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HIGHER SECONDARY SECOND YEAR

VOCATIONAL EDUCATION

OFFICE MANAGEMENT AND SECRETARYSHIP AND TYPOGRAPHY AND COMPUTER APPLICATIONS

Theory & Practical

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Untouchability is Inhuman and a Crime

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PREFACE

In the view of the changing business environment and suggestions received from experts, this book has been thoroughly planned and updated. This book provides a comprehensive and balanced coverage of the subject. In addition to usual topics, the book presents contemporary topics also. High quality and quantity of topics is maintained for application in global set up. The student and faculty will find the contents of the book are short, precise and explanations are given in understandable language with a sufficient support from real business information. I also have great pleasure in presenting the book titled Office Management and Secretarial Practice.

This volume is an attempt to provide the students with thorough understanding of office management and secretarial practice concepts and methods. This book presents the subject in a systematic manner with liberal use of figures applicable.

This book will prove extremely useful to students and teachers alike. It can be adopted and used successfully. This book is even suited for self study.

This book covers following areas: Management its Meaning and Definition, Characteristics and importance of Management, Manger, Role of Manager, Planning, Nature of Planning, Importance and Limitation of Planning, Steps in Planning, Nature of Organisation, Steps in organisation, Process, formal Organisation, Informal Organisation, Organisation chart, Decision Making – Meaning, characteristics, Factors affecting Decision Making, Types of Managerial Decision, Coordination, Principles, Nature and Importance of Coordination, Direction, Techniques of Direction, Delegation, Supervision, Delegation of Authority. Centralisation and Decentralisation, Departmentation, Leadership, kinds of Leadership Style, Qualities of Successful Leader, Communication, Purpose and Principles of Communication, Barriers of Communication, Motivation, Theories of Motivation, Controlling, Process of Controlling, Techniques of Controlling, Secretary, Types, Qualification of Company Secretary, Appointment and Duties of Company Secretary.

It's sure that this book will be more useful for the student fraternity, teachers, executives and other professionals. Suggestions and comments for the improvement of the books are welcomed.

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UNIT 1

Principles of Management

LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- To understand the concept of principles of management through its meaning, definition and functions.
- To gain knowledge of levels of management and decision making

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1.1 Introduction
1.1.1 Meaning
1.1.2 Definitions
1.2 Functions of Management
1.2.1 Planning
1.2.2 Organizing
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1.1 Introduction

Management is the art and science of managing others. Knowledge and information of modern management will help to identify and improve the efficiency of an individual's skills to manage career, relationships and the behaviour of an individual working in the organization.

A manager who manages primarily the day -to- day routine things in an organization. He solves problems with the help of creative skills and power of

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knowledge. Management often refers to "getting things done through others". Management uses certain effective functions i.e. planning, organizing, staffing, directing, coordinating, and controlling. No doubt, an efficient management can function effectively with the help of above functions.

The organizations can be successful only when the efforts of various individuals in groups are integrated into teamwork. The central agency which performs this task is known as management. Management is the central nervous system of an organization and runs the organization just as the human brain controls human movement.

Principles of management mean a fundamental statement of truth which provides guidance to thought and action. A principle of management refers to the basic fundamental aspects to be followed in the organization. Henry Fayol listed out fourteen principles and they are as follows:

1. Division of Work:

Division of work states that each worker in the organization should contribute for the organizational goals.

2. Authority and Responsibility:

Authority refers to a legitimate right enjoyed by the head to issue orders and instructions, at the same time responsibility means duty or task to be completed.

3. Discipline:

Generally, in any organization, there may be certain rules and regulations to be followed. Management should frame certain rules and regulations.

4. Unity of Command:

Every subordinate in the organization should receive orders and instructions from one superior only.

5. Unity of Direction:

Superiors and subordinates should travel only in one direction, i.e., all members in the organization should work only for the common goals of the organization.

6. Subordination of Individuals to General Interest:

Workers in the organization should work only for the general interest of the organization instead of thinking over individual interest.

7. Remuneration of Personnel:

According to the industrial standards, the superior should structure the remuneration.

8. Centralization:

This principle refers to concentration of authority by a single person.

9. Scalar principle:

It refers to descending from the top position.

10. Order:

It means resources should be placed according to order, in other words, each worker should be placed in a job, according to their specialization.

11. Equity:

All workers in the organization should be treated equally.

I2. Job Security:

Research states that workers in the organization should be given security and stability for their job.

13. Initiative:

Initiative means creative thinking.

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14. Espirit de corps:

Superior should create a good relationship among workers; as per the policy of Unity is Strength.



Figure 1.1 Functions of Management

1.1.1 Meaning

Management is basically concerned with the performance of planning, organizing, directing, coordinating and controlling. Management is also regarded as the art of getting things done through others. It is not possible for any individual to do all the work by himself. The work is always shared with others.

1.1.2 Definition

1. **Mary Parker Follet:** "Management is the art of getting things done through people".
2. **Henry Fayol:** "To manage is to forecast and plan, to organize, to command, to coordinate and to control".
3. **F.W. Taylor:** "The art of knowing exactly what you want men to do and seeing that they do it in the best and cheapest way".

1.2 Functions of Management:

Different experts have classified functions of management in different manners.

According to **George and Terry**, "There are four fundamental functions of management, (i.e.) Planning, Organizing, Ordering and Controlling".

According to **Henry Fayol**, "To manage is to forecast and plan, to organize, to command and to control".

Luther Gullick has given a keyword, "POSDCORB" where,

P	—----->	**for Planning**
O	—----->	**for Organising**
S	—----->	**for Staffing**
D	—----->	**for Directing**
CO	—----->	**for Coordination**
R	—----->	**for Reporting**
B	—----->	**for Budgeting**

Most widely accepted functions of management given by Koontz and O'Donnell (i.e.) Planning, Organizing, Staffing, Directing. Coordinating and Controlling.

Functions of Management:

- Planning
- Organizing
- Staffing
- Directing
- Co-ordinating
- Controlling

Functions of management are overlapping in nature. Each function affects the performance of others.

1.2.1 Planning

It includes determination of objectives, setting rules, procedures, policies, strategies, budgeting etc. Planning may be short term or long term. Managers at all levels want to prepare plans, so it is considered as a pervasive function. Planning looks into the future. Without planning, an organization cannot achieve anything in future. Planning is deciding in advance what has to be done, and how and when it has to be done. It bridges the gap between the present and the future.

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Harold Koontz says that planning has the following four important objectives:

- To offset uncertainty and change,
- To focus attention of objectives,
- To gain economical operation and
- To facilitate control.

Planning is the basic function of management and all other functions of management are greatly influenced by the planning process. Planning is an inevitable function of management at all levels of an organization.



Figure 1.2 Planning

1.2.2 Organizing

Organizing involves establishment of the formal structure of authority through which work subdivisions are arranged, defined and coordinated to accomplish the objectives of the organization. Designing and maintaining are basically managerial functions of organization.

Organizing is,

i. Identification and classification of required activities.

ii. Grouping of activities necessary to attain objectives.

iii. Assignment of each grouping to a manager with the delegation of authority necessary to supervise it and

iv. Provision for Coordination horizontally (same organization) and vertically (headquarters and departments) in the organization structure.



Figure 1.3 Organizing

1.2.3 Staffing

Staffing involves the process of filling positions in the organization structure. The staffing functions related to the recruitment, selection, training, promotions and transfer of employees at all levels of management. The staffing function is different from other functions because it deals only with people.



Figure 1.4 Staffing

1.2.4 Directing

Direction is the process by which the employees are guided to contribute towards organizational objectives. The term directing refers to the managerial function which initiates organized action. Formulating the policies and plans which will be useful if it is converted into action. According to **Earnest Dale**, "Direction is telling people what to do and seeing that they do it to their

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abilities. It includes making assignments, corresponding procedures, seeing that mistakes are corrected, providing on the job instructions and of course, issuing orders." It includes the following sub functions,

i. Motivation
ii. Leadership
iii. Supervision
iv. Communication
v. Coordination



Figure 1.5 Directing

1.2.5 Co-ordinating

Every department in an organization functions independently. But the activities of one department influence those of another department. For example, the activities of the purchase department influence those of the production department and vice versa. Thus it reveals that the various departments in an organization are interrelated and interdependent.

Coordination is a management function in which it acts as a link between the activities of different departments. Every department has its own objectives. Coordination ensures that all the departments contribute to the attainment of the goal of the whole enterprise.



Figure 1.6 Co-ordinating

1.2.6 Controlling

Controlling is an important element in the management process. Controlling involves setting standards, measuring the performance, comparing the actual with the standards and finding out the deviation and taking corrective actions. Hence business enterprises can accomplish their goals only by establishing a proper control system. Control activities are generally related to measurement and achievement. Each measure shows whether plans are working or not.



Figure 1.7 Controlling

1.3 Levels of Management:

The term 'Levels of Management' refers to a line of demarcation between various managerial positions in an organization. The number of levels in management increases when the size of the business and workforce increases and vice versa.

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The levels of management can be classified into three broad categories.

