of the customer**

There are various reasons for refusing credit. The main ones are:

- 1. Lack of established credit.**
- 2. Overextension of credit, which may result in an inability to pay bills on time.**
- 3. Unwillingness to pay that which is owed according to credit reporting agencies.**

BUFFER

- **Eliminate apologies and negative-sounding words.**
- **Phrase the buffer to avoid misleading the reader.**
- **Limit the length of the buffer.**
- **Express appreciation for the credit request.**
- **Introduce resale information.**
- **Make a transition from the favourable to the unfavorable message.**
- **Make transition from the general to the specific.**
- **Avoid a condescending lecture about how credit is earned.**
- **Avoid negative words, such as, “we must decline your request”.**
- **Suggest positive alternatives, such as cash and layaway purchases.**

Dear Mr. Ahsan,

Thank you very much for you order of April 7, we are glad that you are interested in our product because you will find them a source of profit and goodwill building.

Just now however, we are without sufficient information to permit us to ship this order on credit term. We feel sure that we can make shipment in this way after you have become more firmly established in business.

As in the case all those who apply for credit, we have made a careful investigation of your resources and credit obligations since you have number of Loan commitments may we suggest that you continue to allow us to send you on a cash basis until such time as you are able to reduce your personal obligations.

your may be sure that we will welcome the opportunity of considering your application again when circumstances are more favorable towards your receiving additional credit.

Yours sincerely,

Business Communication

Collection Letters

2

The purpose of collection letters is:

- 1. To get the money.**
- 2. To keep the customer and future business.**
- 3. To build goodwill.**

Collection Letters

3

- The purpose of the collection process is to maintain Goodwill while collecting what is owed.**
- Collection is a sensitive issue.**
- The following practices may be avoided:**
 - Falsely implying that a lawsuit has been filed.**
 - Contact the debtor's employer or relatives about the debt.**
 - Communication to the other persons that the person is in debt.**
 - Harassing the debtor.**
 - Using abusive or obscene language.**
 - Using defamatory language.**

Collection Letters

4

- Intentionally causing mental stress.
- Threatening violence.
- Communicating by postcard (not confidential enough).
- Misrepresenting the legal status of the debt.
- Communicating in such a way as to make the receiver physically ill.
- Misrepresenting the message as a government or court document.

Collection Letters

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Right attitude for successful collections

- Any emotional reaction on the part of the debtor may reduce the chances of recovery.
- Successful collection depends to on the following factors.
- Understanding of Human Nature.
- Knowledge of collection policies and laws.
- Using persuasive / positive appeals effectively.
 - i) appeal to pride
 - ii) Appeal to fairness & justice
 - iii) Appeal to sympathy
 - iv) Appeal to Goodwill

Collection Letters

6

Begin with assumption that most people will pay:

- **Give no impression that you doubt the honesty of the debtor.**
- **Use a courteous, reasonable tone but become firmer.**
- **And more demanding during the later stages of the series.**
- **Remain with the law, don't harass.**
- **Show understanding and flexibility while writing delinquent accounts.**
- **Send collection notices quickly and regularly.**
- **Never imply in your messages that payment can be avoided or postponed.**
- **Retain goodwill throughout the series.**
- **Present you evidence and stick to the facts.**
- **Persuade the debtors of the benefit he will receive by paying.**
- **State clearly the specific action the debtor must take.**

Collection Letters

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Our records indicate that the balance of Rs. 4000/- on your account is now past due. Payment is requested.

(OR)

Our records show that your September payment is more than a week over-due. If you have recently mailed your cheque for Rs.1548700/- we thank you. If not, please send it in quickly.

Collection Letters

8

Dear Mr. Bilal,

Enclosed is a duplicate list of your credit charges from December – 200--. It is sent to you as a friendly reminder that the balance on your account with us is past due. Please take a few minutes today to send us your cheque for Rs. 224760. Use the postpaid addressed envelope provided for your use.

Yours truly,

Collection Letters

9

When a credit customer does not respond to personal reminder messages, you can assume that something is preventing the customer from paying. It may be that the customer is unhappy with the purchased merchandise or is facing financial difficulty. Whatever the reason may be for holding up payment, you want the customer to (1) explain why the payment hasn't been made or (2) settle the account.

Collection Letters

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Dear Mr. Javed,

We are concerned about your overdue account. Several reminder notices have been mailed to you, and we expected to receive your Rs. 38400/- cheque in the mail. But so far we haven't.

There may be a circumstance beyond your control that prevents you from settling this account. If so, please write me about it. I'm certain we can work out a payment arrangement after we know what your situation is.

Just think how good you will feel, Mr. Javed, when your account with us has been paid in full.

Yours truly,

Collection Letters

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Appeal(s) for Payment

Step 3

The next collection message is an appeal to the credit customer to pay. This is a stern letter, but calmly written. Typical *appeals are to the customer's pride or sense of fair play.*

Your appeal for payment should not threaten to take the debtor to court unless you actually plan to. Give the person another chance to save a good credit standing by sending payment before the deadline – usually 10 to 12 days from the date of the letter. The following letter is an example of a courteous request for payment which appeals to both the customer's pride and his sense of fair play.

This letter should stress the customer's self-interest by pointing out the importance of prompt payment and the dangers of losing credit standing. The letter should convey the urgency and seriousness of the situation.

Collection Letters

12

Dear Mr. Naeem,

Your good credit reputation enabled you to purchase a Rs. 15000.00 suit from us over three months ago. We were glad to place your name on our credit list at that time, and we made it clear that accounts are due on the 15th of the month following the purchase. When you bought the suit, you accepted those terms.

Your credit reputation is a valuable asset. We want you to keep it that way because of the advantages it gives you. You have enjoyed a liberal extension of time, but to be fair to our other customers, you must pay the amount that is past due by March 2.

Won't you please send us your check for the said amount today?

Sincerely,

Collection Letters

13

Dear Mr. Naeem,

We are truly at a loss. We cannot understand why you still have not cleared your balance of Rs. 5000/-, which is now three months overdue.

Although you have been a reliable customer for 5 years, we are afraid you are placing your credit standing in jeopardy. Only you, by sending us a check today, can ensure your reputation and secure the continued convenience of buying on credit.

We would not like to lose a valued friend, Mr. Naeem. Please allow us to keep serving you.

Sincerely,

Dear Mr. Naeem,

Our Collection Department has informed me of their intention to file suit as you have failed to answer any of our requests for payment of Rs.5000/-, which is now 4 months overdue.

Before taking this action, however, I would like to make a personal appeal to your sound business judgment. I feel certain that, if you telephone me, we can devise some means to settle this matter out of court.

Therefore, I ask that you get in touch with me by the 25th of the month so that I may avoid taking steps which neither of us would like.

Yours truly ,

Business Communication

Sales Letters

2

There are two kinds of sales letters:

- (i) Solicited letter**
- (ii) Unsolicited letter**

Sales Letters

3

- 1. Know your Buyer**
- 2. Prepare a List of Buyers**
- 3. Analyze the Product**
- 4. Decide on the Central Selling Point**
 - Appearance, durability, comfort, convenience and price.**
- 5. Make a Plan for the Letter**

Sales Letters

4

Buyer usually spend their money for these reasons:

- **For comfort (air conditioners)**
- **To make money (stock)**
- **The escape physical pain (corn and callous remedy)**
- **To save money (storm windows)**
- **To imitate others (sunglasses)**

Sales Letters

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Organizational Plan Responding to Solicited Letters

- 1. Opening paragraph use the good-news approach.**
 - a. Answer the inquirer's questions favorably.**
 - b. Indicate that the requested material will be sent.**
- 2. Body**
 - a. Answer additional questions.**
 - b. Provide educational, resale, or sales promotion information.**
 - c. Be truthful about negative information.**
 - d. Arrange your answers so your positive responses are at the beginning and the end; embed (put in the middle) your weaker or negative comments.**
- 3. Action ending**
 - a. Make the action easy.**
 - b. Suggest benefits to reader.**
 - c. Focus on the positive aspects.**

Sales Letters

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Writing Unsolicited Sales Letters

Be persuaded through these letters to buy your product or service.

Sales Letters

7

Attention

- 1. Design a positive opening that awakens a favorable association with the product, need, or cause.**
- 2. Write the opening so that it's appropriate, fresh, honest, interesting, specific, and relevant.**
- 3. Promise a benefit to the reader**
- 4. Keep the first paragraph short, preferably two to five lines, and sometimes only one.**
- 5. For sales, letters, get attention with a **provocative** question, a significant/startling fact.**

Getting Attention

1. *A piece of genuine news.* “In the past 60 days, the commercial electricity billings have shrunk by 12 percent.”

Sales Letters

4. *A sample of the product.* “Here’s your free sample of the new medicated tooth brush.”
5. *A specific trait shared by the audience.* Busy executives need another ‘timesaving’ device”
6. *A challenge.* “Don’t waste another day wondering how you’re going to become the success you’ve always wanted to be!”
7. *A solution to a problem.* “Tired of chilly air rushing through the cracks around your windows? Stay warm and save energy with Storm Seal Weather stripping.”

Interest

Interest

- 1. State information clearly, vividly and persuasively, relating it to the reader's concerns.**
- 2. Develop the central selling point.**
- 3. Feature the product in two ways: physical description and reader benefits.**
- 4. Place benefits first, or interweave them with a physical description.**
- 5. Describe objective details of the need or product (size, shape, color, scent, sound texture, etc.)**
- 6. Use psychological appeals to present the sensation, satisfaction, or pleasure readers will gain.**
- 7. Blend cold facts with warm feelings.**

Arousing Your Desire

Desire

- 1. Enlist one or more appeals to support the central idea.**
- 2. If the product is valued mainly because of its appearance, describe its physical details.**
- 3. If the product is machinery or technical equipment, describe its sturdy construction, fine crafting, and other technical details in terms that help readers visualize themselves using it.**
- 4. Include technical sketches and meaningful pictures, charts, and graphs, if necessary.**
- 5. For sales letters, provide test results from recognized experts, laboratories or authoritative agencies.**

Stimulate the Reader to Action

12

Action

1. Clearly state the action you desire.
2. Provide specific details on how to order the product.
3. Ease action with reply cards, preaddressed envelopes, phone numbers, follow-up phone calls.
4. Offer a special inducement to act now: time limit or situation urgency, special price for a limited time, premium for acting before a certain date, gift for acting, free trial, no obligation to buy with more information or demonstration, easy payments with no money down, credit-card payments.

An Offer of a Free Gift

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Our gift is already enclosed: a suncatcher to attach to your window. Send your order in and we'll send you another one *Free*.

Please place your order by filling in the enclosed postpaid card and save 25% off the market price before September 30.

Here are some other ways to motivate the reader to action:

- Free trial of the product.
- No obligation to buy.
- Higher earnings.
- Special price for a limited time.
- Join with others who already are satisfied.
- No salesperson will call.
- Name will not be sold to other firms.

An Offer of a Free Gift

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Attention	<i>Make The Photo Shop Your First Stop.... ...Whenever you need camera or photographic equipment:</i>
Desire	<i>Whether you want a highly sophisticated sound movie system or a simple pocket camera, whether you're an amateur photographer or a professional. The Photo Shop is for you.</i>

An Offer of a Free Gift

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Desire	All these famous brands and more are available at Photo shop. Every type of camera, lens, film, and darkroom equipment is in stock at The Photo Shop, because we have the largest inventory in the city.
Action	The enclosed brochure describes some of the many items now on sale at The Photo shop. For an extra discount, just bring this letter with you and you will get 10% off any purchase over Rs. 5000. Yours sincerely,

Model Letters

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Attention	Dear Friend, The most comprehensive selection of Quaid-e-Azam's speeches, public writings, and private letters ever published! YOURS FOR JUST RS.500
Interest	Quaid-e-Azam was not only the founder of Pakistan but also a great orator.

Model Letters

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Modified Block Form

Desire	Here are all of Quaid's speeches, From the early days in his politics, including all his addresses to the students of different institutions. It includes Quaid's personal and political correspondence. Above all, here is Quaid's absolutely distinctive language, resonant with dignity, wit, and the uniquely patriot flavour.
Action	Write today for your copy of the book. You'll be awfully glad. Sincerely yours,

Business Communication

Format of Memo

- **Very flexible.**
- **Used within an organization for communication at all levels.**
- **It is used for reports, briefings or instructions.**

Tone of Memorandums

3

- **Memorandums are written in the first person.**
- **The tone of the memo is influenced by the position held by the writer in relation to that held by the receiver.**
- **Topic under consideration.**
- **Personality of the reader.**

Flow of Memo

4

- **A memorandum may be send upwards, downwards or sideways.**
- **It may be sent from:**
 - **one individual to another.**
 - **one department to another.**
 - **one individual to a department or larger body of staff.**
- **The channel will be the internal mail system of the organization.**
- **range from a bank of 'pigeon holes' for delivery and collection in person.**
- **Special 'internal mail envelops', designed for re-use.**

Format

5

Organization name (optional)
'Memorandum' heading

'To:' (recipient's name or designation):

'Ref:' (for filing)

'From:' (author's name or designation)

'Date:' (in full)

'Subject:' (main theme of message)

The message of the memorandum is set out like that of a letter: good English in spaced paragraphs. Note, however, that no inside address, salutation or complimentary close are required.

'Copies to:' (recipient (s) of copies)

'signed:' (optional)

'Enc.:' to indicate accompanying material

author signs/initials

Writing Memorandums

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To:

From

Date:

Subject

Main idea

Opening paragraph or sentence, the reason for writing and context of the message, including appropriate details.

Explanation

Necessary details to support the opening statements. Here the substance of message is set out logically and clearly. This may be less formal than a letter, so you can use numbered points.

Writing Memorandums

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Closing

State clearly what is required of the recipient in response.

Organizational Plans

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- **You may find it necessary to write a persuasive or bad-news memo.**
- **You may like a step-by-step method to your request or bad news.**
- **Allow reader to complete reading the memo and come to the conclusion with you.**
- **Allow reader to see the reasoning that leads or supports to the idea you one conveying.**
- **Maintain goodwill.**

Organizational Plans

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Structure & Style (A5 memo)

- A memorandum, as the name suggest is an aid to memory of the reader.
- A5 meme is used for brief messages.
 - i) Providing confirmation and record of the various plan decision & activities of the organization.

Organizational Plans

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A4 Memo

It may be used for:

- i) Making informal reports.
- ii) Outlining new policies.
- iii) Giving briefing & instruction etc.

Why are memorandum written

Written records help to:

- i) determine responsibility.
- ii) clear up inconsistencies.
- iii) record needed information.

Introduction

- Circular letters are used to send the same information to a number of people.
- Extensively used in:
 - sales campaigns.
 - announcing important developments in business.
- A circular letter is prepared once only and it may then be duplicated for distribution to the various recipients.

Writing Plan

Although circulars are being sent to many people, it is important to suggest an interest in the recipient by giving them a personal touch.

- Be brief – people will not read a long circular
- Make the letter as personal as possible by addressing each letter to a particularly person, by name if you know it.
- One recipient will read each individual letter.
- Create the impression of personal interest by using *you*.

Circular

13

- Explain why you are writing with more care than you would if you and your topic were already known to the recipient through previous specific contact.
- Express yourself in a way that will be understandable and congenial to everyone in a wide audience with varying backgrounds and abilities.
- Don't include detailed information or complex ideas.
- Make your letter more persuasive – not just to achieve its purposes, but to motivate the recipient to start reading it.
- Use word processing technology to personalize the circular to a very large extent.

Circular

14

Dear Mr Ali

We are pleased to announce the opening of our new Higher Secondary Branch at the above address from the coming session starting from September 2.

Mr Hassan has been appointed Principal, and with his 20 year's experience in education. We are sure that quality education will be provided.

Full admission fee is being waived off to students getting admission by August 25. A special 25% discount in monthly fee will be given to students getting admission on kinship basis. We hope our students will enjoy the same standard of education which is the hallmark of our education system.

Yours sincerely

Dear Mr Ali

To meet the growing demand for cosmetic products in this area we have decided to extend our business by opening a new department.

Our new department will carry an extensive range of cosmetic at prices, which compare very favorably with those, charged by other suppliers.

We would like the opportunity to demonstrate our new merchandise to you, and are therefore arranging a special window display during the week beginning 2nd June. The official opening of our new department will take place on Friday 3rd July.

We hope you will visit our new department during opening eek and give us the opportunity to show you that it maintains the reputation enjoyed by our other departments for giving sound value for money.

Yours faithfully

Business Communication

Preparing Minutes of Meetings

2

A meeting has been called....

Statutory	 Because the law demands it	... Shareholders', creditors', director', councillors' meetings
Managerial	 To discuss progress of company affairs	To inform of policy, to brief, to delegate tasks, to discuss problems, to reach group decisions, etc.
Creative	 To generate ideas, to open up new possibilities or avenues of action	To 'brainstorm' around the idea of what the firm could design, manufacture; to produce an advertising slogan, poster, etc.

Preparing Minutes of Meetings

3

A meeting has been called....

Negotiating	 To reach a solution to a problem acceptable to two sides with different interest	Management and trade union to agree pay increases
General/ public	 To report back to a group membership, or to air matters of public interest	Annual General Meeting of shareholders or club membership meeting; public enquiries into planning proposals

Members of Meetings & their role

- **The Chairman**
- **The Secretary**
- **The Treasurer**
- **The Committee Members**

Members of Meetings & their role

5

Committee Members' Roles

- **The Chairman's Role:** to coordinate the work of the committee.. Leader, guide, umpire.
- **The Secretary's Role:** to carry out the administrative work of the committee.
- **The Treasurer's Role:** to monitor the committee financial activities.
- **The Committee Member's Role:** To participate at meetings and do work delegated to him or her.

Special terms for meetings:

- **Ad hoc** for the particular purpose.
- **Advisory** submitting suggestions or advice to a person or body entitled to carry out decisions and actions.
- **Agenda** a 'timetable' listing items for discussion at a meeting.
- **AGM** Annual General Meeting.
- **Apologies** for absence written or orally delivered excuse for not being able to attend a meeting.
- **Chairman** coordinator of a committee, working party, etc.
- **Chairman's agenda** like to ordinary agenda but containing additional information for guidance.

Types of Meetings

- Informal Meeting
- Formal Meeting

Minutes of Informal Meetings

8

1. The date, time, and place of the meeting.
2. The name of the presiding officer.
3. A list of those present (and frequently those absent).
4. The time of adjournment.
5. Discussions are usually summarized.

Usually the minutes are signed by the person who took them and sometimes by the presiding officer as well.

Minutes are usually duplicated, and copies are sent to each person present at the meeting.

Minutes of Informal Meetings

9

Presiding: Naeem Ahmad, President

Present: Ahmad Ali Muhammad Aleem
Sara Zaman Yousif Habib

Absent: Munir Ahmad Muhammad Asif
Tariq Nazir

After calling the meeting to order at 3:15 pm. The president asked the treasurer for a brief report....

The president asked Sara Zaman, chairperson of the investment committee, for the committee recommendation....

The president asked Mr. Ali, the club's broker, to comment....

Minutes of Informal Meetings

10

Mr Habib announced that the club's annual picnic is schedule for Saturday, Sept 14, at Al-Hamra Hall in Lahore.....

The meeting was adjourned at 5:30 pm.

Respectfully submitted,

**Hassan
Secretary**

Minutes of Formal Meetings

11

Minutes of meetings that follow parliamentary procedure are somewhat different in form from the informal minutes illustrated here. Formal minutes do not include discussions. Only motions, resolutions, committee assignments and reports, and other specific accomplishments are included. Topical headings are used for easy reference and how the recorder has briefly summarized a speaker's remarks.

Minutes of Formal Meetings

12

Time & Place: The regular monthly meeting of the Historical-Commercial Club of Lahore was called to order by the president, Naeem Ahmad, on Friday, February 8, 2006, at 2 pm in the Jinnah room.

Minutes	The minutes of the last meeting were read and approved.
Treasurer's report	The following report was given by Fatima Hanif, the treasurer:
Balance on hand, Jan 1, 2006	Rs.
	23720.90
	18160.50
Total	41881.40
Paid out in January	8500.00

Balance	22281.40

Minutes of Formal Meetings

13

Old Business	It was moved, seconded, and voted that a booklet describing local commercial site of historic interest be written and published by the club and distributed to local schools.
New Business	After a discussion about improving the club's ability to advise the local media about its activities, a committee consisting of Fatima Hanif, chairperson; Sara Ahmad, Iqbal was appointed to report the next meeting.
Program	Naeem Ahmad introduced Ms. Munir, an archaeologist at City University.....
The meeting was adjourned at 5:15 pm.	

Producing the Minutes

14

Resolution minutes

Meeting of boards of directions, for example – record only the decision reached, usually after a vote.

5 Liberty Branch

It was resolved that the company's liberty branch be closed with effect from 31 May 2006 and the premises, fixtures and fittings offered for sale

Producing the Minutes

15

Narrative Minutes(fuller picture & view)

Sometimes referred to as minutes of narration, narrative minutes tell more of the 'story of what happened and who said what at a meeting.

Narrative minutes are recorded in reported speech. This simply involves referring to committee members in the third person – either by their office – 'The chairman said..' or by name, 'Mr Naeem asked whether' When decisions are reached by a vote, expressions such as, 'it was generally agreed that....' 'It was therefore decided that....' Are used to introduce the details of the decision. Further, to keep the record objective and neutral, the passive is often used.

Action Minutes

Busy committees sometimes like to introduce a right hand blank column beside the minutes in order to put a designated committee member's name against a particular task to be carried out:

6 Annual games

The secretary was asked to seek approval to use the company sports Ground again.

Action by: Secretary

Some rules of indirect speech)

'I'm sorry I'm late. I missed the bus.' DIRECT SPEECH

He said that he was sorry he was late. He had missed the bus.

He apologized for being late. He had missed the bus.

Rule one: persons/pronouns

Rule two: the tenses of verbs

Rule three: the distancing effect

Rule four: conveying the tone of the direct speech

Business Communication

Model Business Reports

2

A Model Report

October 10, 2003

**The General Manager,
Fit Garment Industries,
Multan Road Lahore.**

Dear Sir,

Subject: Report on the strike of the workers in the factory.

Following your instructions, I have probed into the matter regarding the strike of all the workers in the factory. Here are my findings.

On Monday morning, in the production unit 2, two workers started a fight on a money matter. Ahmad had lent some money to Kareem, who made several promises but did not return a single penny.

Model Business Reports

3

On Monday morning Ahmad demanded an immediate return of his amount but instead of an apologetic behaviour, Kareem abused Ahmad. Hot remarks were exchanged. Kareem picked up a hammer and hit it hard on Ahmad's head. It started bleeding.

He was rushed to the hospital by the workers. Members of the labour union reached and all the workers took out a procession. The President of the union gave a call for strike. They raised slogans against the culprit. While addressing the mob, union leaders demanded a prompt termination of the culprit. They wanted to continue the strike till the acceptance of their demand.

However, on the assurance of the Production Manager, they agreed to call off their strike. Everything was done amicably.

Sir,

You have asked for my suggestions, so I recommend Mr. Kareem's termination. I do feel that a case of fraud and assault should be registered in the police station. Mr. Ahmad should be treated at the expenses of the company and should be granted paid leave for one month.

Yours truly,

**A. Sheikh
Regional Manager**

Definition

5

A Business Report is an impartial, objective, planned presentation of facts to one or more persons for a specific business purpose.

An orderly, objective message used to convey information from one organizational area to another or from one institution to another to assist in decision making or problem solving.

Purposes

6

Purpose of Report	Common Examples	Preparation & Distribution
To monitor and control operations	Plans, operating reports, personal activity reports	Internal reports move upward on recurring basis; external reports go to selected audiences.
To implement policies and procedures	Lasting guideline, position papers	Internal reports move downward or on a non-recurring basis
To comply with regulatory requirements	Reports IRS, SEC, EEOC, Human Rights Commission	External reports are sent on a recurring basis

Purposes

7

Purpose of Report	Common Examples	Reparation & Distribution
To obtain new business or findings	Sales and proposals	External reports are sent on non-recurring basis
To document client work	Interim progress reports, final reports	External reports are sent on a non-recurring basis
To guide decisions	Research reports, justification reports, trouble shooting reports	Internal reports move upward on a non-recurring basis

Classification of Report

8

Formal or Informal

Formal reports are carefully structured; they stress objectivity and organization, contain much detail, and are written in a style that tends to eliminate such elements as personal pronouns.

Informal reports are usually short messages with natural, casual use of language. The internal memorandum generally can be described as an informal report.

Classification of Report

9

Short or Long Reports?

“Short-or-long” can be a confusing classification for reports. **A one-page memorandum is obviously short, and a term paper of twenty pages is obviously long.** What about in-between lengths? One important distinction generally holds true: as a report becomes longer, it takes on more characteristics of formal reports. Thus, the formal-informal and short-long classifications are closely related.

What Makes A Good Business Report ¹⁰

The purpose of a *business* report *is* to convey essential information in an organized, useful format. And despite technological advances, the ability to accumulate data, organize facts, and compose a readable text remains a highly marketable skill.

A well-prepared business report will provide COMPLETE and ACCURATE information about an aspect of a company's operations. The subject of a report may vary from expenses to profits, production to sales, marketing trends to customer relations.

CLEAR, CONCISE, and READABLE.

Style

11

Informal:

I recommend that the spring campaign concentrate on newspaper and television advertising.

Formal:

It is recommended that the spring campaign concentrate on newspaper and television advertising.

Informal:

After discussing the matter with our department managers, we came up with the following information.

Formal:

The following report is based upon information provided by the managers of the Accounting, Marketing, Personnel and Advertising Departments.

Deciding on Format and Length

12

Preprinted form.

Basically for “fill in the blank” reports. Most are relatively short (five or fewer pages) and deal with routine information, often mainly numerical. Use this format when it is requested by the person authorizing the report.

Letter.

Common for reports of five or fewer pages that are directed to outsiders. These reports include all the normal parts of a letter, but they may also have headings, footnotes, tables and figures.

Memo.

Common for short (fewer than ten pages) informal reports distributed within an organization. Memos have headings at the top: *To, From, Date, and Subject*. In addition, like longer reports, they often have internal headings and sometimes have visual.

Types of Reports

13

A memo report is a cross between interoffice memo and a formal report.

Memo reports can be used to:

- Answer a request for information
- Report progress
- Make recommendations
- State facts
- Communicates ideas
- Send statistical data
- Explain trend within an organization

Two types of Memo Reports

- 1. Informational Memorandum Reports**
- 2. Analytical memo Reports**

Types of Reports

14

Informational Memorandum Reports

The central purpose of informational reports is to inform and to summarize information, similar to the speech to inform. Obviously, these reports vary widely in content, depending on type of business, purpose, topics discussed, and readers' needs. The following reports are often used in organizations:

Information Memo reports will:

- Inform
- To summarize some information requested
- Organize information objectively
- Make recommendation

Types of Reports

15

Conference Reports

Topics for conference reports range from summaries of personal sales called conferences to write-ups of meetings attended by hundreds of persons. For example, A credit or collection manager or account executive may make similar reports after conferences with clients. *The text of such reports is usually organized by topics discussed or presented simply in a chronological order.*

Types of Reports

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Progress Reports

Progress reports show, “progress,” accomplishments, or activity over time or at a given stage of a major assignment. The organizational plan is usually inductive.

- 1. Introduction (purpose, nature of project).**
- 2. Description of accomplishments during the reporting period.**
- 3. Unanticipated problems (if any).**
- 4. Plans for the next reporting period.**
- 5. Summary (overall appraisal of progress to date).**

Types of Reports

17

Periodic Reports

They are routine reports prepared at regular time interval-daily, weekly, monthly quarterly or annually.

Examples of such reports are:

- 1. Sales Reports**
- 2. Financial Reports**

They reports are prepared on pre-printed form.

Analytical Memorandum Reports

18

This analytical memorandum report, seeks to analyze a situation or problem; it may end with or without a specific recommendation.

Such reports:

- **On the causes of decline in Sales Volume.**
- **On the evaluation of a person before recruitment.**
- **On individual being considered for promotion.**
- **On the analysis of a particular book.**

Analytical Memorandum Reports

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Recommendation-Justification Reports

Many analytical reports will have a special purpose: to recommend a change or remain with the status quo (policy), support the idea that something is desirable or undesirable (value), or defend the accuracy of information (fact). Your report may be in response to a specific request, or it may be voluntary.

- **Organizing memo reports**
- **Itemize the information.**
- **Present the fact with absolute fairness and accuracy.**
- **Be careful not to mix you opinion with the facts you report.**
- **Reserve your comments for your conclusions and recommendations.**

Business Communication

Letters Reports

Letter reports are of two types:

- 1. Informational Letter Reports**
- 2. Analytical Letter Reports**

1. Informational Letter reports include:

- **A staff report to financial officer regarding issues concerning personnel turnover in the certain department.**
- **A report in reply to inquiry about product and services provided by your Company.**

2. Analytical Letter Reports

These include:

investigation of an issue or problem.

- **Calculation of financial ratios of a company in order to command on its financial condition.**

It includes:

3

- 1. Date**
- 2. Inside Address**
- 3. Salutation**
- 4. Body (the heart of the report)**
- 5. Complimentary close**
- 6. Signature**
- 7. Reference section**

Often the letter report has a subject line, usually placed a line or two below the salutation.

Its length may range from two to five (seldom more) pages.

It may have two purposes: informational or analytical.

Seven Errors in Logic

4

- 1. Lack of objectivity. Seeing only the facts that support your views and ignoring any contradictory information.**

“Although half the survey population expressed dissatisfaction with our current product, a sizable portion finds it satisfactory.”

Seven Errors in Logic

5

2. Hasty organization. Forming judgments on the basis of insufficient evidence.

“Marketing strategy Z increased sales 15 percent in Lahore supermarkets. Let’s try it in Karachi.”

3. Hidden assumptions. Hiding a questionable major premise.

“We are marketing product X in Print media because we marketed product Y in Print media.”

4. Either or scenarios. Setting up two alternatives and not allowing for others.

“We must open a new plant by spring, or we will go bankrupt.”

Seven Errors in Logic

6

5. False causal relationships. Assuming that event A caused event B merely because A preceded B.

“Sales increased 20 percent as soon as we hired the new sales director.”

6. Begged questions. Assuming as proven what you are seeking to prove.

“We need a standard procedure so that we will have standard results.”

Seven Errors in Logic

7

7. Personal attacks or appeals to popular prejudice. Sinking people or ideas you don't like by chaining them to irrelevant but unpopular actions or ideas:

“Mr Naeem mishandled the budget last years, so he can't be expected to motivate his staff.”

Main Features of the Report

8

Following are main features of the report.

The Opening

A good opening accomplishes at least three things:

- i) Introduces the subject of the report.**
- ii) Indicates why the subject is important.**
- iii)Previews the main ideas and the order in which they will be covered.**

If you fail to provide readers with these clues to the structure of your report, they'll read aimlessly and miss important points, much like drivers trying to find their way through a strange city without a map.