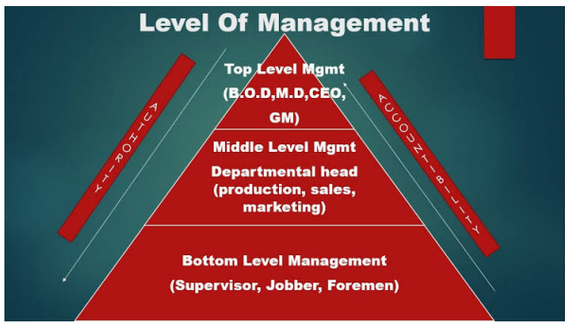


Figure 1.8 Levels of Management

Top Management	Middle Management	Supervisory Management
Eg: Board of Directors, Chairman, Managing Director, etc.	Eg: Production Manager, Finance Manager, Marketing Manager, etc	Eg: Office Manager, Foreman, Supervisor, etc.

Three levels of management have been recognized by management experts. They are

1. Top Level Management
2. Middle Level Management
3. Supervisory or Lower Level Management

1.3.1 Top Level Management

It consists of the board of directors, the chairman, the managing director and so on. The functions of the top management are as follows,

i) To lay down the basic objectives of the business

ii) To frame the major policies for the business

iii) To organize the business into different departments for the efficient attainment of the enterprise goals.

iv) To appoint departmental heads and review their performance

v) To represent the business outside, particularly in discussing the business related problems with the Government, trade association and so on.

1.3.2 Middle Level Management

It consists of the heads of all the departments such as the production manager, finance manager, marketing manager and so on. It also includes the deputy managers in all the departments. The functions of the middle management are as follows:

i) Formulation of suitable policies at the departmental level

ii) Periodical review of the performance

iii) Interaction with the subordinate staff

1.3.3 Supervisory or Lower Level Management

It consists of individuals such as the foreman, office managers, supervisors etc. The supervisory management is concerned with the following functions;

i) To plan the day to day work

ii) supervisor should undertake the work and assign it to all the employees

iii) To monitor the performance of the employees

iv) To send periodical report to the middle level manager

1.4 Decision Making:

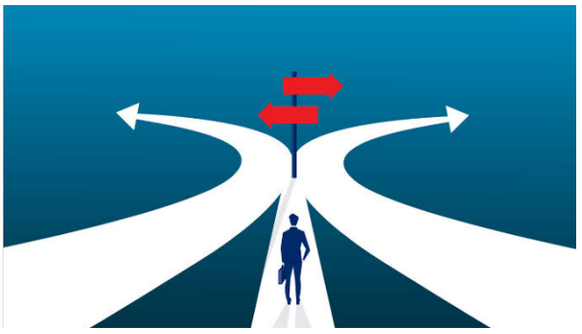


Figure 1.9 Decision Making

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Decision making is the process of selecting an alternative from among the number of alternatives available.

The need for decision making will arise only when there are options. If there is only one way of doing a task, there is nothing to decide. For example, a business enterprise that wants to buy machinery may find several models of the machinery. When it decides to buy one model, it has to decide which model is good among various models. It will select the best model by examining the merits and demerits of all the alternative models and will select the one which offers maximum benefits.

The process of selecting the best model among the available alternative models is called decision making.

1.4.1 Definition of Decision Making

In the words of **George Terry**, "Decision making is selecting an alternative from two or more alternatives, to determine an opinion or a course of action".

According to **Philip Kotler** "A Decision may be defined as a conscious choice among alternative courses of action".

Points to be Remembered

1. Management often refers to "getting things done through others".
2. Functions of office management classified as planning, organizing, staffing, directing, coordinating and controlling.
3. Top management frame major policies of the business.
4. Middle management formulates suitable policies at the departmental level.
5. Lower management plans the day to day work.



1. **Organizing** - Arranging the work systematically.
2. **Staffing** - The continuous process of finding, selecting, evaluating and developing a working relationship with current or future employees.
3. **Co-ordinating** - To organize different things or people so that they work together.
4. **Decision making** - The action or process of making important decisions.
5. **Levels of management** - refers to a line of demarcation between various managerial positions in an organization

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QUESTIONS

PART – A

OBJECTIVE TYPE QUESTIONS

I. Choose The Correct Answer: (1 mark)

1. _____, who manages primarily the day to day routine things in an organization.

(a) Manager
(b) Clerk
(c) Officer
(d) Administrator **Ans (a)**

2. _____ often refers to " getting things done through others"

(a) Administration
(b) Management
(c) Skill
(d) Organization **Ans (b)**

3. The organization can be successful only when the efforts of various individuals in groups are integrated into _____

(a)Team Work
(b) Individual Work
(c) Separate Work
(d) Group work **Ans (a)**

4. Luther Gullick has given a keyword _____

(a) CORBPOS
(b) CODOSRB
(c) POSDCORB
(d) BROCSOP **Ans (c)**

5. Planning looks into _____

(a) Present
(b) Post
(c) Future
(d) Middle **Ans (c)**

6. _____ is the basic function of management

(a) Organizing
(b) Directing
(c) Controlling
(d) Planning **Ans (d)**

7. _____ involves the process of filling positions in the organization structure

(a) Staffing
(b) Directing
(c) Controlling
(d) Organizing **Ans (a)**

8. _____ is process by which the employees are guided to contribute towards organizational objectives

(a) Co-ordinating
(b) Controlling
(c) Directing
(d) Planning **Ans (c)**

9. _____ activities generally relate to the measurement and achievement

(a) Planning
(b) Control
(c) Direction
(d) Organization **Ans (b)**

10. In _____ level management, to frame major policies for the business

(a) Top
(b) Lower
(c) Middle
(d) Upper **Ans (a)**

11. _____ means creative thinking

(a) Initiative
(b) Discipline

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(c) Espirit de corps

(d) Centralization **Ans (a)**

12. _____ means that chain of command or authority

(a) Unity of Command

(b) Scalar principle

(c) Remuneration

(d) Authority **Ans (b)**

PART – B

II. Very Short Answer: (3 Marks)

1. What is management?
2. Define the term management
3. What are the three levels of management?
4. How Luther Gullick classifies the functions of management.
5. What are the functions of management?
6. Define the term decision making.
7. What is unity of direction?
8. What is job security?

PART – C

III. Short Answer: (5 Marks)

1. What are the important objectives of planning?
2. Explain the managerial functions of organizing.
3. Write short notes on decision Making.

PART – D

IV. Essay Type Question: (10 Marks)

1. Explain the functions of management.
2. Elaborate the levels of management.
3. Explain the term principles of management.

ACTIVITY

Teacher`s Activity

1. Should teach functions of management through classroom discussion.
2. Prepare charts on levels of management.

Student`s Activity

1. Visit a modern office and observe its functions.
2. Prepare assignments for levels of management.

REFERENCES

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2. https://en.m.wikipedia.org.

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UNIT 2



DELEGATION OF AUTHORITY

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LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- Enable the students to understand the meaning of delegation of authority.
- The students can gain knowledge about the various types of departmentation.

CONTENT

2.1 Introduction
2.1.1 Meaning
2.1.2 Definition
2.2 Principles of Delegation of authority
2.2.1 Principles of Result Expected
2.2.2 Principles of Responsibility
2.2.3 Principles of Parity between Authority and Responsibility
2.2.4 Principles of Unity of Command
2.2.5 The Scalar Principle
2.3 Characteristics-Delegation of Authority
2.4 Roles of Delegation of Authority
2.5 Centralization and Decentralization
2.5.1 Differences between Centralization and Decentralization
2.6 Departmentation
2.6.1 Types of Departmentation

2.1 Introduction

Delegation of authority is the act of assigning formal authority and responsibility for completion of specific activity given to a subordinate. It is necessary for the efficient functioning of any organization. The manager must delegate some of the simple and more routine tasks to his subordinates so that he

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can devote more time to more complex and non-routine activities of the organization.



Figure 2.1 Delegation of Authority

The act of delegation of authority not only saves time for the superior to invest more time in complex problems, it also enhances the capability of subordinates as well.

2.1.1 Meaning

No individual can perform all activities by himself. Therefore, the total work of an organization is divided among different persons. Every individual is given some authority so that he can accomplish his task. Every manager shares his authority with his subordinates because he alone cannot exercise all the authority himself. After assigning duty and granting authority to subordinates, a manager holds them accountable for proper discharge of the duty. This part of the organizing process is known as delegation of authority.

2.1.2 Definition

"The process of delegation of authority involves the determination of results expected, the assignment of tasks, the delegation of authority for the accomplishment of these tasks and the execution of responsibility for their accomplishment".

Koontz and O'Donnell.

"Delegation of authority means assigning work to others and giving them authority to do it".

F.G. More.

2.2 Principles of Delegation of authority

The following are the important principles of delegation of authority.

2.2.1 Principles of Result Expected

Before delegating the authority to his subordinates, the superior must be clear about the tasks that he expects them to perform so as to realize the expected results.

2.2.2 Principles of Responsibility

A superior can delegate only authority and not responsibility. For the performance of the work by his subordinates, the superior is responsible to his immediate superior. For example, a sales manager is accountable to his general manager.

2.2.3 Principles of Parity between Authority and Responsibility

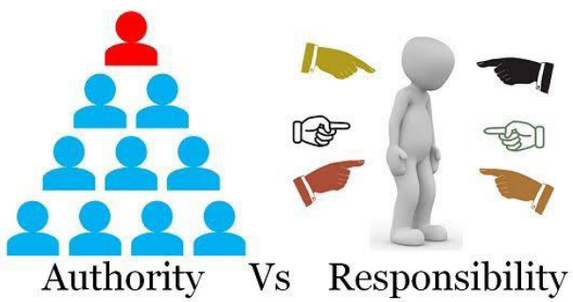


Figure 2.2 Authority and Responsibility

There should always be parity between authority and responsibility, i.e. one must be equal to the other. If authority given to a subordinate is more than his responsibility, there may be a tendency to misuse the authority.