Format for Informal Reports

- 1. For brief external reports, use letter format.**
- 2. For brief internal reports, use memo or manuscript format.**
- 3. Present all short informal reports properly.**
 - a. Single-space in the text.**
 - b. Double-space between paragraphs.**
 - c. Use headings where helpful, but try not to use more than three levels of headings.**
 - d. Call attention to significant information by setting it off visually with lists or indentation.**
 - e. Include visual aids to emphasize and clarify the text.**

Organizational Plan For Short Informal Reports

- Opening
- Body
- Closing

Organizational Plan For Short Informal Reports

11

Opening

1. For short, routine memos, use the subject line of the memo form and the first sentence or two of the text as the introduction.
2. For all other short reports, cover these topics in the introduction: purpose, scope, background, restrictions (in conducting the study), sources of information and methods of research, and organization of the report.
3. If using direct order, place conclusions and recommendations in the opening.

Organizational Plan For Short Informal Reports

12

Body (Findings and Supporting Details)

1. Use direct order for informational reports to receptive readers, developing idea around subtopics (chronologically, geographically and categorically).
2. Use direct order for analytical reports to receptive readers, developing points around conclusions or recommendations.
3. Use indirect order for analytical reports to skeptical or hostile readers, developing points around logical arguments.
4. Use an appropriate writing style.
 - a. Use an informal style (*I* and *We*) for letter and memo reports, unless company custom calls for the impersonal third person.
 - b. Use an impersonal style for more formal short reports.

Organizational Plan For Short Informal Reports

13

5. Maintain a consistent time frame by writing in either the present or the past tense.
6. Give each paragraph a topic sentence.
7. Link paragraphs by using transitional words and phrases.
8. Strive for readability by using short sentences, concrete words, and terminology that is appropriate for your readers.
9. Be accurate, through, and impartial in presenting the material.
10. Avoid including irrelevant and unnecessary details.
11. Include documentation for all material quoted or paraphrased from secondary sources, using a consistent format.

Organizational Plan For Short Informal Reports

14

Ending

1. In informational reports summarize major findings at the end, if you wish.
2. Summarize points in the same order in which they appear in the text.
3. In analytical reports using indirect order, list conclusions and recommendations at the end.
4. Be certain that conclusions and recommendations follow logically from facts presented in the text.
5. Consider using a list format for emphasis.
6. Avoid introducing new material in the summary, conclusions, or recommendations.

Model Business Reports

15

Report on the Law Admission Rate in a newly opened branch of a school

October 10, 2006

**The Principal,
The School, Main Branch,
Lahore.**

Dear Madam,

Subject: Causes of Low Admission Rate

This report is in response to your directive No. 123 September 20 which demands certain reasons of very poor admission rate in this branch. My findings are given below:

Model Business Reports

16

- I. The location of our School building is not ideal.**
- II. The building itself is very old.**
- III. It does not appeal the visitors.**
- IV. We had been facing the problem of permanent faculty because direct conveyance is not yet available.**
- V. Parents lodged several complaints against the management, but we could not help it.**

Considering these problems, I propose that:

- 1. The building of the school should be shifted to a main road.**
- 2. Permanent faculty should be appointed.**

Yours sincerely,

A Report On Slow Sales and Rising Complaints

TO: *Rana Abid, Vice President of Marketing*
FROM: *Bashir Ahmad, National Sales Manager*
DATE: *September 12, 2006*
SUBJECT: *Major accounts sales problems*

INTRODUCTION

This report outlines the results of my investigation into the recent slowdown in sales and the accompanying rise in sales-and service-related complaints from some of our largest customers.

As we discussed at last quarter's management meeting, major account sales dropped 12 percent over the last four quarters, whereas overall sales were up 7 percent. During the same time, we have noticed an increase in both formal and informal complaints from larger customers regarding how confusing and complicated it has become to do business with us.

My investigation started with in-depth discussions with the four regional sales managers, first as a group and then individually. The tension felt in the initial meeting eventually bubbled to the

surface during my meetings with each manager. Staff members in each region are convinced that other regions are booking orders they don't deserve, with one region doing all the legwork only to see another region get credited with the sale and, naturally, the commission and quota credit.

I followed up the sales manager's discussions with informal talks and e-mail exchanges with several sales reps from each region. Virtually everyone who is involved with our major national accounts has a story to share. No one is happy with the situation, and I sense that some reps are walking away from major customers because the process is so frustrating.

Organizational Issues

20

When we divided the national sales force into four geographical regions last year, the idea was to focus our sales efforts and clarify responsibilities for each prospective and current customer. The regional managers have got to know their market territories very well, and sales have increased beyond even our most optimistic projections.

Unfortunately, while solving one problem, we seem to have created another. In the past 12 to 18 months, several regional customers have grown to national statuses. In addition, a few national retailers have taken on (or expressed interest in) our products. As a result, a significant portion of both our current sales and our future opportunities lie with these large national accounts.

Organizational Issues

21

I uncovered more than a dozen cases in which sales reps from two or more regions found themselves competing with each other by pursuing the same customer from different locations.

Moreover, the complaints from our major accounts about overlapping or nonexistent account coverage are a direct result of the regional organization.

Organizational Issues

22

Recommendations

In the light of the above findings I recommend:

- (i) Areas may be reallocated.**
- (ii) A coordination cell may be set up in the head office to monitor the working of these regional offices.**
- (iii) A bulletin giving area wise sales achievements of every region may be circulated.**

If there is anything else you would like to know, please call me.

Yours truly,

Part of a Formal Report

23

A formal reports manuscript format and impersonal tone convey an impression of professionalism. A format report can be either short (fewer than 10 pages) or long (10 pages or more). It is informational or analytical, direct or indirect. It may be targeted to readers inside or outside the organization.

There are three basic divisions of a formal report:

- 1. Prefatory Parts**
- 2. Text Parts**
- 3. Supplementary Parts**

Part of a Formal Report

1

There are three basic divisions of a formal report:

- 1. Prefatory Parts**
- 2. Text Parts**
- 3. Supplementary Parts**

Part of a Formal Report

2

1 .Prefatory Parts are:

- a) Cover
- b) Title fly
- c) Letter of authorization
- d) Letter of acceptance
- e) Letter of transmittal
- f) Table of contents
- g) List of illustrations
- h) Synopsis or executive summer

Prefatory Parts

3

Cover

Use a cover only for long reports. Use a sturdy, plain, light cardboard with good page fasteners. With the cover on, the open pages should remain flat. Center the report title and your name three to four inches from the upper edge.

Title Fly

It is a plain sheet of paper with the title of the report on it.

Title Page

- 1. The title of the report.
- 2. The name, title and address of the person/group that authorized the report *prepared for/submitted to*.
- 3. The name, title and address of the person, group etc. that prepared the report, *prepared by, submitted by*.
- 4. The date on which the report was submitted.

Prefatory Parts

4

The title page signals the readers by giving the report title, author's name, name of person or organization to whom the report is addressed, and date of submission. Choose title information but not long, A Report of, A Study of, or A Survey of

Your title promises what your report will deliver by stating the report's purpose and content. *A title in order to be effective must be clear, accurate, comprehensive, specific, concise and appropriately phrases.*

Prefatory Parts

5

Place of Title Page Items

Do not number your title page, but count it as page (I) of your prefatory pages. Centre the title horizontally on the page, three to four inches below the upper edge, using all capital letters. If the title is longer than six or eight words, centre it on two or more lines.

Letter of Authorization and Letter of Acceptance

If you received written authorization (a letter or memo) you may want to include. It usually has direct request plan. Letter of Acceptance (or memo of acceptance) acknowledges the assignment. It follows good- news plan confirming time and money restriction and other pertinent detail.

Prefatory Parts

6

Letter of Transmittal (or memo of transmittal)

It conveys your report to the audience. It says what you'd say if you were handing the report to the person who authorized you. It has less formal tone.

Depending on the situation, your letter might:

- **Acknowledge those who helped with the report.**
- **Refer readers to sections of special interest.**
- **Discuss the need and approaches for follow-up investigations.**
- **Suggest some special uses of the information.**
- **Urge the reader to take immediate action.**
- **Use good news plan.**

Prefatory Parts

7

Table of Contents

This table outlines the text and list Prefatory Parts.

- 1. List preliminary items (transmittal letter, abstract) in your table of contents, numbering the pages with small roman numerals. (List items that appear at the end of the report, such as glossary, appendix, notes and bibliography section; number these pages with Arabic numerals, continuing the page sequence of the report proper, where page no. 1 list the first page of your report text.**
- 2. Include no heading in the table of contents not listed as headings or subheadings in the report; your report text may, however, contain certain sub-headings.**
- 3. Use different types of styles and indentations to show the various levels of heads.**

List of Illustrations

For simplicity sake, some reports prefer to include all visual aid as illustration or exhibits.

Put the list of figures and table on separate page if they won't fit on one page with the table of content.

Synopsis or Executive Summary

A synopsis is a brief overview (one page or less) of report's most important point. It is also called abstract. Executive summary is a fully developed mini version of the report and is comprehensive.

- 1. Make your summary able to stand alone in meaning – a mini-report.**
- 2. Make it intelligible to the general reader. Readers of summaries will vary widely in expertise, perhaps much more than those who read the report itself. So translate all technical data into plain English.**
- 3. Add no new information. Simply summarize the report.**
- 4. Stick to the order of your report.**
- 5. Emphasize only major points.**

Text of the Report

- **Introduction**
- **Body**
- **Closing**

Text of the Report

11

Introduction

It has a number of functions and covers a wide variety of topics and helps the reader follow and understands information.

Body

The section contain information that supports conclusion and recommendation as well as analysis, logic, interpretation of the information.

Closing

You summarize the main idea of your report highlighting your conclusion or recommendation and list any course of action. In long report this section may be labeled Summary, Conclusion & Recommendation.

Supplementary Parts

- **Appendix/Appendixes**
- **Bibliography**
- **Index**

Supplementary Parts

13

Appendix/Appendixes

It include:

- 1. Statistics or measurements**
- 2. Maps**
- 3. Complex formulas**
- 4. Long quotations**
- 5. Photographs**
- 6. Related correspondence (letters of inquiry etc.)**
- 7. Texts of law, regulations etc.**

Bibliography

A bibliography is a list of source materials on a particular subject. In a formal report it shows what books and other library materials were consulted and it includes all the works mentioned in the footnotes. As part of the reference matter, it follows the appendix or appendices.

Index

An index is an alphabetical list of names, places and subjects mentioned in the report, along with the page on which they occur. They are rarely included in unpublished reports.

RESTLESSNESS AMONG WORKERS

**Prepared for
Ahmad Hassan
General Manager
ABC TEXTILE Mills**

**Prepared by
Asad Ali
Manager Cost Accounting Services
ABC Textile Mills Ltd**

March 6, 2006

Business Communication

Proposal

2

Certain analytical reports are called proposals which include bids to perform work under a contract and plea for financial support from outsiders. Such bids and pleas are almost always format. It matters a little weather your proposal is a memo or a full document. What does matter is the structure you apply to writing good proposals.

- i. Professors submit proposal to companies stating that they can help solve problems within a company.**
- ii. Advertising agencies bid on being the agency of record in publicizing a product or idea for a client.**
- iii. Companies submit proposal to foreign government to do project.**

Proposal

3

Purposes of Proposals

Numerous groups solicit proposals Governments are the foremost requesters. These requests appear in newspapers trade publications. Request for Proposal (RFP) is directed towards a company with specific expertise. Proposal topic are varied such as:

- **To sell property , machines, etc.**
- **To construct building bridges, highways.**
- **To survey water area for possible oil fields.**

Proposal

4

**Smaller Projects are also made own to individual and corporation.
Improving engineering and just-in-time (JIT) performance within a company.**

Preparing managerial staff for work within or outside the country.

Planning and basic research before developing any new project.

Thus the proposal is similar to that of a recommendation justification report. Both aim to solve problem, alter a procedure, find answer to question, offer advice and training.

Kinds of Proposal

- **Research Proposal**
- **Business Proposal**

i) Research Proposal

A research proposal is usually academic in nature, professors at school for which they work, desire to obtain grant in response to a request or an announcement from the government or other agency. Academic institutions submit most research reports.

ii) Business Proposal

In length, proposal may be similar to other report, short or long, formal or informal. Like reports proposal may be solicited or unsolicited while writing a solicited business proposal remember you most likely to have many competitors also bidding for that contract.

Writing an unsolicited proposal, you need to convince the reader or review committee that you understand the organization's problem and that your firm or you are qualified to solve it successfully.

Parts of Proposal

- i) Prefatory Part
- ii) Text parts
- iii) Supplementary parts

Parts of Proposal

8

i) Prefatory Part

Title fly

Title page

Request for proposal

Letter of transmitted

Table of content

List of illustration

Synopsis or Executive summary

Draft Contract

ii) Text parts

Introduction

Body

Summary

iii) Supplementary parts

Appendixes

Parts of Proposal

9

The cover, title fly, title page, table of contents and list of illustration are handled to the same way as in other formal report.

Copy of RFP (Request for Proposal)

Draft Contract

In long proposals a draft contract may be inserted after an executive summary. A draft contract allows receiver to offer a counter offer and also gives an immediate overview, including financial information.

Parts of Proposal

10

Table of Content

Brief proposal usually don't request a table of contents. Long proposal do require on as well as other prefatory parts.

ii) Text parts

Introduction

This section present and summarizes the problem you intend to solve and your solution to that problem, including any benefits the reader will receive from your solution. Write introduction as if you were approaching a non-specialist your first reader may be other then the person who sent you a request for proposal. Some staff members often give the proposal an initial reading often the purpose is stated in infinitive form.

Parts of Proposal

11

To construct one meter carpeted road from machine shop to main gate.

To be printer of the institution's annual magazine.

Scope

Define the boundaries of your project what boundaries are you setting to accomplish your projects.

Project Team

Some proposal even short include a list of individuals who will work on the project, including project director.

Background

Parts of Proposal

12

Previous work

Possibly literature review on the project.

Procedures

Here you briefly explain how you will meet the requirement of your reader.

Equipment and Facilities

Tell the reader that you have thought well to realize what facilities will be needed. This section emphasizes the benefits the readers will realize from you solution, and it urges reader to act.

iii) Supplementary Parts

Appendix

It contains materials related to the report but not include in the text because they've too lengthy or bulky.

SUBJECT: Activity Plan, 2006

Our primary objective for 2006 is to introduce computers to the three branches, Sialkot, Gujranwala and Jung. Trips are planned to all these locations within the next month so we may see what each has accomplished toward this objective. In addition, I have planned to meet Mr. Hassan Ahmed, who has written three computer books and he will, I'm sure, have valuable ideas for us.

Specifically, I've outlined six objectives in order of priority:

- **Introduce computers to three of our branches.**
- **Complete the programming there in our corporate office.**
- **Reduce property taxes by Rs. 160, 000.**

Parts of Proposal

15

- **Employ a national management-consulting firm by September.**
- **Establish controls on report reproduction and reduce costs by Rs. 5,000.**
- **Improve the format and detail of financial analysis provided to corporate each month.**

I look forward to the upcoming year and progress toward these goals.

Parts of Proposal

16

- **SUBJECT: Supervisory Skills Training Program Proposal**
- **Employee Development has been conducting an in-house supervisory course that focuses primarily on theory and information about management concepts and company policies. We would like to propose additional training for first- and second-line supervisors, focusing on skills only—specific behavioral guidance in supervising and motivating employees to increase productivity.**
- **The program would be administered with the help of ABC Consulting, Agency. The total cost of Rs 52,000 will cover customized behavior models, CD-ROM introductory and practice sessions, six line managers and/or staff certified by ABC as qualified trainers, two classes (20 participants each) of trained supervisors, and trainer manual and participant workbook for reproduction.**

Market Report

17

Definition

A market report describes the condition of a commodity in the market on a certain date for a specific period. It points out the business conditions in a market at a given time.

Market Report may be of a day, a week, a month, a year or even a number of years.

Daily Market Report shows the price of goods on a mentioned date. It also describes the closing rates of the previous day, the opening rates of that day, the highest and the lowest rates and the demand and supply of the commodities on that particular day.

Daily newspapers, television, radio and internet give this information. Consumers take more interest in daily market report than traders.

Market Report

18

It contains closing rates of the last week, the opening rates of that week, the highest and lowest rates and the closing rates of that week. This report also determines the causes of variation in price and the expected price movement in the coming week. Business communities show a keen interest in such reports.

Monthly Market Report is an analysis of business done during the whole month. This report describes the closing rate of the commodities in the previous month, the opening rate of the month, highest and lowest and closing rate of the month. Newspapers, trade journals and monthly bulletins publish these reports.

Value of Reading a Market Report

The Market Report makes us aware of the volume and nature of business in the market. Traders become aware of different conditions of the market. They can know something about the demand and supply of a commodity.

Market Reports help people guess the future movements of price. The market condition is exposed to everybody as a result of which prices become stable. These prices can be compared at different markets.

Qualities Of A Good Market Report

1. Normally a Market Report is not personal. It should be written using third person and the past tense.
2. General readers should be able to understand the technical terms used in the report.
3. Words should be used economically. Unnecessary details must be avoided. It should not be so short that misses the essential information.
4. There should be a good analysis of changes of prices and demand and supply relationship.
5. Market Report should be based upon the facts. Events should be written in the minute details. Any writer of Market Report should be unbiased while concluding his report.

Market Report

21

How to read a Market Report

To comprehend a Market Report fully, it is necessary to read it carefully. Sometimes even an educated person faces difficulties to understand it. More practice is required to understand a market report. One should specially note the nature of report (daily, weekly, monthly or annual) the nature of commodity, volume of business and the trend of the market.

Market Report

22

How to explain a Market Report

Sometimes a market report is reproduced and sometimes it is explained. While reproducing a Market Report technical terms should concentrate on the given matter. Do not try to add or omit anything.

While explaining a Market Report try to extract the hidden meaning. First of all explain all the technical terms separately, then mention the price clearly.

After following the above instructions explain the subject matter (of the report) clearly.

Stock Exchange Report

The KSE 100-share index managed to finish above the coveted level of 2,000 points after four previous abortive bids, indicating that it could maintain its forward thrust in the coming weeks also, boosted by some positive corporate developments.

Above the market dividend and bonus shares pouring in each day have altogether changed the investor's future perceptions about the size of capital gains and price appreciation on selected counters and no one is inclined to miss the rising market at this stage.

Business Communication

The Job Search Communication

2



The Job Search Communication

3

- **Understanding Today's Changing Workplace**
- **Numerous Forces are Changing**
Work place is today influence by numerous forces such as globalization, advancing technology information overload grown diversity team based organizations certain other issue such as corporate downsizing and cost-cutting initiatives growing dependency on flexible employment techniques.
- **How Changing workplace affect Job**
Employment is more flexible no lifelong employees temporary worker & consultant – on a project by project basis.

The Job Search Communication

4

Hiring Practices

- **What Today's Employer Seek in job Applicants.**
- **Employer Seek employees Who Can adopt to new situation.**
- **Are unafraid to change.**
- **Continue to learn on the job.**
- **Are sensitive to cultural differences.**

The Job Search Communication

5

Setting realistic objectives

Know your Major Strengths and weaknesses

- **What you have done at school.**
- **Good with number.**
- **Get along with people.**
- **Gaps in work history.**
- **In experience.**
- **Over-qualification.**
- **Long term employment with one company.**
- **Job termination.**

The Job Search Communication

6

Establish some goals

- **Long & short term goals.**
- **Picture yourself as a successful person.**

Envision the ideal day at work

- **Talk to people of your envisioned profession.**
- **Read out various occupation.**
- **Determine your specific compensation you expect**

Envision size of company & location

The Job Search Communication

7

How can you make yourself more valuable to employers.

- **Keep an employment portfolio.**
- **Collect anything that shows your ability to perform.**
- **Take interim assignment.**
- **Temporary or freelance work.**
- **Work on polishing and upgrading your skill.**
- **Firm networks of professional colleague & friends to be kept up with occupation & industry.**

Narrow Down the Field

8

Let's look at the functional areas of business and their activities as first step in narrowing the field.

Finances

Investment bank, commercial banks savings and loans corporation and brokerage houses.

Accounting

Public account firms or work as controllers or financial planners.

Narrow Down the Field

9

Marketing & Sales

**You want to go for a company that
Sell Consumer product industrial product, high-technology,
Human relations / personnel communication,
Management Information Systems.**

Organizing your Approach

10

- **Organize your Approach to the Employment Process**
- **Find out where the job opportunities are.**
- **Which industries are string.**
- **Which part of the country are booming..**

Stay abreast of Business and Financial News

- **Major newspaper**
- **Trade magazine**

Subscribe to a major newspaper

Scan business page/watch television

Research Specific Companies

Make a list of desirable employers identify a promising industry.

Organizing your Approach

11

Learn about Organization

Find out if a company maintain website

You'll find information about organization's mission, products annual report employee benefits.

Respond to Job Opening

Send resumes quickly and cheaply through e-mail and send focused cover letters directly to executives doing the hiring.

Find Career Counseling

College placement offer individual counseling on campus interview job history.

Organizing your Approach

12

Analyze your Purpose & Audience

- Study your purpose and your audience to tailor your message for maximum effect.
- Gather relevant information.
- Establish a good relationship by highlighting those skills and qualifications that match each employer.

Writing Resumes & Application Letters¹³

Analyze your purpose and audience

A resume is a structured, written summary of a person's education, employment background, and job qualifications. Resume is a form of advertising. It is intended to stimulate an employer's interest in you.

Writing Resumes & Application Letters¹⁴

Fallacy	Fact
Don't think of a resume is to list all your skills and abilities	A resume will kindle employer interest and generate an interview
Get you the job you want	<u>Get you</u> in the door
Read carefully and thoroughly by an interested employer	In fact your resume probably has less than 45 seconds to make an impression.

A Good Resume

15

A good resume is a flexible and can be customized for various situations and employers.

Seven Qualities that Employer Seek

1. Think in term of result.
2. Know how to get things done.
3. Qualifications are well rounded.
4. You show signs of progress
5. You have personal standards of excellence
6. You are flexible and willing to try new things
7. You possess strong communication skills.

Appropriate Organizational Approach ¹⁶

Appropriate Organizational Approach

To focus attention on your strongest points, adopt the appropriate organizational approach – make your resume chronological, functional, or a combination of the two.

The Chronological Resume

17

In a chronological resume, the work-experience section dominates, immediately after the name and address and the objective. You develop this section by listing your jobs sequentially in reverse order, beginning with the most recent position and working backward toward earlier jobs. Under each listing, describe your responsibility and accomplishments, giving the most space to the most recent positions. If you're just graduating from college, you can vary this chronological approach by putting your educational qualifications before your experience.

This approach has three key advantages:

(1) Employers are familiar with it & can easily find information

(2) it highlights growth and career progression

(3) it highlights employment continuity and stability

The chronological approach is especially appropriate if you have a strong employment history and are aiming for a job that builds on your current career path.

Business Communication

The Chronological Resume

2

The chronological approach is the most common way to organize a resume, and many employers prefer it. This approach has three key advantages:

- (1) Employers are familiar with it & can easily find information.**
- (2) it highlights growth and career progression.**
- (3) it highlights employment continuity and stability.**

The chronological approach is especially appropriate if you have a strong employment history and are aiming for a job that builds on your current career path.

The Chronological Resume

3

June 2006 to present

Chief Accountant / Financial Analyst. AZ Corporation

- **Prepare accounting reports for wholesale giftware importer (Rs. 75 million annual sales).**
- **Audit financial transactions with suppliers.**
- **Created a computerized model to adjust account for fluctuations in currency exchange rates.**
- **Negotiated joint-venture agreements with major suppliers.**
- **Implemented electronic funds transfer for vendor disbursements, improving cash flow and eliminating payables clerk position.**

The Functional Resume

4

A functional resume emphasizes a list of skills and accomplishments.

Advantages

- (1) without having to read through job descriptions, employers can see what you can do for them.**
- (2) you can emphasize earlier job experience.**
- (3) you can de-emphasize any lack of career progress or lengthy unemployment.**

The Functional Resume

5

Relevant Skills

Personal Selling/Retailing

- Led house wares department in employee sales for spring 2006.**
- Created shelf displays for special housewares promotions.**
- Sold the most benefit tickets during college fund-raising drive for local community center.**

Public Interaction

- Commended by housewares manager for resolving customer complaints amicably.**
- Was captain college xi and participated in many University Fixture.**

The Functional Resume

6

Managing

- **Training part-time housewares employees in cash register operation and customer service.**
- **Reworked housewares employee schedules as assistant manager.**
- **Organized summer activities for children 6-12 years old for city of Karachi – including reading programs, sports activities, etc.**

The Combination Resume

7

A combination resume includes the best features of the chronological and functional approaches. Nevertheless, it is not commonly used, and it has two major disadvantages:

- (1) it tends to be longer.**
- (2) it can be repetitious.**

The Combination Resume

8

Naeem Ahmad

122-Mall Road Lahore

(042) 5858585

Skills and capabilities

- **Plan and coordinate large-scale public events.**
- **Develop community support for concerts, festivals, and the arts.**
- **Manage publicity for major events.**
- **Coordinate activities of diverse community groups.**
- **Establish and maintain financial controls for public events.**
- **Negotiate contracts with performers, carpenters, electricians and suppliers.**

9

Avoid Weak Statements

Responsible for developing a new branch.

Developed a new branch.

I was in charge of customer complaints.

Handled all customer complaints.

**Won a cash prize of 100,000 for openings the most new customer
accounts in my department.**

**Generated the highest number of new customer accounts in my
department.**

In addition to listing your accomplishments, include your name and address, academic credentials, employment history, activities and achievement, and relevant personal data.

Name and address

**Name: an employer needs to know
who you are**

**where you can be reached: phone number/ e-mail address
contact information at school and at home both. cell phone.**

No need to include the word resume.

Career Objective or Summary of Qualification

11

A marketing position in a growing company requiring international education.

Summary of qualifications: ten years of experience in international banking with track record.

The career objective or summary may be the only section read fully by the employer, so if you include either one, make it strong, concise, and convincing.

Present your educational background in depth, choosing facts that support your “theme”.

Give heading such as “Education”, “Professional College Training”, or “Academic Preparation”.

List the education section, the work-experience section focuses on your overall theme.

Show relationship between your previous responsibilities and your target field.

Call attention to skills you’ve developed and your progression from jobs of lesser to greater responsibility.

Describe your work experience, list your jobs in chronological order.

Include any part-time, even if unrelated to your current career objective. It shows your ability to get and hold a job – an important qualification in itself. If you have worked your way through school, say so. Employers interpret this as a sign of character.

Work Experience, Skills & Accomplishments

The work experience section lists all the related job you've had:

- **Name and location of employer.**
- **What the organization does.**
- **Your functional title.**
- **How long you worked.**
- **Your duties and responsibilities.**
- **Your significant achievements or contributions.**

Resume Deception

The most frequent forms of deception include the following:

Claiming nonexistent educational credits.

Inflating grade-point averages.

Stretching dates of employment to cover gaps.

Claiming to be self-employed.

Claiming to have worked for companies that are out of business.

Omitting jobs that might cause embarrassment.

Exaggerating expertise or experience.

Leave personal interest off your resume-unless including them enhances the employer's understanding of why you would be the best candidate for the job.

Experts also recommend excluding salary information, reasons for leaving jobs, names of previous supervisors etc.

Revise your Resume

The key to writing a successful resume

Adopt the “you” attitude and focus on your audience.

Too long: The resume is not concise, relevant, and to the point.

To short or sketchy. The resume does not give enough information. for a proper evaluation of the application.

Hard to read. A lack of “write space” and of deceives such as indentions and boldfacing makes the reader's job more difficult.

Revise your Resume

18

Wordy. Descriptions are verbose, with numerous words used for what could be said more simply.

Too slick. The resume appears to have been written by someone other than the applicant.

Amateurish. The applicant appears to have little understanding of the business world.

Poorly reproduced. The print is faint and difficult to read.

Misspelled and ungrammatical throughout

Revise your Resume

19

Boastful. The overconfident tone makes the reader wonder whether the application's self-evaluation is realize.

Dishonest. The applicant claims to have expertise or work experience or work experience that he or she does not possess.

Checklist: Writing Resume

20

Organizational approach

- 1. Use the chronological approach unless you have a weak employment history.**
- 2. Use the combined approach to maximize the advantages of both chronological and functional resumes.**

Checklist: Writing Resume

21

Format and Style

- 1. Use short noun phrases and action verbs, not whole sentences.**
- 2. Use facts, not opinions.**
- 3. Adopt a “you” attitude.**
- 4. Omit personal pronouns (especially I).**
- 5. Omit the date of preparation, desired salary and work schedule.**
- 6. Use parallelism when listing multiple items.**
- 7. Use positive language and simple words.**
- 8. Use white space, quality paper, and quality printing.**

Checklist: Writing Resume

22

Opening

- 1. Include contact information (name, address).**
- 2. Include a career objective or a skills summary if desired.**
- 3. Make your career objective specific and interesting.**
- 4. Prepare two separate resumes if you can perform two unrelated types of work.**
- 5. In a skills summary, present your strongest qualifications first.**

Checklist: Writing Resume

23

Education

- 1. List the name and location of every postsecondary school you've attended (with dates, and with degrees/certificates obtained).**
- 2. Indicate your college major (and minor).**
- 3. Indicate numerical scale, if you include your grade-point average.**
- 4. List other experiences (seminars, workshops), with dates and certificates obtained.**

Checklist: Writing Resume

24

Work experience, skills, and accomplishments

- 1. List all relevant work experience (paid employment, volunteer work, internships).**
- 2. List full-time and part-time jobs.**
- 3. Provide name and location of each employer (with dates of employment).**
- 4. List job title and describe responsibilities.**
- 5. Note on-the-job accomplishments and skills.**

Checklist: Writing Resume

25

Activities and achievements

- 1. List all relevant offices and leadership positions.**
- 2. List projects you have undertaken.**
- 3. Show abilities such as writing or speaking, and list publications and community services.**
- 4. List other information, such as your proficiency in language other than English.**
- 5. Mention ability to operate special equipment, including technical, computer and software skills.**

Personal Data

- 1. Omit personal details that might be seen as negative or used to discriminate against you.**
- 2. Leave personal interest off unless they are relevant to the position being sought.**
- 3. List a reference only with permission to do so.**

Business Communication

Chronological Resume

2

Name

Address Contact Nos.

Objective

Experience

November 2000 to present

- .
- .
- .

September 1998 to November 2000

- .
- .
- .

Chronological Resume

3

Education

1996-1998

_____.

1994-1996

_____.

Personal Details

Language and Technical Skills

Chronological Resume

4

Objective

1. State Over Objectives

Experience

- Organize information chronologically.
- Draws reader's attention to important point.
- Provide the sort of specific information on duties and accomplishments that catches the employee's eye.
- Use active language to describe duties.
- Highlight duties and work achievements in bulleted lists.
- Make each description concise, easy to read and information.
- Avoid the word 'I' thought out.
- Use no unnecessary words.

Functional Resume

5

Name

Address

OBJECTIVE

Relevant Skills

- .
- .

Education

- .
- .

Work Experience

- .
- .

Functional Resume

6

Leadership Experience (Extra Curricular Activities)

- .
- .

Personal Details

- .
- .

References (Optional)

- .
- .