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2.2.4 Principles of Unity of Command

According to this principle, every subordinate should have a single supervisor from whom he gets the authority and to whom he is solely accountable.

2.2.5 The Scalar Principle

There are clear lines of authority in the organization, i.e who is under whom. This helps the subordinates to know who delegates the authority to him and to whom he shall be accountable.

2.3 Characteristics - Delegation of Authority

1. Delegation takes place when a manager grants some of his powers to his subordinates.
2. Delegation occurs only when the person delegating the authority by himself has the authority. i.e. a manager must possess what he wants to delegate.
3. Only a part of authority is delegated to subordinates.
4. A manager delegating the authority can reduce, enhance or take it back. He exercises full control over the activities of the subordinates even after the delegation.
5. A manager cannot abdicate responsibility by delegating authority to subordinates.

2.4 Roles of Delegation of Authority

1. Effective management.
2. Employee development.
3. Motivating the employees.
4. Facilitation of growth.
5. Better coordination.



Figure 2.3 Role of Delegation of Authority

2.5 Centralization and Decentralization

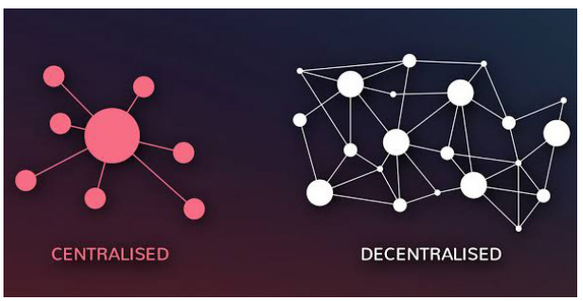


Figure 2.4 Centralization and Decentralization

Centralization refers to the degree to which the decision making process is concentrated at a single point in the organization. If the top management makes all the important decisions in the organization with no input from the lower level employees, then the organization is said to be a highly centralized organization.

Decentralization refers to the systematic effort to delegate to the lowest level of authority except that which can only be exercised at central points. It implies diffusion of authority throughout the organization.

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2.5.1 Differences between Centralization and Decentralization

SL.NO	Centralization	Decentralization
1	Centralization is more appropriate in stable environmental conditions.	If the environment is complex and uncertain, the organization requires a greater amount of decentralization.
2	If the lower level managers are not very competent or experienced enough to take decisions, organizations tend to prefer centralization.	If the lower level managers are competent enough to make the decisions, organizations will benefit from decentralization.
3	Centralization is needed if the decisions to be taken are significant ones.	For relatively minor decisions, organizations may resort to decentralization.
4	If the organization faces a risk or threat, it relies more on centralized policies.	If decentralization is to be effectively practiced, the organizational culture must be more open and trusting.
5	To run a big organization effectively, centralization is required.	If the organization is multi-located, one with branches at different geographical locations, a greater amount of decentralization is required.

2.6 Departmentation:

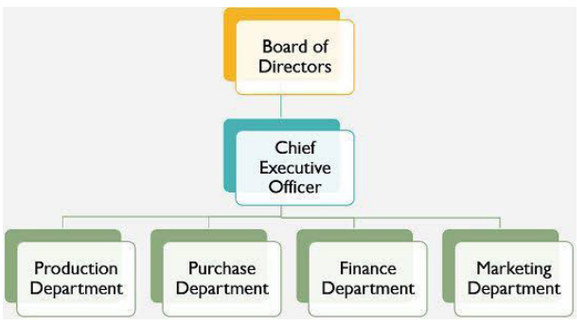


Figure 2.5 Departmentation

Departmentation is the process of grouping the activities of an enterprise into several units for the purpose of administration at all levels.

The administrative units may be designated as departments, divisions, branches, sections etc. The process of organizing consists of dividing and grouping of the works to be done in an enterprise and assigning different duties and responsibilities to different people.

2.6.1 Types of Departmentation

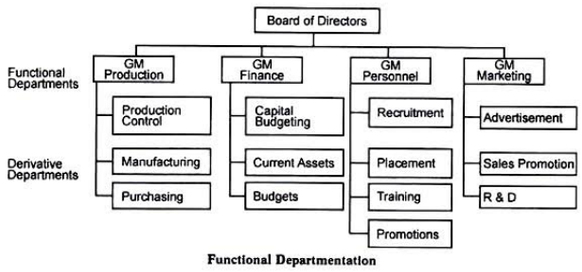


Figure 2.6 Types of Departmentation

There are several bases in departmentation. The most commonly used bases are – function, product, territory, process, customer, time etc. These are as follows:

a) Departmentation by Functions

The enterprise may be divided into various departments on the basis of their functions like production, purchasing, sale, financing, personnel etc. If necessary, a major function may be divided into sub functions.

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Advantages

i) It is the most logical and natural form of departmentation.

ii) It facilitates delegation of authority.

iii) It enables the top managers to exercise effective control over a limited number of functions.

iv) It eliminates duplication of activities.

Disadvantages

i) There may be conflicts between departments.

ii) The scope of management development is limited.

iii) There is too much emphasis on specialization.

iv) There may be inflexibility and complexity of operations.

b) Departmentation by Products:

In product departmentation, every major product is organized as a separate department. Each department looks after the production, sales and financing of one product. Product departmentation is useful when the expansion, diversification, manufacturing and marketing characteristics of each product are primarily significant.

Advantages

i) Product departmentation focuses individual attention to each product line which facilitates the expansion and diversification of the products.

ii) It ensures full use of specialized production facilities.

iv) The performance of each product division and its contribution to total results can be easily evaluated.

v) It is more flexible and adaptable to change.

Disadvantages

i) It creates the problem of effective control over the product divisions by the top managers.

ii) Each production manager asserts autonomy disregarding the interest of the organization.

iii) The advantages of centralization of certain activities like financing and accounting are not applicable.

iv) There is duplication of physical facilities and functions.

c) Departmentation by Territory or Geographical

Territorial or geographical departmentation is specially useful to large scale enterprises whose activities are widely dispersed. Banks, insurance companies, transport companies, distribution agencies, etc. are some examples of such enterprises, where all the activities of a given area of operations are grouped into zones, branches, divisions etc.

Advantages

i) It facilitates the expansion of business to various regions.

ii) It helps in achieving the benefits of local operations.

iii) It results in savings in freight, rents and labor costs.

iv) There is better coordination of activities in a locality through setting up regional divisions.

Disadvantages

i) Problem in communication.

ii) It requires more managers with general managerial abilities.

iii) There may be conflict between the regional managers.

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iv) Coordination and control of different branches from the head office become less effective.

d) Departmentation by Customers

In this method, the activities are grouped according to the type of customers. For example, a large cloth store may be divided into wholesale, retail and export divisions.

Advantages

i) Special attention can be given to the particular tastes and preferences of each type of customer.

ii) Different types of customers can be satisfied easily through specialized staff.

iii) Customers' satisfaction enhances the goodwill and sale of the enterprise.

iv) The benefits of specialization can be gained.

Disadvantages

i) Coordination between sales and other functions becomes difficult.

ii) There may be under-utilization of facilities and manpower in some departments particularly during the period of low demand.

iii) The managers of customer departments may put pressure on special benefits and facilities.

e) Departmentation by Process or Equipment

In this type, the activities are grouped on the basis of production processes involved or equipment used. This is generally used in manufacturing and distribution enterprises and at lower levels of organization.

Advantages

i) To achieve efficiency and economy of operations.

ii) It provides the specialization required at each level of total processes.

Disadvantages

i) There may be difficulty in coordinating the different processes.

ii) There are chances of conflicts among the managers.

Points to be Remembered

- Delegation is the act of assigning formal authority and responsibility for completion of specific activity given to a subordinate.
- Principles of delegation are:
  - i) Principles of result expected
  - ii) Principles of responsibility
  - iii) Principles of parity between authority and responsibility
  - iv) Principles of unity of command
  - v) The scalar principle
- Centralization refers to the degree to which the decision making process is concentrated at a single point in the organization.
- Departmentation is the process of grouping the activities of an enterprise into several units.

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GLOSSARY

1. **Delegation** - Delegation is the dispersal of authority by a superior to this subordinate to accomplish the assigned tasks.
2. **Departmentation** - It is the process of grouping the activities.
3. **Unity of Command** - Every subordinate should have a single supervisor from whom he gets the authority.
4. **Scalar Principle** - There are clear lines of authority in the organization.
5. **Centralization** - Decision making process is concentrated at a single point.