Checklist: Writing Resume

7

Naeem Ahmed

5687 Crosswood Road, Lahore

Home: (042) 987-0086 Office: (042) 549-6624

- **I have been staff accountant/financial analyst at AZ Corporation, Islamabad from March 1999 to present.**
- **I have negotiated with major suppliers.**
- **I speak both English and Urdu fluently, and I was recently encouraged to implement an electronic funds transfer for vendor disbursements.**
- **In my current position, I am responsible for preparing accounting reports.**
- **I have audited financial transactions.**
- **I have also been involved in the design of a computerized model to adjust accounts for fluctuations in currency exchange rates.**

Checklist: Writing Resume

8

- **I am skilled in the use of Excel, Access, HTML, and Visual Basic.**

Was staff accountant with ABC of Agricultural Chemicals in Quetta, (October 1995 to March 1999).

- **While with ABC Quetta, I was responsible for budgeting and billing.**
- **I was responsible for credit-processing functions.**
- **I was also responsible for auditing the travel and entertainment expenses for the sales department.**
- **I launched an online computer system to automate all accounting functions.**
- **Also during this time, I was able to travel extensively in the country and abroad.**

Checklist: Writing Resume

9

- **I have my Master of Business Administration with emphasis on international business, which I learned attending Provincial University.**
- **Bachelor of Business Administration, Accounting (1991-1993), earned while attending College, Lahore.**

Applications Letters

10

Application Letters

- **Why you submit your resume**
- **What you're sending**
- **How can employer benefit from reading it.**

Applications Letters

11

Send you resume and application letter together, because each has a unique job to perform. The purpose of your resume is to get employers interested enough to contact you for an interview. The purpose of your application letter is to get employers interested enough to read your resume.

Drafting the cover Letter

12

- **Focus on your audience.**
- **Be Specific.**
- **Avoid general objectives.**
- **Be as clear as possible.**

Make-email cover even shorter. When sending a cover letter by e-mail, make it a bit shorter than traditional application letters.

Carefully check your spelling, mechanics, and grammar.

Applications Letters

- **Two Types of Job Letters**
 - **Solicited Letters**
 - **Unsolicited Letters**

Applications Letters

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Two Types of Job Letters

Solicited application letter is in response to an announced job Opening.

- **I would like to apply for the position of Accountant advertised in Sunday's newspaper.**
- **Please consider me a candidate for the Account Assistants position advertised in Yesterday's newspaper.**

Applications Letters

15

In the October 31 issues of the Daily newspaper, your ad mentioned "proven skills". I believe I have what you are looking for in an administrative assistant. In addition to experience in a variety of office settings, I am familiar with the computer software used in your office.

Applications Letters

16

If there is a vacancy in your organization for a competent Accountant, I may please be considered a candidate.

Mr. Ahmed, the head of your marketing department tells me that you have an opening in your office for an experienced computer programmer I would like to apply for this position.

I understand that you are looking for an experienced computer programmer.

Both solicited and unsolicited letters present your qualifications similarly. The main difference is in the opening paragraph. In a solicited letter, you need no special attention-getter because you have been invited to apply.

Applications Letters

17

Getting Attention

Follow the AIDA approach when writing you application letter: attention, interest, desire, action.

Use the AIDA approach,

Focus on your audience,

Emphasize reader benefits.

Make sure your style project confidence.

An Unsolicited Confident Opening

18

The opening of an application letter captures attention, gives the reason you're writing, and states which job you're applying for.

Open a solicited application letter by mentioning how you found out about the position.

Applications Letters

19

Building Interest and Increasing Desire

- **Emphasized your accomplishments**
 - **Suggests desirable personal qualities**
 - **Justifier's salary requirements**
 - **Refers to your resume**

Applications Letters

20

Solicited Application Letters

Spell out a few of your key qualification, and back up your assertions with some convincing evidence of your ability to perform:

Poor: I completed three college courses in business communication, earning an A in each course, and have worked for the past year at Imperial Construction

Applications Letters

21

Improved: Using the skills gained from three semesters of college training in business communication, I developed a collection system for Imperial Construction that reduced its 2001 bad-debt losses by 3-7 percent or Rs. 90,000, over those of 2000. instead of using timeworn terminology, the new system's collection letters offered discount incentives for speedy payment.

The middle of your application letter also demonstrates a few significant job-related qualities, such as your diligence or your ability to work hard, learn quickly, handle responsibility, or get along with people:

Applications Letters

22

Another matter you might bring up in this section in your salary requirement – but only if the organization has asked you to state them.

Applications Letters

23

Toward the end of this section, refer the reader to your resume by citing a specific fact or general point covered there:

Motivating Action

The final paragraph of your application letter has two important functions:

To ask the reader for a specific action to make a reply easy.

Guideline for Writing Applications Letters²⁴

A. Attention (opening paragraph)

- 1. Open the letter by capturing the reader's attention in a businesslike way.**
- 2. Use a summary, name, source, question, news, personalized, or creative opening.**
- 3. State that you are applying for a job, and identify the position or the type of work you seek.**

B. Interest and desire, or evidence of qualifications (next several paragraphs)

- 1. Present your key qualifications for the job, highlighting what is on your resume: job-related education and training; relevant work experience; and related activities, interests, and qualities.**

Guideline for Writing Applications Letters²⁵

- 2. Adopt a mature, businesslike tone.**
- 3. Eliminate boasting and exaggeration.**
- 4. Back up your claims by citing specific achievements in educational, work, and outside settings.**
- 5. Demonstrate your knowledge of the organization by citing its operations or trends in the industry.**
- 6. Link your education, experience, and personal qualities to the job requirements.**
- 7. Relate aspects of your training or work experience to those of the target position.**
- 8. Outline your educational preparation for the job.**
- 9. Provide evidence that you can learn quickly, work hard, handle responsibility, and get along with others.**

Guideline for Writing Applications Letters²⁶

- 10. Show that you possess personal qualities and work attitudes that are desirable for job performance.**

Guideline for Writing Applications Letters²⁷

C. Action (Closing Paragraph)

- 1. Request an interview at the reader's convenience.**
- 2. Request a screening interview with the nearest regional representative, if company headquarters is some distance away.**
- 3. Make it easy to comply with your request.**
- 4. Express your appreciation for an opportunity.**
- 5. Repeat your strongest qualification.**

Business Communication

Application Follow-Ups

2

Three months have elapsed since I applied to you for an accountant position, but I want to let you know that I ma still very interested in joining your company.

Application Follow-Ups

3

Since applying to you on May 3 for an executive secretary position, I have completed a course in office management at Community College. I received straight A's in the course. I now am a proficient user of MS Word, including macros and other complex functions.

Please keep my application in your active file, and let me know when you need a skilled executive secretary.

Understanding the Interview Process

4

	Big Companies	Small Companies
Number and type of applicants sought	Consistently hire thousands of new employees each year; have relatively specific hiring criteria, depending on the position; tend to be highly selective	Hiring requirement fluctuate, often looking for flexibility, versatility; often somewhat more open-minded
Person or department in charge of recruiting	Handled by human resources or personnel department	In really small companies, the founder/top manager makes all hiring decisions

Understanding the Interview Process

5

	Big Companies	Small Companies
General recruiting and interviewing style	approach is generally systematic, well planned, and well financed	Conducted informally on an as-needed basis without a standard procedure

Understanding the Interview Process

6

	Big Companies	Small Companies
Where/how they advertise	Use national and local newspapers, trade journals, campus placement offices, word of mouth, online job banks, company websites	Rely heavily on word of mouth and local newspapers
Use of employment agencies, search firms	Roughly 60 percent use employment agencies, whereas 40 percent use executive search firms;	Agency use varies widely among small companies; cost may be a factor

Understanding the Interview Process ⁷

	Big Companies	Small Companies
Responsiveness to unsolicited resumes	most companies will scan unsolicited resumes into a database if they maintain one; best to send resume directly to line manager or potential co-worker in department where you want to work	Receive relatively few unsolicited resumes, so they pay close attention to them

Understanding the Interview Process ⁸

	Big Companies	Small Companies
Reliance on campus recruiting	On campus recruiting programs, relatively small number	The smaller the company, the less likely it is to recruit in this manner.

Understanding the Interview Process

9

	Big Companies	Small Companies
Best way for candidate to approach company	Use campus placement office to schedule interviews with companies that recruit on your campus. If company does not recruit on your campus, call the person in charge of department, explain your situation, and ask for advice on best way to get an interview	Check with campus placement office; try to make direct personal contact with owner/manager or department head; get names and addresses from chamber head

Understanding the Interview Process

10

An employment interview is a formal meeting in which both employer and applicant ask questions and exchange information to learn more about each other.

Dual purpose

1. The organization's main objective is to find the best person
2. The applicant's main objective is to find the job test suited to his or her goals and capabilities.

Understanding the Interview Process ¹¹

Organizations hundreds of new employees every years take a more systematic approach to the recruiting and interviewing process

Adjust your job search according to the company's size and hiring practices.

Start seeking jobs well in advance of the date you want to start work.

Understanding the Interview Process ¹²

The typical Sequence of Interviews

Most organization interview an applicant several times before extending a job offer:

- **Screening stage**
- **Selection stage**
- **Final stage**

The Typical Sequence of Interviews

13

Best approach during this selection stage on interviews is to show interest in the job.

During the final stage, the interview may try to sell your on working for the firm.

Types of Interview

14

Open-ended Interview

Group Interview

Stress Interview

Video Interview

Situational Interview

A structured interview is generally used in the screening stage. Structural interview is controlled by the interviewer to gather facts. Here the employer controls the interview by asking a series of prepared questions in a set order. Working form a checklist, the interviewer asks candidates each question, staying within an allotted time period.

Types of Interview

15

Open-ended interview is less formal and unstructured. In an open-ended interview, the recruiter encourages the candidate to speak freely.

To strike a delicate balance between being friendly and remembering that you're in a business situation.

Types of Interview

16

It tells how candidates relate to one another. Do they smile? Are they supportive of one another's comments? Do they try to score points at each other's expense?

Stress interviews help recruiters see how you handle yourself under pressure.

Types of Interview

17

Video interviews require some special preparation.

As employers try to cut travel costs, the video interview is becoming more popular. Companies use videoconferencing systems to screen middle-management candidates or to interview new recruits at universities. Experts recommend that candidates prepare a big differently for a video interview than for an in-person meeting:

- **Ask for a preliminary phone conversation to establish rapport with the interviewer.**
- **Arrive early enough to get used to the equipment and setting.**
- **During the interview, speak clearly but not more slowly than normal.**

Types of Interview

18

- **Sit straight.**
- **Look up but not down.**
- **Try to show some animation, but not too much.**

Situational interview. In situational interviews, candidates must explain how they would handle a specific set of circumstances. “

So the situational interview is a hands-on, at-work meeting between an employer who needs a job done and a worker who must be fully prepared to do the work.

Types of Interview

19

Regardless of the type of interview you may face, a personal interview is vital because your resume can't show whether you're lively and outgoing or subdued and low key, able to take direction or able to take charge. Each job requires a different mix of personality traits.

What Employers Look For

20

Employees who are self-motivated, enthusiastic, not afraid to make decisions, willing to take risks, intelligent, good communicators, and considerate of others.

Good impulse control, persistence, confidence, self-motivation, and empathy.

What's your IQ?

- **Think clearly and stay focused on the task at hand while under pressure.**
- **Admit to your own mistakes.**
- **Meeting commitments and keep promises.**
- **Hold yourself accountable for meeting your goals.**
- **Seek new ideas for a variety of sources.**
- **Handle multiple demands and changing priorities.**
- **Make sacrifices to meet an important organizational goal.**
- **Cut through red tape and bend outdated rules when necessary.**

Compatibility

Interviewers try to decide whether a candidate will be compatible with the other people in the organization.

They might ask about your interests, hobbies, awareness of world events, and so forth. You can expand your potential along these lines by reading widely, making an effort to meet new people, and participating in discussion groups, seminars, and workshops.

Qualifications for the Job

23

Suitability for the specific job is judged on the basis of

- **Academic preparation**
- **Work experience**
- **Job-related personality traits**

1

Business Communication

Qualifications for the Job

2

Suitability for the specific job is judged on the basis of:

- **Academic preparation**
- **Work experience**
- **Job-related personality traits**

The interviewer will be seeking someone with the flexibility to apply diverse skills in several areas.

Preparing for a Job Interview

3

preparation is mandatory.

Think about the job itself and prepare.

Base your approach on what you audience expects.

(1) Learn about the organization.

(2) Think ahead about questions.

(3) Bolster your confidence.

(4) Polish you interview style.

(5) Plan to look good.

(6) Be ready when you arrive.

Learn About the Organization

4

Today's companies expect serious candidates to demonstrate an understanding of the company's operations, its market, and its strategic and tactical problems.

Planning for a Successful Interview

5

Think Ahead about Questions

- 1. What was the toughest decision you ever had to make?**
- 2. Why do you want to work for this organization?**
- 3. Why would the organization employ you?**
- 4. If the organization hire you, what changes would you make?**
- 5. Can we offer you a career path?**
- 6. What are your greatest strengths?**
- 7. What are your greatest weaknesses?**
- 8. What didn't you like about previous job you've held?**
- 9. Are there any weaknesses in your education or experience?**

Bolster Your Confidence

6

Planning question of your own

You're much more conscious of your limitations than other people are.

7

Polish your interview Style

Plan to Look Good

8

To look like a winner

- **Dress conservatively**
- **Be well groomed**
- **Smile when appropriate**

Interviewing for Success

9

Be prepared for the interview by:

- **Taking proof of your accomplishments**
- **Arriving on time**
- **Waiting graciously**

Present a memorable headline during screening.

Cover all your strength during selecting.

Emphasize your personality during final stage.

During interview

10

Psychologists say that 50 percent of an interview's decision is made within the first 30 to 60 seconds.

Another 25 percent is made within 15 minutes.

In Warm-up

11

Dealing with Questions

Tailor your answers to emphasize your strengths.

Listening to the Interviewer

Paying attention to both verbal and nonverbal messages can help you turn the question and answer stage to your advantage.

To Close

12

In the last few minutes, you need to evaluate how well you've done. You also need to correct any misconceptions the interviewer might have.

Concluding Gracefully

Conclude the interview with courtesy and enthusiasms.

To Close

13

Discussing Salary

Be realistic in your salary expectations and diplomatic in your negotiations.

Interview Notes

Keep a written record of your job interviews.

Thank-you Messages

Write a thank-you letter within two days of the interview (keeping it to one page).

If you have no alternative, thank the interviewer by phone (in less than five minutes).

In the opening, express thanks and identify the job and the time and place of the interview.

Use the middle section for supporting details.

Express your enthusiasm about the organization and the job.

Add any new facts that may help your chances.

Try to repair any negative impressions you may have left during the interview.

Use an action ending.

B. Inquiries

1. Make an inquiry-by letter, phone, or mail-if you aren't informed of the decision by the promised date.

2. Follow the plan for direct request: main idea, necessary details, specific request.

Thank-you Messages

- C. Requests for a time extension**
- D. Letters accepting a job offer**
 - 1. Send this message within five days of receiving the offer.
 - 2. State clearly that you accept the offer, identify the job you're accepting, and include vital details.
 - 3. Conclude with a statement that you look forward to reporting for work.
- E. Letters rejecting job offer.**
 - 1. Open a letter of rejection warmly.
 - 2. Explain why you are refusing the offer, and express your appreciation.
 - 3. End on a sincere, positive note.

Business Communication

Completing oral presentation ²

- **Evaluate the content of your presentation**
- **For clarity and conciseness**
- **Develop visual aid and coordinate them with your delivery**
- **Besides four areas:**
 - **Mastering the art of delivery**
 - **Preparing to speak**
 - **overcoming anxiety**
 - **Handling question responsively**

Mastering the art of delivering

3

Memorization

Few speakers today memorize complete speeches. However, it can be useful for short speeches. In case of a long speech, often the first few words of a statement can be memorized.

Extemporaneous

This method of delivery is very carefully planned and practiced. In it, the speaker, makes a presentation with the help of an outline, note cards, or visual aid.

Mastering the art of delivering

Reading

In this method the whole presentation is read aloud.

Impromptu

It means a speech made without any preparation or made on the spur of the moment.

Preparing to Speak

- **Knowing your material and practicing your delivery can build your confidence.**
- **Make sure you know the location and have everything you need(projector, microphone chalkboard etc.).**
- **If addressing audience that doesn't speak your language consider using an interpreter.**
- **Important to take into account any cultural differences in appearance mannerism or other custom.**

Overcoming Anxiety

6

Overcoming anxiety

- **If you are nervous about facing audience and experience stage fright**
- **Prepare more material**
- **Rehearse**
- **Think positively**

Delivery

7

Body Language

- **Stand rather than sit when you are delivering your presentation.**
- **Be aware of any repetitive hand gestures or awkward mannerisms that might irritate your audience.**

Voice Quality

- **You must be clearly audible at all times – don't let your voice drop at the end of sentences. If you vary your intonation, your voice will be more interesting to listen to and you will be able to make your points more effectively.**

Visual aids

- **You your visual aids confidently, making sure you allow your audience time to absorb information from flipcharts and transparencies.**

Language

8

Simplicity: use short words and sentences that you are comfortable with. There is no benefit in using difficult language.

Clarity: Active verbs and concrete words are much clearer and easier to understand than passive verbs and abstract concepts.

Signaling: Indicate when you've completed one point or section in your presentation and are moving on the text. Give your audience clear signals as to the direction your presentation is taking.

Handling question responsively

9

- **Question and answer period is very important.**
- **Give chance to obtain impotent information.**
- **To emphasize your main idea and supporting points.**
- **Treat hostile question as legitimate request for information.**
- **Maintain professionalism to improve your credibility.**
- **Focus on the questioner using body language to emphasize the fact that you are listening to him.**
- **keep your answer short and to the point.**
- **Maintain control by stating some ground rules in the beginning of the question and answer session.**
- **Respond unemotionally.**
- **Motivate question.**
- **Conclude your presentation on time.**

Presentation on cell phone

- **Welcome everyone.**
- **Mention handouts /graphics.**
- **Introduce the subject of the presentation.**
- **Outline the purpose and structure of the presentation.**
- **Present some statistics.**
- **Tell a personal anecdote.**
- **Sum up the statistics and their significance.**
- **Comment on market trends.**
- **Outline the major benefits of the new cell phone models.**
- **Invite questions.**
- **Sum up the main benefits of the new cell phone machines.**
- **Thank and conclude.**

Business Communication

Presentation

2

‘Good afternoon, everybody. I’d like to thank you all for being here’.

‘My purpose today is to tell you about our corporate strategy for the next decade, and more specifically to bring you up to date with our plans for Quetta.’

To start with I’d like to describe briefly our current marketing policy in the Punjab. Then I’ll illustrate some of the problems we’re having over market share. After that I’ll quickly outline the opportunities, we see for further progress in the 21st century. Finally I’ll quickly sum up before concluding with some recommendations.

Presentation

Please feel free to interrupt me, if you have any questions at any time.

Now I’d like to draw your attention to chart B showing our sales revenue and pre-tax profits over the last ten years. You will notice that although turnover has risen, our profits have not increased at the same rate.

I’ve talked about our current position in the Punjab and I’ve pointed out some of the problems we are facing. Well, what options are open to us now? Where do we go from here?

Presentation

4

‘As I have already indicated, I think our first priority must be to build on the excellent, results we have achieved in certain markets in Sindh . I’m referring of course, to Karachi and Haidrabad. Let me quickly expand on those successes before we move on.

‘We should not forget the Peshawar market. Admittedly, our results have been poor so far, but there are signs the market is changing and we can learn a lot from our mistakes. On balance, though, I think we stand to gain most from concentrating on southern areas and I strongly recommend we put all our efforts into further expansion in these areas.

Presentation

5

In conclusion, may I thank you all for being such an attentive and responsive audience. Thank you also for your pertinent questions. Are there any final questions?

Signaling

1. I'll start with memory models.

1. Introducing the topic

Let me start by...

I'll start by....

First of all, I'll.....

2. Right, I've told you about....

We've looked at

That's all I have to say about.....

So much for.....

3. Let me turn now to

Let's move on to.....

Turning to.....

I'd like now to.....

4. let's recap, shall we?

I'd like to sum up now.....

Let me summaries briefly what I've said.

Let me remind you, finally, of some of the points I've made.

Negotiating Skills

- **Negotiation** is a process in which two or more parties try to resolve differences, solve problems and reach agreement.
- Good negotiation meets at as many interests as possible with an agreement that is durable.

Successful negotiators

- **Collaborate** with another party (or parties) to reach a mutually beneficial agreement.
- **Use empathy**
- **Put themselves in the other person's position** to show them that they fully understand their needs and concerns.
- **Show Understanding**

- **Respond** with honesty. 10
- **Positive regard for yourself and the others involved will communicate your warmth and acceptance of them.**
- **Negotiators who have respect for themselves are also likely to show respect for others.**
- **Good negotiator's verbal and nonverbal communication is open, confident and oriented to the needs and concerns of both parties.**

Negotiation Strategies

- Although negotiation has a specific purpose – to reach agreement – it does not always achieve this aim.
- Before attempting to negotiate, consider the differences between the following four strategies.
- **1. Win-win strategy**
- **2. Win-lose strategy**
- **3. Lose-win strategy**
- **4. Lose-Lose strategy**

Negotiation Skills

11

Win-win strategies:

- Both parties are satisfied with the settlement negotiated.
- Aims to meet the needs of both parties.
- Not to win position or gain victories at one party's expense.
- Result is hard to achieve.
- Good verbal and nonverbal communication and careful listening all help to achieve it.
- Succeeds only if both parties concentrate on problem solving strategies and on communicating well.
- Each party is then more likely to be committed to the outcome.
- Even as you reach a win-win conclusion that suits both parties, circumstances can change. After successfully negotiating a difficult or important issue, take the time to follow up to check that the other party also considers that the result is win-win.

-

Win-lose strategies

- **Result** in the party who initiates the conflict being satisfied and the other dissatisfied. This strategy focuses on the initiator's problem to the exclusion of the other's.
- The **initiator** wins.
- Many people who adopt this strategy use a confusing presentation or a **dominating style of speech and body movement**. This invites the other side to be just as difficult, or to withdraw from conflict.

Lose-win strategies

- A situation in which the initiator is dissatisfied and the other is satisfied.
- The losing party usually makes too many concessions. In an extreme case, the win-lose style of negotiation and the lose-win style of negotiation can lead to a deadlock. Deadlocks can occur when neither party is satisfied by the negotiations.

Lose-lose strategies

- Result form a situation in which the objectives of both parties are too rigid.
- Both parties walk away from the negotiation dissatisfied.
- When agreement cannot be reached, a **third party** may mediate to help them reach a solution.
- In any negotiation, **be aware of your own and the other person's objectives and expectations. Keep your objectives reasonable and try to avoid the lose-lose outcome.**

Personal Styles in Negotiation

•Whenever people come together to negotiate, they bring their own personal styles, and these affect the way they communicate and handle the conflict.

Self-denying

- People difficult to negotiate.
- Are introverted and reticent with information (feedback).
- Hide their feelings.

Self-protecting

•People use divisionary tactics, discussing other people or side tracking to other issues hide their true feelings.

Self-exposing

•People wish to be centre of attention, demand this attention by speaking loudly, speak over other use attention-seeking body movement or by ignoring feedback and other's view.

Self-bargaining

•People show feeling if you show yours. wait until you lead them in negotiation open up when others initiate the process.

Self-actualizing

•People, ideal negotiators, want information and feedback from others, present information constructively to aid the negotiation process.

Negotiation Skills

Psychological barriers

•When you are negotiating, psychological barriers may raise.

Psychological barriers to negotiation may include:

- Fear of being taken for a ride
- Wanting to be liked
- Guilt about wanting to be assertive
- Wanting to be 'nice'
- Feeling intimidated by so-called powerful people
- Fear of conflict or confrontation
- Fear of losing face with the boss or colleagues
- Lack of self-confidence

Power in Negotiation

- When an organization delegates people to get the job done, it gives them power to act. Power may be used to influence and, in some cases, to control people.
- It can also be used to bring about change. Power can be exerted over one person or a group by another person or group.
- Power used well achieves good communication and results.
- If you use it properly, you will make an impact on workplace.
- Power is a useful tool in the negotiation process.

Negotiation Skills

- **Legitimate power**
- **Expertise power**
- **Reward power**
- **Coercive power**
- **Consultative power**

Five types of workplace power .

- **Legitimate power** bases on a persons position or role in an organization.their authority and control over resources gives them power that is acknowledged.
- **Expertise power** people with more skill and strength than others.
- **Reward power** is exerted by someone who has control over resources desired by others.Such as person can influence and manipulate behavior.
- **Coercive power** is exerted by those who use their authority or any force, emotional or physical, against the interest of the other party.
- **Consultative power** is exerted by someone who seeks information, considers other's advice and make plans with others.
- They operate in any workplace, either singly or in combination. Perception of what power is and how it should be used varies between people and organizations. Acknowledgement of, and deference to, power depends on others' perception.

Use of Power

- **A person who** has power, particularly over the allocation and use of resources, must be willing and able to use that power to make decisions and take action.
- Don't depend solely on your workplace power source or your personal power, develop strategies that achieve results.

Five-step approach to negotiation

- Negotiating is a process in which two or more people (or parties) with common or conflict interests decide on a specific issue or business transaction. This may at times produce win-win, win-lose, lose-win or lose-lose outcome.
- The five-step approach is more suited to a situation where the issue is more important than the relationship.

•Plan for Negotiation

•Careful and thoughtful planning is essential before you negotiate. First, create a set of clear objectives to steer you towards the results you want. Prepared objectives allow you to progress through the five stages of negotiation.

Gather information that helps you:

- Give the other party relevant information.
- Make sure that this information is accurate and objective.
- Develop and maintain good relationships with the other party.
- Consider the other party's point of view.

Business Communication

Negotiation Skills

2

- **Organize** all the relevant information as this provides the ideal starting-point for your discussion. **Plan your approach** and the sequence of issues you wish to raise.
- **Assess the other party's objectives.**
- **Identify links and common ground.** Anticipate the party's likely response to each of your issues, and prepare answers.
- **Discuss**
- Set the **communication climate** by exchanging greetings;
- **aim to establish trust and confidence.**
- By **being sociable** you are able to establish a **tension-free atmosphere.**
- Confirm both parties' broad objectives and feelings.
- **Listen carefully.**
- Your intention is to **establish common ground before moving into areas of difference.**

Negotiation Skills

3

Propose

- **Define the issues and specify** in detail what you wish to resolve.
- **Deal with one issue at a time.**
- Try to keep to the point and avoid generalizing.

Negotiate the Issue

- **Start by asking for what you want.**
- **Collaborate your intention.**
- Try to generate as many options as possible.
- **Throughout the discussion keep summarizing .**

Negotiation Skills

4

- Confirm** Take the time to confirm what you have negotiated so far. Unless agreement is fully understood by both parties, the settlement may not last.
- Once the agreement is concluded, confirm that each party is committed to it.
- The five-step approach to negotiation will help you negotiate more effectively.
- Good negotiation strategies enable you to solve the problem** in such a way that both parties win.

Negotiation Skills

5

Principled Bargaining

- Fisher and Ury (1991) developed a concept known as principled bargaining. This works well when a group of stakeholders have a common interest.
- An **acknowledgement to work together for mutual outcomes is the essence of the principled bargaining approach.**
- It **acknowledges the Australian ethic of a 'fair go'**. Everyone is treated equitably.
- In Fisher and Ury's view, each negotiated agreement should satisfy the following three criteria.**
 - It should a wise agreement, if possible.
 - It should be efficient.
 - It should improve,or at least not damage relationship.
- The principled negotiation method takes time, energy and commitment.

Negotiation Skills

- People
- Interest
- Option
- Criteria

Negotiation Skills

7

This method has four elements:

- **People:** To separate the people from the problem.
- **Interest:** To focus on interest rather than the position.
- **Option:** To generate a range of possibilities before choosing one.
- **Criteria:** To ensure that results are based on some objective standard.

Negotiation Skills

To implement the ***principled negotiation*** method you need to:

- State your case clearly and persuasively.
- Organize your facts well.
- Be aware of the timing and speed of the talks.
- Assess the others needs properly.
- Be sensitive to those needs.
- Not be unduly worried by conflict.
- Be committed to a win-win philosophy.
- Have patience.
- Some time you settle less than your goal.

BATNA stands for the ‘best alternative to a negotiated agreement.’ If the person you are negotiating with is your manager or supervisor you may have WATNA.

WATNA stand for ‘worst alternative to a negotiated agreement.’

Negotiation Skills

Negotiating methods

1. Compromise
2. collaboration
3. competition
4. accommodation
5. withdrawal or avoidance

Negotiating methods

10

- **Compromise** means to settle differences through concessions made by one or both parties.
- **Collaboration** involves people cooperating to produce a solution satisfactory to both parties (win-win).
- **Competition** often leads to one party gaining advantage over the other.
- **Accommodation** means that only one party is willing to oblige or adapt to meet the needs of the other. It produces a win-lose outcome.
- **Withdrawal (avoidance)** is a negotiation method that makes both parties lose.

Negotiation Skills

11

Skills in conflict resolution and negotiation

In your organization several negotiating styles and strategies are likely to be demonstrated. Some achieve acceptable responses, others hinder negotiation and conflict resolution. Some solutions may be simple and practical. Others may be complex and difficult and may even require attitude changes and commitment from each party.

Personal Qualities

Ability to plan

Capacity to think clearly under stress

Ability to be practical

Capacity to communicate well

Ability to act assertively and with integrity

Ability to identify the interest of each party

Capacity to identify standards

Willingness to follow up

Listening Skills

- Difference between hearing and listening
- Hearing is a physical process. The ear receive stimuli or sensations and transmit them to brain
- Listening refers to the interpretive process that takes place when we hear something. When we listen, we ,classify and label information.
- Listening is the most important of all the communication skills.

Listening Skills

What is exactly listening

- Listening is an active process of receiving aural stimulus. Listening is an active rather than a passive process.
- Listening does not just happen, we must make it happen.
- A great time is spent listening and talking.

Listening serve two purposes in its process

1. As the sender of the message, listening to your receiver tell you how the other person has interpreted your message
2. As the receiver of a message listening to the other person allows you to understand their meaning

Listening Skills

•A variety of listening skills can be learned and developed with practice The following skills are worth practicing:

- Attending listening
- Encouraging listening
- Reflecting listening
- Active listening

•In **attending listening**, you focus on speaker by giving them your physical attention. You use whole body, eye contact, posture and personal space in short complete feedback.

•Encouraging listening

•It invites speaker to say more without pressurizing them to disclose their feelings, though it is their choice.

•Minimal and brief responses.

•Brief spoken responses let speaker know, you are listening and encouraging them to talk.

Listening Skills

Pause

•Brief pause allows speaker time to consider reflect and decide whether to continue speaking.

•Allow silence

•Use encouraging questions.

Reflecting listening

Restate the speakers feeling and contents.

Active Listening

An active listener has empathy with the speaker that shows that you understand the issue from other person point of view.

Faults in listening

- An average person remembers only half of what is said during a 10-minute conversation and forgets half of that within 48 hours.
- Studies agree that listening efficiency is no better than 28 to 30 percent.