QUESTIONS

KZLC7

PART – A

OBJECTIVE TYPE QUESTIONS

I. Choose the Correct Answer: (1 Mark)

1. The process of _____ involves the determination of results expected.
   a) Centralization
   b) Delegation of authority
   c) Decentralization
   d) Authority **Ans: (b)**
2. A Superior can delegate only _____ and not responsibility.
   a) Power
   b) Efficiency
   c) Authority
   d) Ability **Ans: (c)**
3. Only a part of authority is delegated to _____
   a) Subordinates
   b) Superiors
   c) Managers
   d) Officers **Ans: (a)**
4. _____ is the act of assigning formal authority and responsibility.
   a) Centralization
   b) Decentralization
   c) Departmentation
   d) Delegation of authority **Ans: (d)**
5. _____ is the process of grouping activities.
   a) Delegation of authority
   b) Departmentation
   c) Decentralization
   d) Devolution **Ans: (b)**
6. _____ is needed if the decisions to be taken are significant.
   a) Decentralization
   b) Devolution
   c) Centralization
   d) Delegation **Ans: (c)**
7. Product department focuses _____ attention to each product line.
   a) Individual
   b) Group
   c) Department
   d) Section **Ans: (a)**
8. According to _____ "Delegation means assigning works to others and giving them authority to do it"

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a) Koontz

b) F.G. More

c) Mills

d) O' Donnell **Ans: (b)**

9. According to _____ principle, every subordinate should have a single supervisor.

a) Result Expected

b) Absoluteness of Responsibility

c) Unity of Command

d) Scalar **Ans: (C)**

10. There should be _____ between authority and responsibility.

a) Parity b) Connection

c) Unity d) Committee. **Ans:(a)**

PART – B

II. Very Short Answer: (3 Marks)

1. Write a short note on departmentation by functions.
2. What is meant by delegation of authority.
3. What is meant by centralization.
4. Write a short note on "unity of command".
5. What is the scalar principle?

PART – C

III. Short Answer: (5 Marks)

1. What is departmentation?.
2. What are the differences between centralization and decentralization?
3. Write the characteristics of delegation of authority.

PART – D

IV. Essay Type Question: (10 Marks)

1. Explain the principles of delegation of authority.
2. Explain the various types of departmentation.

ACTIVITY

Teacher`s Activity

1. Take students to an office and explain functions.

Student`s Activity

1. Arrange the students into small groups and discuss the delegation of authority.

REFERENCES

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UNIT 3



SECRETARIAL PRACTICE

LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- To know the vital role played by the Secretary in an office and his functions.
- To provide an understanding of the types of correspondence used in an office and about company secretaries.

GD5FJ

CONTENT

3.1 Introduction
3.1.1 Meaning – Secretary
3.2 Qualifications of the Secretary
3.3 Functions of Office Secretary
3.4 Role of Office Secretary
3.5 Business Letter – Meaning
3.6 Types of Business Letters
3.7 Various Technologies Used for Secretarial Communication
3.8 Process for Appointment of Company Secretary
3.8.1 Rights & Duties – Company Secretary
3.8.2 Liabilities of the Company Secretary
3.8.3 Restrictions of the Company Secretary
3.8.4 Dismissal of the Company Secretary

3.1 Introduction

The word "**Secretary**" has been derived from the ancient Latin word "**Secretarions**" which means confidential writer or officer or a person who is entrusted with secrets of his master / employer. In the old Roman Empire, the officer looking after secretarial duties or doing Secretarial practices or

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job was called a "Scribae" which means professional letter writer or one who maintains confidential records. Secretary has a reference even in the Ancient Indian History during the Mughal and Maratha Empire. They were known as "Amatya" "Sachiva"', or "chitins". The profession of a secretary is considered as one of the oldest professions. It is known to be as old as human civilizations.

In modern times, the secretary has become almost an obligatory person in trade, industry and other social institutions. Every organisation thinks it is necessary to appoint a secretary for conducting its affairs properly. The reason for the same is that the secretary helps in conducting all correspondence, keeping all records and accounts, writing of minutes and acts as public relation officer of the employer between the management, staff and the outsiders. Moreover, the secretary ensures that the affairs of the organisation are conducted in accordance with law.

3.1.1 Meaning – Secretary

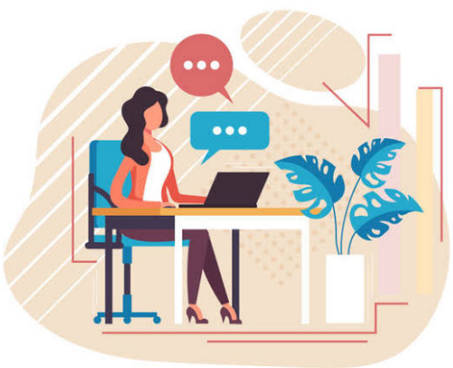


Figure 3.1 Office Secretary

An office secretary maintains the smooth running of an office through a variety of administrative and clerical duties. Office secretaries generally work directly for organisations depending on their experience. Office secretary is employed in virtually every industry, particularly business, law, medicine and education.

According to "*The Oxford Dictionary, a Secretary is, "a person whose work is to write for others, especially one who is employed to conduct correspondence, keep records and to transact various other businesses for another person or for a society, corporation or public body*".

According to Webster's Dictionary, A secretary is, "*one who is entrusted with private or secret matters and a confidential clerk, one who attends to correspondence, records of a private and confidential nature*".

The National Secretaries Association (International) defines the '*Secretary' as follows: "As an assistant to an executive possessing a mastery of office skills to assume responsibility without direct supervision, who displays initiative, exercises judgement and makes decisions within the scope of authority*".

3.2 Qualifications of the Secretary

i. Sound general education
ii. Proficiency in languages
iii. Wide general knowledge
iv. Knowledge of office organization and methods
v. Knowledge of general procedure of meetings
vi. Personality.

3.3 Functions of Office Secretary

The functions of an office secretary depend upon the size and nature of the organization. The Office secretary also acts as a liaison officer, advisor to the management, administrative assistant etc.

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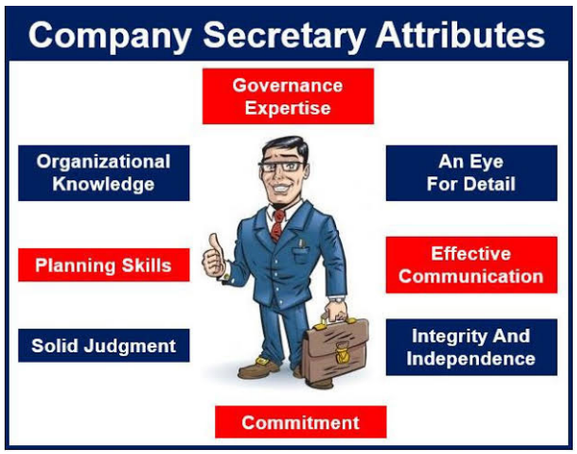


Figure 3.2 Office Secretary Functions

His functions are as follows:-

i. Supervise, coordinate and control clerical work of the organization.
ii. Selections, appointment and assignment of office work to the staff.
iii. Maintain office discipline.
iv. Writing and receiving letters on behalf of the management.
v. Keeping a record of important phone numbers.
vi. Handling staff matters.
vii. Acting as a link between management and the staff.

Additional Duties of Secretary

i. Formulate the agenda to be used at meetings, in consultation with the Manager.
ii. Notify the membership of the time and place of meetings.
iii. Work with the membership committee to send out letters of invitation to potential members.
iv. Maintain, for reference at each meeting, a copy of chapter by-laws, standing rules, accepted order of business, minutes of previous meetings, and lists of all committees.
v. Read the minutes of the last meeting if asked to do so and change as needed.
vi. Act as custodian of all records except those specifically assigned to others.
vii. Explain all records to the beneficiary.
viii. The secretary must attend all chapter and executive committee meetings. If unable to attend, an alternate should be assigned to take the minutes. The secretary is a voting member of the executive committee.

3.4 Role of Office Secretary

The role of the secretary is to support the chairman in ensuring the smooth functioning of the managing committee. To sum up, the secretary is responsible for conducting the meetings, preparing minutes of the meetings and maintaining effective record keeping and administration.

3.5 Business Letter – Meaning

Business people have to communicate with the customers, the suppliers, the debtors, the creditors, the public authorities and the public at large as well as among themselves for the purpose of exchanging their views and sending and receiving information. This is required to initiate, carry out and to conclude transactions. Most of these communications are made in the form of business letters.

A business letter is usually a letter from one company to another, or between such organizations and their customers, clients and other external parties. The overall style of the letter depends on the relationship between the parties concerned.

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3.6 Types of Business Letters

Business letters may be classified into following classes:

i. Letters of inquiry and reply.
ii. Offers and acceptance
iii. Claim, complaints and settlements of accounts
iv. Circular letters
v. Collection letters
vi. Bank correspondence
vii. Letters Relating to export and import
viii. Insurance correspondence
ix. Letters to editors
x. Correspondence of a company secretary.

3.7 Various Technologies Used for Secretarial Communication



Figure 3.3 Secretarial Communication

The role of the secretary is critical in bridging the gap between regulatory authorities and the organisation, such as,

1. Keeping track of multiple client requirements

Customer management is not an easy task. Multiple accounts require a great deal of organization and prioritization. Managing multiple customer needs and guidelines are as follows:-

i. Set the right expectations.
ii. Track time spent on each customer project.
iii. Schedule
iv. Create a list.
v. Prioritize tasks
vi. Regular customer updates
vii. Use a multiple-project management tool.
viii. Be as flexible.

2. Ensuring compliance with statutory regulations

The word statutory means "of or related to statutes"- rules and regulations, compliance means adherence. Thus, statutory compliance means adhering to rules and regulations.

i. Stay on track with changing laws and regulations.
ii. Involve specialists
iii. Ensure employees follow procedures
iv. Schedule regular internal audits.
v. Use the right software.

3. Meeting stringent submission deadlines

Best tips for dealing with tight deadlines;

i. Break the project down into manageable chunks.
ii. Set priorities.
iii. Tune out distractions
iv. Ask for help when needed
v. Make every second count.