Causes of Listening Pit Falls

•Prejudice

•Distraction

- Not only the verbal messages, but also the nonverbal cues of the speaker affect our listening.
- Among the negative factors, are noisy fan, poor light, distracting background music, bang of a horn, extreme weather.
- Among the speaker's nonverbal cues are his clothes, his voice quality, his wearing of a certain perfume, reek of sweat, excessive gestures, etc.

Causes of Listening Pit Falls

Semantic barrier

Meaning of words also create problem in listening, as meaning of words vary from person to person influenced by prejudices. Sometimes the way a speaker utters a word annoys us.

Preshrinking

The average thinking capacity of a person is up to 800 words per minute while the average speaker utters 80 to 160 words per minute. This difference sometimes make listeners deviate from the speaker's words and they shift to something else. On the other hand people fill this gap by premature evaluation of what they are listening to. They arrive at the concluding thought quickly. This premature evaluation poses us our effective listening is impaired.

Causes of Listening Pit Falls

•.Borden or lack of interest

•Listener's opinion that the speaker lacks credibility Ways to improve listening:

- (1) Be prepared. By knowing the speaker and the topic beforehand, you can prepare yourself for better understanding of the topic.
- (2) Show positive attitude. Don't make premature assumptions before listening to a certain speaker. Always be ready to learn new ideas or facts.

Causes of Listening Pit Falls

20

- (3) Listen to learn, not to refute. While listening, try to understand the points. Don't let them mix up with your biases.
- (4) Concentrate. Pay attention to what is said.

1

Business Communication

Thinking about it

2

- **Be inclusive with your thinking.**
- Don't try to eliminate ideas too quickly.
- Build on your ideas and see how many different research projects you can identify.
- Try to be creative.
- **Write down your ideas.**
- This will allow you to revisit an idea later on.
- You can modify and change an idea.

Try not to be overly influenced at this time by what you feel others expect from you.

3

Thinking about it

- **Be realistic about the time that you're willing to commit to your research project.**

- It can be most helpful at this early stage to try a very **small preliminary research study**.

PREPARING THE PROPOSAL

- Read through someone else's research proposal.**
 - How has the other proposal been organized?
 - What are the headings that have been used?
 - Does the other proposal seem clear?
 - Does it seem to suggest that the writer knows the subject area?

Make sure your proposal has a **comprehensive review of the literature**.

- 1) This research is needed.
- 2) The methodology I have chosen is most appropriate for the question that is being asked.

- **A good proposal should consist of the first three chapters of the dissertation.** It should begin with a statement of the problem/background information.
- Then move on to a review of the literature.
- Conclude with a defining of the research methodology.

"This is what I would like to do" to "This is what I did").

- **Focus your research very specifically.** Don't try to have your research cover too broad an area.
- Often the researcher finds that what he/she originally thought to be a good research project turns out to really be a *group* of research projects.
- Do one project for your dissertation and save the other projects for later in your career.
- Don't try to solve all of the problems in this one research project.

- **Include a title on your proposal.**
- A good proposal has a good title and it is the first thing to help the reader begin to understand the nature of your work.
- Work on your title early in the process and revisit it often. It's easy for a reader to identify those proposals where the title has been focused upon by the student.

What is Research

10

You need to select a topic, identify the objectives of your study plan and design a suitable methodology, devise research instrument, negotiate access to institutions material and people, collect, analysis and present information and finally, provides a well-written report or dissertation.

We all learn how to do research by actually doing it but a great deal of time can be wasted and goodwill dissipated by inadequate preparation.

What is Research

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A formal document.

Knowing a subject thoroughly.

Expression of ones undertaking About the topic.

Result of ones intellectual curiosity.

Analysis and syntheses of different resources.

Reasonable bias free conclusion.

Howard and Sharp(1983)

Seeking through methodical processes to add to one's own body of knowing and hopefully, to that of other , by discovery of non-trivial facts and insight.

Drew (1980)

Research is conducted to solve problems and expand knowledge.

Research is a systematic way of asking questions, a systematic method of enquiry.

We find the word research being used in two senses:

1. The outcome of research is the establishment, publicizing or utilization of something that somebody-not the researcher or the person commissioning it- already knows.
2. The outcome of knowledge that nobody had before.

;Fiction

For many novelists, it is essential to prepare for their writing by researching the background in which they wish to set their narrative for accuracy of description, sensitivity to atmosphere, history of the period in which their fiction takes place and authenticity of the language.

Journalism

For journalist, especially in investigative journalism, long periods of time are spent researching their stories to uncover facts and secrets which their editorial policy judges to be in the public interest, and in cross-checking, what they are told or discover to establish its truth. This is not usually new truth, but information otherwise not public or deliberately withheld by another person. For them, the final criterion of truth may be bound up with legalities: The law of libel and slander, or The Official Secret Act.

Police work

Here again the criterion of validity of the research is circumscribed by the law: laws of evidence.

Medical research

This is research in the second sense: to find out things nobody knew before. The final criterion is the discovery of new truths, but also the translation of the new truths into practical treatments. Here ethical considerations receive a great deal of attention, both in terms of the human patients and the animals which are used for trials.

Science and technology

Everyone naturally associates research with science and technology, white coats and laboratories, but it should be remembered in this context that advances in the sciences are not restricted to the discovery of new facts: advances in theory development and in research methods and approaches occur in parallel.

Structure of the Thesis

- Prefatory Part
- Main Body of the Thesis
 - Introduction
 - Literature Review
 - Methodology
 - Data Analysis
 - Conclusion
- Conclusion

Business Communication

- **Avoid dead end topics those unsuitable for your interest or research.**
- **Avoid scattered, superficial research topics.**
- **Avoid topics that are too broader and narrow and has nothing new to offer.**
- **Pick a topic that shows your individuality, ability and interests.**
- **Continue refining and narrowing it to make it significantly specific.**
- **Ensure that your topic conveys what you want to convey.**

Sections of a Thesis (Format)

The following are sections that most theses should contain:

Introduction

Describes the background to the research

Explains the reasons for doing the research

Outlines the aims of the research by presenting research questions or hypotheses.

**First grab the attention and interest of your readers.
Introduce the problem to be studied.
Be careful of any generalizations.**

Statement of the Problem

- **Clearly state the problem that your thesis is going to address. Present relevant information about why this is an important problem.**
- **Describe what precisely you intend to show/argue and why.**
- **Is your research problem addressing a significant social problem, or is it testing some theoretical hypothesis?**
- **The issues raised ideally are timely, relevant to the problems or trends of the present time, and have broad applicability.**
- **Good questions are those allowing theories to be tested or, as when two theories make opposing predictions, be compared.**

Background and Need. You should present relevant literature that supports the need for your project. Research articles, books, educational and government statistics are just a few sources that should be used here.

This section can include brief overviews of articles covered in the literature review that support the need for your project.

Rationale The rationale should define the larger problem being investigated, summarize what is known about the problem, define the gap(s) in the knowledge, and state what needs to be done to address the gap(s).

Purpose of the Project Based on the above background information, explain the purpose of the study. Explain what you hope the study will accomplish and why you chose to do this particular study. This should be supported with citations and specific information related to the study,

Research Questions/Hypotheses. Given the background above, you carefully state the hypothesis (ses) that will be tested in your thesis.

The hypothesis is the central question being researched. It should be expressed in straight-forward terms. A good hypothesis is comparative, measurable, and falsifiable.

Hypotheses are usually defined in "cause -effect" relationships. Any corollary hypotheses or secondary research questions should also be stated. Any supplemental definitions or discussion necessary to explain the hypothesis should be offered.

A thesis statement is what you'll PROVE, it is the ARGUMENT. It is the SCOPE, it is the MAIN IDEA and the PURPOSE of your paper and that you intend to develop, prove, defend or explore with evidence and therefore has an argumentative or informational edge and must not state the obvious.

- Hypothesis is a guide or a sign post to the researcher that keeps one on the track.
- The researcher tests the initial presupposition or hypothesis as works along.
- Hypothesis is formulated in such a way that it enables the researcher to test it.
- Hypothesis depicts and describes the method that follows during the study.
- Hypothesis is a kind of hunch that the researcher has about the topic.
- Hypothesis establishes the precise focus of the research study.
- Hypothesis helps decide the aims and objectives of the study.
- Hypothesis is of speculative nature, an imaginative preconception of "what might be true".
- Hypothesis is a well established research question that can be in form of a descriptive statement or a question.

A thesis statement must emphasize Intention. So use a clause that will put your answer into the future, such as: I will... I hope to ... I plan to I intend to ... prove that, refute that... argue that... show that... establish that.... Demonstrate.

A good writer can assert the main ideas in a short sentence.

Revise your thesis statement as you develop your paper.

Few writers finish writing about the exact topic they begin with

It is ok to start with a vague or tentative thesis statement in your first draft.

Remember the less complicated and verbose you are in writing your statement the more readers will follow you.

Examples of General to Specific Thesis Statements:**Notice the transition...from General to Specific****Men and women are different.****Men and women communicate differently.****Men and women communicate differently. Men tend to focus on the literal aspect of what is being said in a conversation, women often "read between the lines*" and focus more on intonation and body language.****Limitations: Provide a background for any limitations to this study. Be very specific for example the population to which your findings will be limited.**

The literature review should discuss all of the research that has been done on the subject, since the purpose of the literature review is to concisely demonstrate your level of understanding of the research related to your project. You should not discuss all of the literature in-depth. Rather you should group your literature according to some general topics and only discuss specific studies, if they are “landmark”.

Studies for your area of research (there should be 6-10 of these). A general baseline in 75 to 100 references (although many topics will appropriately have many more than this). The literature review should end with a discussion of how the literature relates to your study. What have others found regarding your research question? From their findings, coupled with *your* theory, develop a logical argument that leads to the statement of your hypothesis (this is your theoretical hypothesis expressed in terms of concepts). Your hypothesis/hypotheses should be the conclusion of this “Review” section.

Methodology

Describe data collection procedure to be used whether they be experiment, survey, questionnaires, observations, participatory methods, case studies document collection or other method.

The method must reliable that can be repeated same time and internally and externally valid Describe the sample employed and the variable used to test your hypothesis. One should give just enough information here so that you do not confuse the topic.

Methodology

External validity means that the results are general sable to a wide range of situations. It if often necessary to present evidence in this section that they study is actually achievable. This section or a separate section should also describe the data analysis methods to be used.

Describe the sample employed and the variable used to test your hypothesis.

Others can replicate your procedures (and hopefully come up with¹⁸ the same findings and conclusion as you did).

If you are using statistical analyses, explain the statistical methods. What do they mean? How are they used? Why are they more applicable here than other similar methods?

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Data collection and Analysis Plan

It is not uncommon for novice researchers to collect a considerable amount of data and then realize that they don't know what to do with it. Will you use tables, spreadsheets or data bases to aggregate and analyze the data? Will computers be used to store, manipulate or evaluate it? How will this to done? Who will do it? How long will it take? Will it require special hardware, software, budge accounts, or personnel (such as technical assistant)? What kinds of analysis will be done? How will it be accomplished? How will the findings be presented for interpretation?

Discussion

This chapter should begin with a concise restatement of your study's purpose along with any needed background information. You should restate each of your hypotheses. Now that you have presented the results in the previous section, discuss them in this section. What, specifically, do the results mean? How can they be interpreted? Can they be interpreted in multiple ways? What do the findings tell you about your hypothesis? Do not claim more for your results than the data really shows. Avoid speculation.

Conclusions

This should summarize your results and discussion. You should include a list of the most important findings of your study in descending order of importance. You should also provide a statement about the possibility of future study. What needs to be done and what does this study contribute? Since this is too often the only part of a paper that some individuals read it is important to reiterate what you intended to discover and what, in fact, you found.

Bibliography

Appendices

If you have material that is too long to include in a table (raw data, field notes, etc.) or not appropriate to a particular section it should be included as an appendix.

Tables and Figures

Tables and figures should appear in the text after they are first mentioned.

Business Communication

Research Perspectives

- i) Quantitative Research**
- ii) Qualitative Research**

Research Perspectives

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The quantitative perspective holds that there is an objective reality that can be expressed numerically. As a consequence the quantitative perspective emphasizes studies that are experimental in nature, emphasize measurement, and search for relationships. If a study uses language such as this it probably has used a quantitative perspective: **variable, controls, validity, reliability, hypothesis, statically significant.**

Research Perspectives

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A qualitative perspective emphasizes a phenomenological view in which reality inheres in the perceptions of individuals. Studies deriving from this perspective focus on meaning and understanding, and take place in naturally occurring situations. If a study uses language such as the following, it probably has used a qualitative perspective: ***naturalistic, field study, case study, context, situational, constructivism, meaning, multiple realities.***

Research Perspectives

5

Four general ways of combining the two are based upon two factors: which one is primary and which, secondary; and which one is used first and which, second.

1. **Quantitative primary, qualitative first.** The research begins with a qualitative approach as the secondary method, using the qualitative data as a basis for collecting and interpreting the quantitative data (the primary method).
2. **Quantitative primary, quantitative first.** The researcher begins with a quantitative approach as the primary method, using qualitative follow-up to evaluate and interpret the quantitative results.

Research Perspectives

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3. **Qualitative primary, quantitative first.** The researcher begins by collecting quantitative preliminary data as a basis for collecting and interpreting the primary qualitative data.
4. **Qualitative primary, qualitative first.** The researcher begins with the primary qualitative data, using quantitative follow up to interpret the qualitative data.

Research Types

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To simplify the discussion, these are divided into whether they tend to use a quantitative or a qualitative perspective, although there is much overlapping in many of the types.

Research Types

8

Studies Primarily Quantitative in Nature

The following types of research are primarily quantitative in nature.

Experimental Research

Experimental research uses methods originally applied in the physical and biological sciences. In most experiments the following procedures are used: a sample of subjects is selected; they are assigned randomly to experimental and control groups; a treatment is administered to the experimental group only. The two groups are then evaluated on the basis of the dependent variable, the consequence of the independent variable. The latter is the presumed cause of the dependent variable.

Research Types

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Quasi-Experimental Research

A quasi-experimental design is one that follows the general procedures of experimental research, without the use of control group or without random assignment, since random assignment or the use of control groups is often not feasible in educational settings.

Causal-Comparative Research

Causal comparative studies are designed to determine the possible causes of a phenomenon. Sometimes these studies are called **ex post facto** research.

Research Types

10

Correlation Research

Correlation studies are designed to analyze the relationships between two or more variables, ordinarily through the use of correlation coefficients.

Descriptive Research

As the term implies, the purpose of descriptive research is to describe a phenomenon. Descriptive studies report frequencies, averages, and percentages.

Evaluation Research

Evaluation research makes judgments about the merit or worth of educational programs, products, and organizations. It is typically undertaken in order to aid administrators in making professional decisions. Evaluation studies are usually described as either formative or summative. Formative studies are made while a new program or product is being developed; summative studies, when it has been completed.

Research Types

Studies Primarily Qualitative in Nature

The following types of research tend to take a qualitative perspective.

Case Study Research

A case study is an empirical inquiry that investigates a contemporary phenomenon within its real life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple source of evidence are used. Qualitative perspective, is concerned with exploring, describing, and explaining a phenomenon.

Ethnographic research

Ethnographic research is a special types of case study research. It is distinguished from other types of case studies because it uses the theories and methods of anthropology to study the culture of schools and classrooms.

Action Research

Most action research documents how an educational problem was identified, understood, and solved by practitioners.

Research Methods

- **Tests and measurements**
- **Interviews**
- **Observations**
- **Surveys**
- **Documents**

Research methods, as the term is used here, are the specific techniques used to collect data with respect to the research problem. In general, five methods are typically used in educational research.

- 1. Tests and measurements.** Tests are administered and measurements made to determine the extent of change.
- 2. Interviews.** Interviews are conducted with individuals or groups to ascertain their perceptions.
- 3. Observations.** Observations are made to determine what is occurring and what individuals are doing.
- 4. Surveys.** Surveys are administered to assess opinions, perceptions, and attitudes.
- 5. Documents.** Documents are analyzed to establish the record.