3.8 Process for Appointment of Company Secretary

1. Arrange for a board meeting after giving notice to the directors.

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2. Discussion must be made in the meeting regarding the terms and conditions at which the company secretary is proposed to be appointed.
3. Obtain a written consent from the person who is going to be appointed as company secretary.
4. Inform the stock exchange within 15 days of board meeting about the outcome of the meeting by letter or fax
5. File the relevant form within 30 days from the date of appointment to the registrar of companies.
6. Make necessary entries in the register of directors and secretary.

3.8.1 Rights & Duties – Company Secretary

a) Rights of the Company Secretary

1. Company secretary is the head of Secretarial functions. He has to maintain all documents, registers, records and to preserve all in the company.
2. He has the right to permit any person to verify the documents, records and registers.
3. He has the right to control, supervise the work at their registered office.
4. He has the right to do the work as per the instruction of the board of directors.
5. He has the right to explain the procedures of the company to the employees.
6. He has the right to make use of the common seal as per the directions of the directors.
7. He has the right to sign the proceedings of the company meetings and documents which do not require common seal.

b) Duties of the Company Secretary

Duties of the Company Secretary may be of two kinds:

(A) Statutory duties

(B) General duties.

I. Some of the statutory duties of a company secretary are as follows

1. Under the companies Act

(i) To sign any documents requiring authentication by the company.

(ii) To give notice to the register regarding increase in the share capital.

(iii) To deliver a share certificate of allotment within two months after transfer.

(iv) To send notice of the general meeting.

(v) To sign the annual return.

(vi) To sign every balance sheet and profit and loss account in case of a non-banking financial company.

(viii) To prepare the minutes of every meeting (Board meeting, General meeting)

2. According to Income Tax Act

(i) He has to ensure whether proper Income Tax is deducted from employees salary.

(ii) To see that the certificate of Tax Deducted at Source (TDS) is issued.

(iii) To confirm the tax deducted is deposited to the government treasury.

(iv) To submit and verify various forms and returns.

3. Under Indian Stamp Act

To see that the documents like letter of allotment and share certificate etc, are properly stamped.

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4. Under other Acts

To comply with other acts such as: The Factories Act, The Industrial dispute Act, The minimum wages Act, The Provident Fund Act etc.,

II. General Duties

(1) Duties towards Directors

(i) To draft a director's report.

(ii) To work as per the instructions given by the directors.

(iii) To issue notice, prepare an agenda and arrange board meetings.

(iv) To file and record all correspondence of directors.

(2) Duties towards Shareholders

(i) To prepare notice for the meeting of the shareholders.

(ii) To arrange for the meeting of the shareholders.

(iii) To send notice for the meeting.

(iv) To get the certificate of incorporation and commencement of business.

(v) To issue prospectus.

(vi) To issue share certificates.

(vii) To attend the meeting of the shareholders.

(3) Duties towards Public

(i) To deal with all correspondence between company and public and look into their complaints.

(ii) He can permit any person to verify the documents.

(iii) He has the right to issue testimonials to the outsiders on behalf of the company.

3.8.2 Liabilities of the Company Secretary

Liabilities of a company secretary can be classified into two categories namely statutory liabilities and contractual liabilities.

If the company secretary fails to perform his statutory duties he can be punished or he will pay the penalty as prescribed under the Act.

1. He will be liable for damages or any loss caused to the company due to his negligence, fraud or changes in terms of contract.
2. If the Secretary acts beyond his power he is liable.

3.8.3 Restrictions of the Company Secretary

1. Unless authorized by directors of the company he cannot enter into contract on behalf of the company.
2. He cannot borrow money on behalf of the company.
3. He cannot acknowledge a debt.
4. He cannot allot or transfer shares without the consent of the boards of directors.

3.8.4 Dismissal of the Company Secretary

Company secretary may be dismissed due to the following reasons.

1. Not satisfied with the performance

Company secretary is considered an employee of the company. If the directors are not satisfied with the performance they can dismiss with prior written notice.

2. Dismissal due to irregularities

A company Secretary may be tried any time without any prior written notice if he is proved.

a. as fraud

b. neglect his duties intentionally

c. have permanent inability etc.,

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3. Due to Lapse of Time

Company secretary is appointed for a fixed period. If the board of directors does not renew the contract then his contract comes to an end.

4. Winding up of the Company

Winding up of a company would result in the termination of service of the secretary like all other employees.

Points to be Remembered

- The word "Secretary" has been derived from the ancient Latin word "Secretarions" which means confidential writer or officer.
- In modern times, the secretary has become almost an obligated person in trade, industry and other social institutions.
- Business letter! Business people communicate with others.
- Types of business letter
- Digital tracking and automation
- Rights and duties of the company secretary
- Liabilities of company secretary
- Restrictions of company secretary
- Dismissal of company secretary

GLOSSARY

1. **Secretaries** - Latin word Secretary.
2. **Scribae** - In the old Roman Empire, the officer looked after secretarial duties.
3. **Office Secretary** - A person who is employed to do office work, such as typing letters, answering phone calls and arranging meetings.
4. **Statutory Duty** - Statutory duty means any duty imposed by or under any act of parliament.
5. **Technology** - Technology is the application of scientific knowledge to the practical aims of human life.

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QUESTIONS

PART – A

OBJECTIVE TYPE QUESTIONS

I. Choose the Correct Answer: (1 Mark)

1. The word "Secretary" has been derived from the ancient Latin word "Secretarius" which means _____.
   (a) Creator
   (b) Destroyer
   (c) Confidential Writer
   (d) New Person. **Ans (c)**
2. One who maintain confidential records _____
   (a) Scribae
   (b) Dealer
   (c) Customer
   (d) Recorder **Ans (a)**
3. An office _____ maintains the smooth running of an office.
   (a) Manager
   (b) Secretary
   (c) Clerk
   (d) Assistant **Ans (b)**
4. For appointment of secretary, arrange _____ after giving notice to the directors.
   (a) Board Meeting
   (b) Annual Meeting
   (c) Statutory Meeting
   (d) Class Meeting **Ans (a)**
5. Informs the _____ within 15 days of the board meeting about the appointment of secretary.
   (a) Government
   (b) Stock Exchange
   (c) Bank
   (d) Income Tax Department **Ans (b)**
6. File the information within _____ days from the date of appointment of the Secretary.
   (a) 15 days (b) 20 days
   (c) 30 days (d) 40 days **Ans (c)**
7. Company secretary prepares _____ of every meeting.
   (a) Call Letter
   (b) Notice
   (c) Minutes
   (d) Balance Sheets **Ans (c)**
8. Company secretary delivers _____ of allotment within two months after transfer.
   (a) Stock
   (b) Security
   (c) Letter
   (d) Share certificate **Ans (d)**
9. To Confirm the tax deducted is deposited to the government treasury. This is _____ duty of company secretary.
   (a) Statutory (b) General
   (c) Public (d) Specific **Ans (a)**
10. To sign the annual return. This statutory duty comes under the _____ act.
    (a) Income Tax
    (b) Companies
    (c) Indian Stamp Act
    (d) Other Act **Ans (b)**

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11. Secretary has the right to make use of _____ as per direction of the directors.

(a) Company Stamp

(b) Common Seal

(c) Assets (d) Records **Ans (b)**

PART – B

II. Very Short Answer: (3 Marks)

1. What do you mean by secretary?
2. Define the term secretary.
3. What are the qualifications of the secretary?
4. What is the meaning of a business letter?
5. What are the liabilities of the company secretary?
6. What are the restrictions of the company secretary?
7. Write short notes on the role of office secretary?

PART – C

III. Short Answer: (5 Marks)

1. What are the processes for appointment of the company secretary?
2. What are the reasons necessary for dismissal of the company secretary?
3. What are the rights of a company secretary?
4. What are the functions of the office secretary?
5. What are the duties of the company secretary towards directors?

Part – D

IV. Essay Type Questions (3 Marks)

1. What are the types of business letters?
2. Explain the various technologies used for secretarial communication?
3. Explain the rights and duties of the company secretary?

ACTIVITY

Teacher's Activity

1. Teachers can arrange a seminar by a qualified company secretary. So that students can get in-depth knowledge about company secretaries.
2. Teachers can prepare a chart regarding the duties of the company secretary.

Student`s Activity

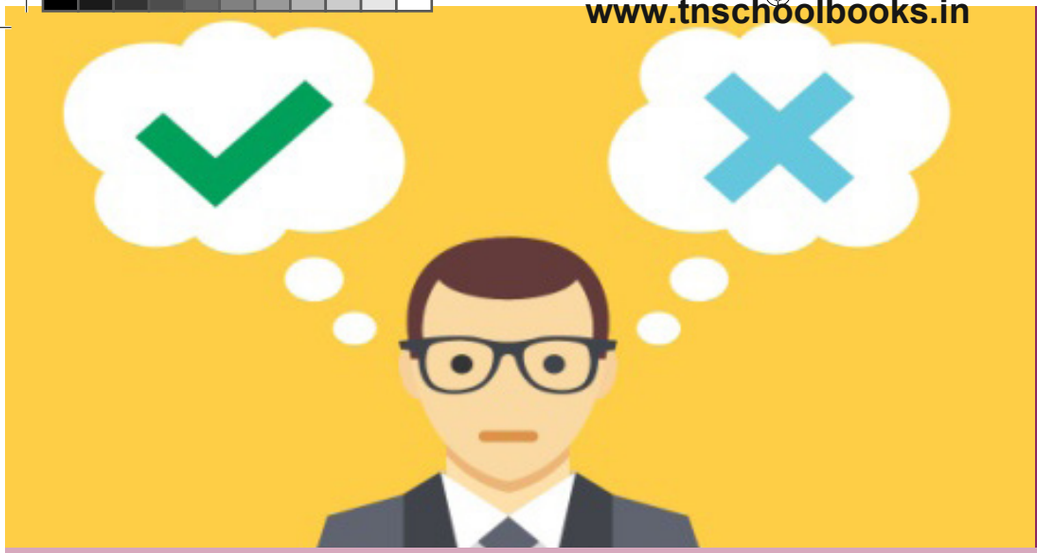
1. Ask the students to write an Assignment on qualification of the company secretary.
2. Ask the students to write about some of the famous company secretaries in India.
3. Can have a classroom discussion and motivate the students to become company secretary.

REFERENCE

1. Company Law and Secretarial Practice by Srinivasan.
2. https://en,wikipedia.org/wiki/personal assistant.

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UNIT 4

MEETING/REPORT WRITING AND PUBLIC RELATIONS

KTEG0

LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- To gain knowledge about company meetings.
- To know the meaning of public relations.
- To understand the role of public relations.

CONTENT

4.1 Introduction – Company Meeting
4.1.1 Pre Arrangement of Meeting
4.1.2 Agenda and Minutes
4.2 Report Writing – Introduction
4.2.1 Types and Layout of Report
4.2.2 Quality of Good Report
4.3 Business Meeting – Introduction
4.3.1 Types of Business Meeting
4.3.2 Problem Solving and Queries Management
4.3.3 Brainstorming
4.4 Project Kickoff Meeting
4.5 Leadership and Team Building
4.6. Feedback and Retrospective Meeting
4.7. Introduction of Public Relations
4.7.1 Role of Public Relations Officer (PRO)
4.7.2 Internal Affairs and External Affairs

4.1 Introduction – Company Meeting

Business entity is generally considered as an artificial person, which cannot work on its own. It must act through some human intermediary. In the absence of any human agency, no business could perform. Business is run by a board of directors who are the elected representatives of all the other members. These board members

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meet at regular intervals to discuss policy matters and formulate strategies for implementation of such policies. All the other members meet together once in every year to discuss the functioning of the business.



Figure 4.1 Company Meeting

A meeting is an interaction between people, held for the purpose of achieving a common goal through verbal communication, such as sharing information or reaching agreement about a new idea, a new opportunity, a problem or to brainstorm something with an aim to make the right decision.

4.1.1 Pre Arrangement of Meeting

An official meeting is supported by several written documents for the smooth functioning of the meeting. Supporting documents must be prepared carefully. The most essential documents needed to be prepared in connection with the meeting is notice.

When a meeting is to be conducted, a notice is required to be sent to all the members. A notice is an intimation about conducting the meeting. The notice is accompanied by the agenda for the present meeting and the minutes of the previous meeting.

The notice of the meeting must be sent well in advance. Usually, at least seven days' notice should be given to all the members attending the meeting. If members are located at faraway places, a longer notice at least (21 days) should be given.

Notice of the meeting must include the following content:

i. The name of the organisation
ii. Day, date and time of the meeting
iii. Place and address of the meeting
iv. Purpose of the meeting
v. Date of circulation and Convener's / Secretary's signature.

4.1.2 Agenda and Minutes



Figure 4.2 Agenda and Minutes

Agenda

Agenda means things to be done in the meeting. According to **Rajendra Pal and Korlahalli**, "Agenda is a document that outlines the contents of a forthcoming meeting".

It is a programme schedule of the meeting and prepared by the secretary in consultation with the chairperson and his approval must be sent along with the notice of the meeting in order to enable the members to come prepared for the discussion during the meeting.

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An agenda begins with the call to order the meeting and ends with postponement of the meeting. It should cover the following:

i. Reading and approval of the minutes of the last meeting
ii. Matters arising out of previous meeting minutes
iii. Apologies from the absent members.
iv. Condolences if any
v. Urgent and non – controversial items
vi. Matters requiring closer discussion and debates
vii. Date of next meeting
viii. Vote of thanks

Minutes

Minutes is a record of the decision taken at a formal meeting. All companies, statutory bodies, social organizations, associations and committees have to maintain a record of the meetings. As minutes are the official record of work done and decisions taken at the meeting, it must be precise and clear. Once minutes are approved and signed, it can be even accepted by the court of law as evidence of the proceedings of the meeting. It should contain the following details.

i. The name of the organization
ii. Day, date, time and place of formal meeting

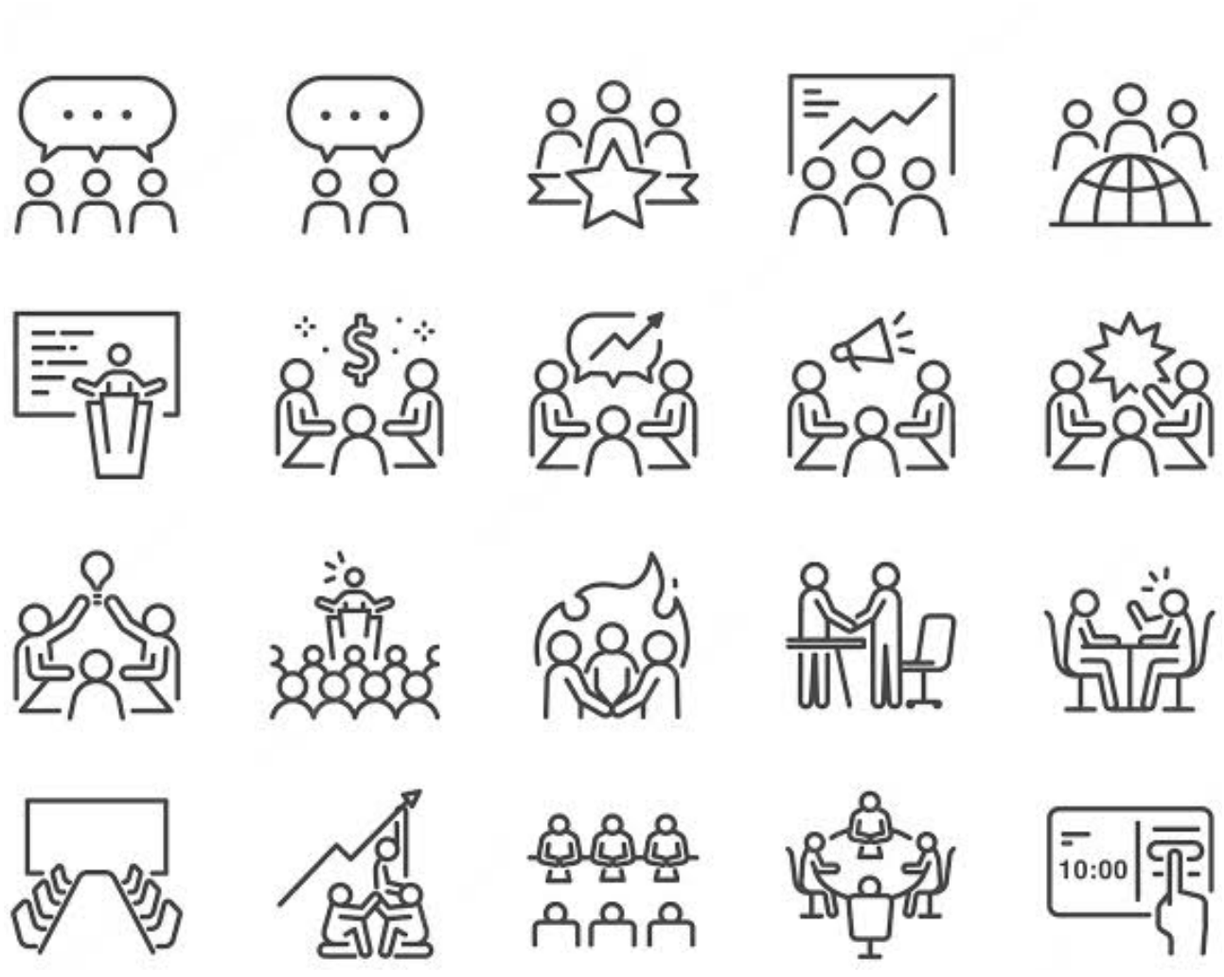


Figure 4.3 Meeting Line Icons

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iii. Name of chairperson and secretary
iv. Names of the members present / absent
v. Attendees by special invitation
vi. Record of the transactions
vii. Signature of the secretary after approval of minutes by the chairman.

4.2 Report Writing – Introduction



Figure 4.4 Report Writing

Every organization has a routine practice of reporting on the progress and the status of different activities for taking sound business decisions.

Reports may be written by an individual or an organized body, at regular intervals either on usual routine or on special occasions after a special inquiry conducted by them as per the directions of their superiors.

Reports are often submitted by the managers, secretaries, accountants, chief executives and experts in certain fields, and are often required to submit reports on important issues like decline in sales, the reorganization of office, the chances of variation in profits, the desirability of setting up a new branch, etc.