Make Preliminary Choices

The process explained here assumes that in developing the prospectus you will make only a preliminary choice that may

Type/ Method	Test, measurement	Interview	Observation	Survey	Document s
Experiment	P		A		A
Quasi-experimental	P		A		A
Causal comparison	P		A		A
Co relational	P		A		A
Descriptive	A	A		P	A
Evaluation	P	A	A	A	A
Ethnographic		A	P		A
Action		A	P	A	
Case study		A	P	A	A(table)

Research**

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	Quantitative Research	Qualitative Research
Key concepts	Variable Controlled Reliable Hypothesized Statistically significant	Meaning Understanding Social construction Context Situation
Context Used	Agriculture Psychology Political Science Economics Basic Sciences	Anthropology History Sociology

Research**

18

	Quantitative Research	Qualitative Research
Goals	Test theory Establish facts Show relationship predict Statistically describe	Ground theory Develop understanding Describe multiple realities Capture naturally occurring Behavior
Design	Structured Predetermined Formal Specific	Evolving Flexible General

	Quantitative Research	Qualitative Research
Data	Quantities Counts Measures/instruments Numbers Statistics	Verbal descriptions Field notes Observations Documents
Techniques or Methods	Experiments Quasi-experiments Structured observations Structured interviews Surveys	Observation Participant observation Open-ended interviewing Review of documents and artifacts

	Quantitative Research	Qualitative Research
Role of Researcher	Distant Short term Detached Uninvolved	Close Long term Involved Empathetic Trusting Intense
Data Analysis	Deductive	Inductive Ongoing Stress models, themes, and concepts

FORMAT

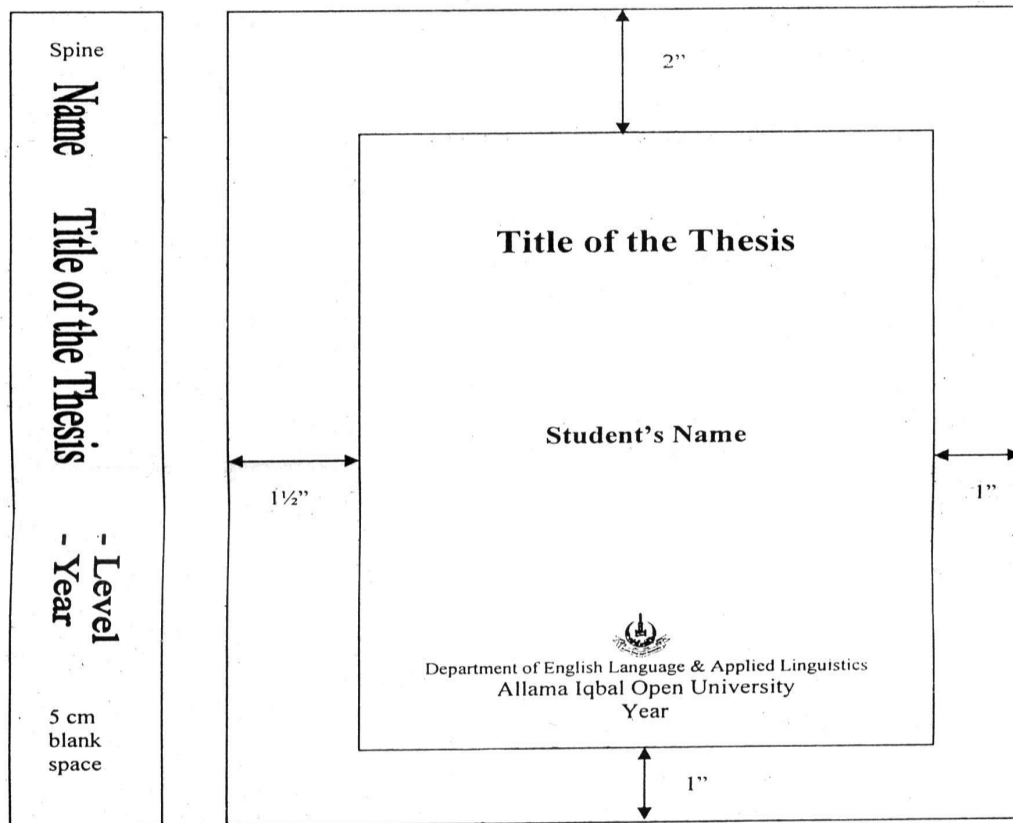
Format and Style

You will be required to abide by the following format and style as specified.

Font	Time New Roman
Chapter Headings	18 Bold CAPS
Headings	14 Bold CPS
Sub-headings	14 Bold
(Do not <i>italicize</i> or <u>underline</u> the headings and sub-headings)	
Text	12
Paper Quality	Offset Paper 90 grams
Paper Size	A4 – 213mm x 275mm
Spacing	Double

Format

Paragraphing	Indented & space between paragraphs		
Binding			
Evaluation Copy	Spiral binding		
Final Copy	Hardbound covered with cloth		
Color of binding	Dark Black		
Spine	To contain student's name, title of the thesis, level and year		
Citation Manual	MLA or APA (See Annex ???)		
Margins	Left	1 ½"	3.8 cm
	Right	1"	2.5 cm
	Top	1 ¼"	3.2 cm
	Bottom	1"	2.5 cm



Format

- MLA – Modern Language Association
- APA – American Psychological Association
- Chicago manual
- CBE

Business Communication

Understanding the concept of documentation

2

How to made documents

- i) MLA Modern Language Association(name &page ref at each place where source is used,a parenthetical citation system**
- ii) APA American psychological association a parenthetical citation system source name and publication system and sometimes page ref**
- iii) Chicago Manual
CBE Council of Biology Editors**

General APA Guidelines

3

Your essay should be typed, double-spaced on standard-sized paper (8.5 X 11 inches) with margins of 1 inch on all sides. Your final essay should include, in the order indicated below, as many of the following sections as are applicable, each of which should begin on a separate page:

Title page: includes a running head for publication, title, and byline and affiliation.

General APA Guidelines

4

Learning to Format 1

Running head: LEARNING TO FORMAT

Learning to Format Papers
in APA Style
Jodi Wagner
Purdue University

General APA Guidelines

5

Image Caption: Sample APA title page; running head and page number in upper right-hand corner, definition of running head **IN ALL CAPS**, and vertically and horizontally centers the title of the paper, its author and her affiliation to the page.

Page numbers and running head: in the upper right-hand corner of each page, include a 1-2 word version of your title. Follow with five spaces and then the page number.

Abstract: If your instructor requires an abstract, write a 75-100 word overview of your essay, which should include your main idea and your major points. You also may want to mention any implications of your research. Place the abstract on its own page immediately after the title page. Center the word **Abstract** and then follow with the paragraph.

General APA Guidelines

6

Headings: Although not absolutely necessary, headings can be helpful. For undergraduate papers, only one level of heading is necessary. Major headings should be centered. Capitalize every word in the heading except articles (a, the), short prepositions (in, by, for), and coordinating conjunctions (and, but, or).

Visuals: Visuals such as tables and figures include graphs, charts, drawings, and photographs. Try to keep the visuals as simple as possible and clearly label each visual with an Arabic numeral (ex: Table 1, Table 2, etc.) and include the title of the visual. The label and the title should appear on separate lines above the table, flush left. Below the table, provide the source. A sample Figure treatment is shown below.

General APA Guidelines



Figure 1. A sample page from The OWL at Purdue.

General APA Guidelines

8

List of References:

Create your list of references on its own page after the last page of your text. Center the title References one inch from the top of the page. Double space. Alphabetize the list of references by the last name of the authors. If the work has no author or editor, alphabetize the work by the first word of the title (excluding A, An, or The).

In-Text Citations: The Basics

9

Reference citations in text are covered on pages 207-214 of the Publication Manual. What follows are some general guidelines for referring to the works of others in your essay.

Note: APA style requires authors to use the past tense or present perfect tense when using signal phrases to describe earlier research. E.g., Jones (1998) found or Jones (1998) has found...

In-Text Citations: The Basics

10

APA Citation Basics

When using APA format, follow the author-date method of in-text citation. This means that the author's last name and the year of publication for the source should appear in the text, E.g., (Jones, 1998), and a complete reference should appear in the reference list at the end of the paper.

If you are referring to an idea from another work but **NOT** directly quoting the material, or making reference to an entire book, article or other work, you only have to make reference to the author and year of publication in your in-text reference.

In-Text Citations: The Basics

11

In-Text Citation Capitalization, Quotes, and Italics/Underlining

Always capitalize proper nouns, including author names and initials: D. Jones.

If you refer to the title of a source within your paper, capitalize all words that are four letters long or greater within the title of a source: *Permanence and Change*. Exceptions apply to short words that are verbs, nouns, pronouns, adjectives, and adverbs: *Writing New Media, There Is Nothing Left to Lose*. (Note that in your References list, only the first word of a title will be capitalized: *Writing new media*.)

In-Text Citations: The Basics

12

When capitalizing titles, capitalize both words in a hyphenated compound word: *Natural-Born Cyborgs*.

Capitalize the first word after a dash or colon: "Defining Film Rhetoric: The Case of Hitchcock's *Vertigo*."

Italicize or underline the titles of longer works such as books, edited collections, movies, television series, documentaries, or albums: *The Closing of the American Mind*; *The Wizard of Oz*; *Friends*.

Put quotation marks around the titles of shorter works such as journal articles, articles from edited collections, television series episodes, and song titles: "Multimedia Narration: Constructing Possible Worlds"; "The One Where Chandler Can't Cry."

Short Quotations

13

If you are directly quoting from a work, you will need to include the author, year of publication, and the page number for the reference (preceded by "p."). Introduce the quotation with a signal phrase that includes the author's last name followed by the date of publication in parentheses.

According to Jones (1998), "Students often had difficulty using APA style, especially when it was their first time" (p. 199).

Jones (1998) found "students often had difficulty using APA style" (p. 199); what implications does this have for teachers?

Short Quotations

14

If the author is not named in a signal phrase, place the author's last name, the year of publication, and the page number in parentheses after the quotation.

She stated, "Students often had difficulty using APA style," (Jones, 1998, p. 199), but she did not offer an explanation as to why.

Long Quotations

15

Place direct quotations longer than 40 words in a free-standing block of typewritten lines, and omit quotation marks. Start the quotation on a new line, indented five spaces from the left margin. Type the entire quotation on the new margin, and indent the first line of any subsequent paragraph within the quotation five spaces from the new margin. Maintain double-spacing throughout. The parenthetical citation should come after closing punctuation mark.

Jones's (1998) study found the following:

Students often had difficulty using APA style, especially when it was their first time citing sources. This difficulty could be attributed to the fact that many students failed to purchase a style manual or to ask their teacher for help. (p. 199)

Summary or Paraphrase

16

If you are paraphrasing an idea from another work, you only have to make reference to the author and year of publication in your in-text reference, but APA guidelines encourage you to also provide the page number (although it is not required.)

According to Jones (1998), APA style is a difficult citation format for first-time learners.

APA style is a difficult citation format for first-time learners (Jones, 1998, p. 199).

In-Text Citations: Author/Authors ¹⁷

APA style has a series of important rules on using author names as part of the author-date system. There are additional rules for citing indirect sources, electronic sources, and sources without page numbers.

Citing an Author or Authors

A Work by Two Authors: Name both authors in the signal phrase or in the parentheses each time you cite the work. Use the word "and" between the authors' names within the text and use "&" in the parentheses.

Research by Wegener and Petty (1994) showed...
(Wegener & Petty, 1994)

In-Text Citations: Author/Authors ¹⁸

A Work by Three to Five Authors: List all the authors in the signal phrase or in parentheses the first time you cite the source.

(Kernis, Cornell, Sun, Berry, & Harlow, 1993)

In subsequent citations, only use the first author's last name followed by "et al." in the signal phrase or in parentheses.

(Kernis et al., 1993)

In *et al.*, *et* should not be followed by a period.

Six or More Authors: Use the first author's name followed by et al. in the signal phrase or in parentheses.

Harris et al. (2001) argued...

(Harris et al., 2001)

In-Text Citations: Author/Authors ¹⁹

Unknown Author: If the work does not have an author, cite the source by its title in the signal phrase or use the first word or two in the parentheses. Titles of books and reports are italicized or underlined; titles of articles and chapters are in quotation marks.

A similar study was done of students learning to format research papers ("Using APA," 2001).

Note: In the rare case the "Anonymous" is used for the author, treat it as the author's name (Anonymous, 2001). In the reference list, use the name Anonymous as the author.

In-Text Citations: Author/Authors ²⁰

Organization as an Author: If the author is an organization or a government agency, mention the organization in the signal phrase or in the parenthetical citation the first time you cite the source.

According to the American Psychological Association (2000),...
If the organization has a well-known abbreviation, include the abbreviation in brackets the first time the source is cited and then use only the abbreviation in later citations.

First citation: (Mothers Against Drunk Driving [MADD], 2000)
Second citation: (MADD, 2000)

In-Text Citations: Author/Authors²¹

Two or More Works in the Same Parentheses: When your parenthetical citation includes two or more works, order them the same way they appear in the reference list, separated by a semi-colon.

(Berndt, 2002; Harlow, 1983)

Authors With the Same Last Name: To prevent confusion, use first initials with the last names.

(E. Johnson, 2001; L. Johnson, 1998)

In-Text Citations: Author/Authors²²

Two or More Works by the Same Author in the Same Year: If you have two sources by the same author in the same year, use lower-case letters (a, b, c) with the year to order the entries in the reference list. Use the lower-case letters with the year in the in-text citation.

Research by Berndt (1981a) illustrated that...

Personal Communication: For interviews, letters, e-mails, and other person-to-person communication, cite the communicators name, the fact that it was personal communication, and the date of the communication. Do not include personal communication in the reference list.

(E. Robbins, personal communication, January 4, 2001).

In-Text Citations: Author/Authors ²³

A. P. Smith also claimed that many of her students had difficulties with APA style (personal communication, November 3, 2002).

Citing Indirect Sources

If you use a source that was cited in another source, name the original source in your signal phrase. List the secondary source in your reference list and include the secondary source in the parentheses.

Johnson argued that...(as cited in Smith, 2003, p.102).

Note: When citing material in parantheses, set off the citation with a comma, as above.

In-Text Citations: Author/Authors ²⁴

Electronic Sources

If possible, cite an electronic document the same as any other document by using the author-date style.

Kenneth (2000) explained...

Unknown Author and Unknown Date: If no author or date is given, use the title in your signal phrase or the first word or two of the title in the parentheses and use the abbreviation "n.d." (for "no date").

Another study of students and research decisions discovered that students succeeded with tutoring ("Tutoring and APA," n.d.).

In-Text Citations: Author/Authors²⁵

Sources Without Page Numbers

When an electronic source lacks page numbers, you should try to include information that will help readers find the passage being cited. When an electronic document has numbered paragraphs, use the ¶ symbol, or the abbreviation "para." followed by the paragraph number (Hall, 2001, ¶ 5) or (Hall, 2001, para. 5). If the paragraphs are not numbered and the document includes headings, provide the appropriate heading and specify the paragraph under that heading. Note that in some electronic sources, like Web pages, people can use the Find function in their browser to locate any passages you cite.

In-Text Citations: Author/Authors²⁶

According to Smith (1997), ... (Mind over Matter section, para. 6).

Note: Never use the page numbers of Web pages you print out; different computers print Web pages with different pagination.

www.vuCtn.com

Good Luck

Regards : Zarva Chaudhary

Admin:

* Zarva Chaudhary *

* Chandhary Moazzam *

* Laiba Maki *