4.2.1 Types and Layout of Report

a. Types of Report

i. Routine Reports

Routine reports are prepared periodically by filling the printed forms, to convey information about the progress or status of work. They are submitted at regular intervals or soon after the completion of the task.

ii. Special Reports

Special reports are prepared when a special situation or problem arises. An individual or a committee of persons, who have knowledge and understanding in the field, is appointed to investigate and study a specific problem, collect relevant information and make suggestions to help the management for decision making.

iii. Formal Reports

A formal report is prepared in the prescribed or standard form and is presented according to the established procedure and through the proper channel. Reports submitted by officials or committees of organised bodies are usually formal reports.

iv. Informal Reports:

Informal reports do not follow any prescribed form or procedure. It usually takes the form of a person – to person communication and may even be set up in the letter form.

b. Layout of Report

Layout of the report deals with arrangement and presentation of information in the report. The main purpose of the report is to help the receiver to identify the facts relating to the subject under study, draw his own conclusions and take suitable action, based on the conclusions and recommendations.

Following are the general arrangements of content in case of formal and special reports.

i. The Heading or Title

A report must always have a title indicating the subject of the study, the period and

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the location of the study. A long report has a full title page which gives the title, the name of the person who assigned the report and the name of the person or group who prepared the report with the date of submission.

ii. Table of Contents

Table of content is a list of chapters or topics contained in the report. The serial number, title and page mark of each topic is given.

iii. Body of the Report

The body of the report is divided into the following parts:

a. Introduction
b. Development or Finding
c. Conclusions or Recommendations
d. Appendix
e. References and Bibliography.
f. Index
g. Summary
h. Signature

4.2.2 Quality of Good Report

Many types of reports are written daily in organisations. The objective and purpose can only be achieved if a report has following features or characteristics.

1. Precise

The purpose of the report should be clearly defined. Precision of a report provides unity and makes it a valuable document for best usage.

2. Accuracy of Facts

Information contained in a report must be based on accurate facts. Since decisions are taken on the basis of reported information, any inaccurate information or statistics will lead to wrong decisions.

3. Relevancy

The facts presented in the report should be relevant. Irrelevant facts make a report confusing and likely to mislead decision making.

4. Reader – Oriented

A report is read by various stakeholders. A good report is always reader oriented.

5. Simple Language

A report should be written in a simple language, avoiding jargon and technical words for easy and clear understanding.

6. Conciseness

A report should be brief and not be very long. Length reports affect the reader's interest.

7. Grammatically Accurate

A good report should be free from grammatical errors.

8. Unbiased

Recommendations made at the end of a report should be impartial and objective. It shall not be biased with the personal feelings of the reporter.

9. Clarity

A good report is absolutely clear. Reporter should make its purpose clear, define its sources, state its findings and finally make necessary recommendations.

10. Attraction

A good report needs an attractive presentation. Structure, content, language, typing and presentation style should be well designed to make a good impression in the mind of the reader.

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4.3 Business Meeting – Introduction



Figure 4.5 Business Meeting

A business meeting is a gathering of two or more people for the purpose of making decisions or discussing company objectives and operations. Business meetings are generally conducted in person in an office, however with the rise of video conferencing technologies, participants can join a business meeting from anywhere.

4.3.1 Types of Business Meeting

The most common types of business meeting are as follows :

i. Status update meetings
ii. Decision – Making Meetings
iii. Problem solving Meetings
iv. Team – Building Meetings
v. Idea – Sharing Meetings
vi. Innovation Meetings

4.3.2 Problem Solving and Queries Management

i. Define the problem
ii. Understand the root cause of the problem
iii. List possible solutions to the problem
iv. Select the best possible solution
v. Make a decision to take action.

4.3.3 Brainstorming



Figure 4.6 Brainstorming

Brainstorming is a technique used to solve certain important organizational problems. For example, lack of product acceptance in the market is a serious problem that does not concern the marketing department alone. The executives of production, marketing, finance and other departments, in such a situation, need to meet and discuss. In such a session, each individual is free to come out with new ideas.

4.4 Project Kickoff Meeting

A project kick-off meeting is the first meeting with the project team and the customer of the project where applicable. This meeting is the time to establish common goals and the purpose of the project. Starting a project without a kickoff meeting is like setting off on a trip without any concrete plan.

4.5 Leadership and Team Building

Ordinary people can lead others to do extraordinary things. The best leader grows on the job and earns the right to lead by coming to understand the role, the responsibilities, the requirements and the people. The best leader practices continual self – development and self – Management in the knowledge and skills of leadership.

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4.6 Feedback and Retrospective Meeting

The retrospective is a technique used by teams to review and evaluate past performance. If it a simple framework wherein the team gets together to discuss what they liked, what they learned, what they lacked and what they longed for.

4.7 Introduction of Public Relations

An Organisation is a social institution. Its functioning depends mainly on the stakeholders. The practice of maintaining a healthy relationship between an organization and its public employees, investors and partners are called public relations. Public relation activities ensure the correct flow of information between the organization and its public also called its target audience. It promotes goodwill and communication between the organization and stakeholders.

4.7.1 Role of Public Relations Officer (PRO)

i. A Public relation Officer plays a vital role in the company's success.

ii. A Public relation specialist is responsible for building and maintaining the company or customer's reputation and image.

iii. Companies can choose between outsourcing and employing a public relation officer, depending on their needs.



Figure 4.7 Public Relation Officer

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4.7.2 Internal Affairs and External Affairs

Internal affairs division of a law enforcement agency, investigating incidents and plausible suspicions of law breaking and professional misconduct attributed to officers on the force.

External Affairs means administering the parties' activities in the areas of governmental relations, community support and economic development, as well as analysis and formulation of regulatory policy, rate case preparation and rate administration.

Points to be Remembered

1. Business is run by a board of directors who are elected representatives of all the other members.
2. A notice is intimation about conducting the meeting.
3. Minutes is a record of decisions taken at a formal meeting.
4. Every organization has a routine practice of reporting on the progress and the stains of different activities for taking sound business decisions.
5. Types of reports are:

   (i) Routine reports (ii) Special reports (iii) Formal reports

GLOSSARY

1. **Agenda** - A list of items to be discussed at a formal meeting.
2. **Brainstorming** - A group of problem-solving techniques in which members spontaneously share ideas.
3. **Intimation** - The action of making something known, especially in an indirect way.
4. **Investigation** - A formal inquiry or systematic study
5. **Minutes** - A short note on discussion of the meeting.
6. **Meeting** - An assembly of people for a particular purpose, especially for formal discussion.

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QUESTIONS

PART – A

OBJECTIVE TYPES QUESTIONS

I. Choose the Correct Answer: (1 mark)

1. A document intimating the date, time and place of the meeting is called _____
   a. Report
   b. Agenda
   c. Notice
   d. Minutes **Ans (c)**
2. Notice should be given to all members at least _____ days before the meeting.
   a. 10
   b. 15
   c. 7
   d. 20 **Ans (c)**
3. _____ is the programme schedule of the meeting.
   a. Report b. Notice
   c. Minutes d. Agenda **Ans (d)**
4. The most essential document needed to be prepared in connection with meeting is ------
   a) Notice
   b) Report
   c) Programme
   d) Schedule **Ans (a)**
5. The notice is accompanied by the ---------
   a) Letter
   b) Document
   c) Agenda
   d) Report **Ans (c)**
6. -------- is a document that outlines the contents of a forthcoming meeting.
   a) Report
   b) Minutes
   c) Call letter
   d) Agenda **Ans (d)**
7. --------- is a technique used to solve certain important organizational problems.
   a) Enquiry
   b) Brainstorming
   c) Committee
   d) Special Meeting **Ans (b)**
8. A -------- is prepared in the prescribed or standard form.
   a) Letter
   b) Formal Report
   c) Notice
   d) Schedule **Ans (b)**
9. A --------- meeting is a first meeting with the project team
   a) General
   b) Class
   c) Project Kickoff
   d) Statutory **Ans (c)**
10. A good report is always --------- oriented
    a) Organization
    b) Manager
    c) Workers
    d) Reader **Ans (d)**

Part – B

II. Very Short Answer: (3 marks)

1. What is a meeting?
2. Write briefly about minutes.

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3. What is a report?
4. Explain routine reports.
5. What is a special report?
6. Write a short note on formal and informal reports.
7. What is brainstorming?

Part – C

III. Short answers: (5 marks)

1. What is the agenda? What are its contents?
2. What are minutes? What are its contents?
3. What is a business meeting? Write the types of business meetings.
4. Write a short note on:
   - i) Project kickoff meeting
   - ii) Leadership and team building

Part- D

IV. Essay type questions: (10 marks)

1. Discuss elaborately the various types of reports.
2. Explain the components of layout of a report.
3. State the qualities of a good report.

ACTIVITY

Teacher`s Activity

Teachers should guide the students in preparing notice, agenda, minutes and Model reports.

Student`s Activity

Students can be instructed to prepare a model report on day-to-day business activities.

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UNIT 5

MAINTAIN RECORDS AND DOCUMENTATION

LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- To understand how to maintain records and documentation
- To study various types of documents
- To know advantages of records management in an organization
- To study maintaining of privacy and confidentiality
- To learn about security breaches

CONTENT

5.1 Introduction – Records and Documentation
5.2 Types of Documents
5.2.1 Storing and Maintaining of Entire Office Data
5.2.2 Advantages of Records Management
5.2.3 Maintaining Privacy and Confidentiality
5.3 Security Breaches

5.1 Introduction - Records and Documentation

Records and Documentation are considered to be very important and inevitable for any organization. Unless we maintain proper records and certain valuable documentation for routine, as well as agreement, memorandum of understanding, formats etc.,

Records Management (RM) is the supervision and administration of electronic or paper records, regardless of format, Records and documentation management activities include creation, Receipt maintenance, use and disposal of it. So it is very clear that without creation, maintaining, using and protection of records and documentation in modern

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Figure 5.1 Records and Document Maintenance

management the organization cannot function efficiently.

Records and document management helps in taking crucial decisions, which helps to ensure accountability and accessibility of modern management.

5.2 Types of Documents

Documents are fundamental records of any organization or management, each and every department in an organization required to maintain records and documents.

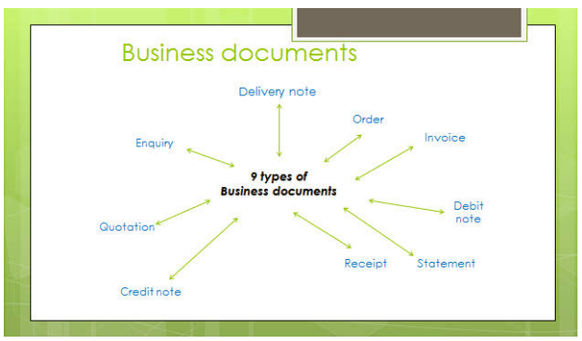


Figure 5.2 Types of Documents

I. Accounts Department maintains the following documents/ records

i. Cash payment voucher duly numbered
ii. Journal vouchers
iii. Delivery challans
iv. Invoice (Purchases/Sales)
v. Excise gate pass
vi. Debit/Credit note
vii. Receipts
viii. Memorandum of understanding
ix. Agreements
x. Insurance policies
xi. Correspondence with banks
xii. Customer/Supplier database
xiii. Fixed assets property particulars
xiv. Documents Including plant & machinery

II. Storage Department: maintains the following documents



Figure 5.3 Documents Maintaining in Storage Department

i. Stores ledgers and records
ii. Purchase requisition slips
iii. Material receipt note
iv. Material issue note
v. Material return note

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vi. Stores bin cards/ records

vii. Inventory records/documents

III. Purchase Department maintain the following documents



Figure 5.4 Purchase Order

i. Quotation files

ii. Tender files

iii. Offer letter files/Enquiry files

iv. Purchase order files

v. Inter correspondence with stores

vi. Inter correspondence with accounts department

vii. Letter of credit if its overseas export/ import procedural documents.

Similarly, sales department, marketing department, personnel department, finance department, design department, Inspection department and production department.

Out of the above documents and records some are found to be temporary in nature, some are permanent and some are unscheduled records.

Generally speaking, there are two types of management systems, which are traditional paper record management systems and electronic record management systems.

5.2.1 Storing and Maintaining of Entire Office Data



Figure 5.5 Storing and Maintaining of Entire Office Data

Storing and maintaining organization data is a highly confidential and significant process. Generally various types of software required to use for modern office maintenance in any type of business. According to the department usage and application the software varies. For example: General-purpose, word-processing programs are used. By which we can create, use, apply and maintain documents through software mode.

i. Accounts software is mainly used to enter data, create and maintain important accounting vouchers, ledgers and books of accounts through various software programs available in the modern era. Which are created according to our purpose & usage.

ii. Billing software is used to raise sales invoices, credit notes, debit notes and in the same software we use to enter purchases invoices also. Purchase registers, sales registers and to maintain other subsidiary books these types of softwares are used.

iii. Payroll software is used to enroll employees or workers data into the system and to generate the monthly

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payroll registers which are used. In this type of software, advances, allowances, incentives and subsidies and training expenses are accounted to know the cost of employees or workers for any organization

iv. Database software is generally used to maintain common data, like certificate of registration, certificate of incorporation, minutes of meeting, other special meetings conducted in the company, Directors and other Top level Management Information's are maintained Database software is required in general to proceed further, expansion and acquisition of any firm. Database software is used for the general purpose of the firm.

v. Asset management software is used to maintain assets of the company in a particular assessment year, purchases, sales and depreciation, scrap, maintenance details will be available for the firm.

Data Storage Management

Data Storage: is the process of preserving information in a digital form with the use of hard drives or other data storage systems compatible with computer interfaces. Data storage management is the act of keeping stored data properly archive, cataloged and secured.



Figure 5.6 Asset Management Software

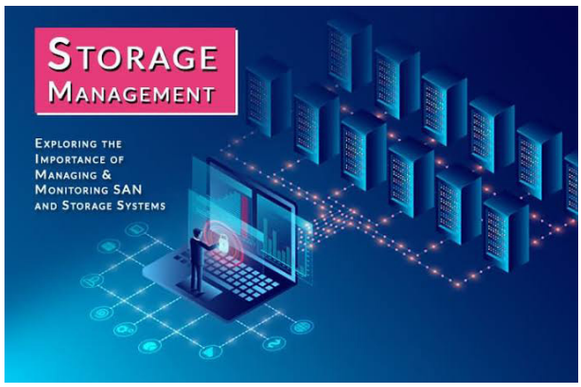


Figure 5.7 Data Storage Management

Information Technology (IT) is the use of computer systems or devices to access information. Information technology is responsible for such a large portion of our workforce, business operations and personal access to information that it comprises much of daily activities. IT impacts everyday life in the business such as storing, retrieving, accessing or manipulating information.

Types of Information Technology (IT)

Information Technology is a broad term that involves the use of technology to communicate, transfer data and process information. The different trends in Information Technology (IT) are as follows:

Role of Information Technology (IT) in Business

Information Technology (IT) plays a prominent role in business and provides a foundation for much of the current workforce. From communication to data management and operational efficiency. IT supports many business functions and helps drive productivity.

Information Technology (IT) Career Opportunity

According to Cyberstates 2020, there were 12.1million technology based jobs in the year 2020, which continues to grow

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Sl.No	Phases of IT	Meaning
1	*Analytics / Data Analytic*	Insights and knowledge patterns in data
2	*Automation*	Technology applications with limited human applications
3	*Artificial Intelligence (AI)*	Perceiving, synthesizing and inferring the information
4	*Cloud Computing*	On-demand availability of computer system resources
5	*Data Storage*	Use of recording media to retain data by using computer
6	*Communication*	Exchanging of information
7	*Cyber Security (CB)*	Protects a computer system against malicious attacks for Confidentiality, Integrity and availability of data
8	*Data / Database Management (Dbase Management)*	Collection of discrete values that convey information/the software that interacts with end users,applications,and the database itself.
9	*Infrastructure*	The basic systems and services that are necessary for a country or an organization.
10	*Internet of Things (IoT)*	The interconnection via the internet of computing devices embedded in everyday objects,enabling them to send and receive data.
11	*Networks*	A system of roads,railway lines,nerves etc.,that are connected to each other.
12	*Robotics*	An interdisciplinary branch of computer science and engineering.

year over the year. Careers in Information Technology (IT) span many different areas, from computer hardware and software development to networking, computer repair, technical support, cyber security, cloud computing, Artificial Intelligence (AI) etc.

Effective data storage management is more important than ever, as security and regulatory compliance have become even more challenging and complex over time. Enterprise data volumes continue to grow exponentially. Effective management is key to ensuring originations use storage resources effectively and securely. Government regulations are followed when they implement a company's policies.

Cloud computing services: Cloud computing applications used both by businesses and individuals. One type of cloud service would be a streaming platform for audio or video, where the actual media files are stored remotely. Another would be data storage

5.2.2 Advantages of Records Management

i. Control the generation and growth of records.
ii. Effectively retrieve and dispose of the records.
iii. Assimilate new record management technologies.
iv. Regulatory compliance.
v. Minimize litigation risks

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vi. Safeguard important information
vii. Cut costs, save time and effort.
viii. Better management decision making

Importance of Data Storage Management

To maintain proper 'data storage management' enhances the quality of data and whenever someone needs to access it, they can do it immediately. The data organized can be used both by customers and employees.

How to choose data management Strategies?

To have a better data Management solution, which is suitable for your business, The organization has to consider the following points to choose the best management solution and so on.

i. To understand your data needs
ii. Not to Rely on cheap data storage management solutions.
iii. Tiered storage is a system or method for assigning data based on various methods.
iv. To get a solution for disaster recovery plans.
v. To use intelligent data storage systems.

5.2.3 Maintaining Privacy and Confidentiality

Data storage and maintaining the stored data should be carefully handled by the organization. There should not be any mishandling of data by outsiders or competitors. To have privacy and confidentiality of data and data storage, the Organization has to adopt various strategies, plans and solutions to maintain privacy and confidentiality in all.



Figure 5.8 Maintaining Privacy and Confidentiality

International Business Machines (IBM) security solutions help you to deliver trusted customer experiences and to grow your business with a holistic, adaptive approach to data privacy based on Zero trust principles and proven data privacy protection.

5.3 Security Breaches

A security breach is nothing but unauthorized usage or access of computer data, applications, networks or devices. When information being accessed without authorization of the owner of data is called security breaches. Security breach is otherwise called a break-in into a system of information stored in a laptop or computer or in a website.



Figure 5.9 Security Breaches

Examples of Security breach

Security breach examples include the following:

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1. Equifax- in 2017, Website application vulnerability caused the company to lose the personal details of 145 million Americans.
2. Yahoo – 3 billion user accounts were compromised in 2013 after a phishing attempt gave hackers access to the network.
3. C Bay saw a major breach in 2014: credit card information hacked.

Points to be Remembered

1. Records and Documentation are considered to be very important and inevitable for any organization.
2. Documents are fundamental records of any organization or management, each and every department in an organization required to maintain records and documents.
3. Storing and maintaining organization data is a highly confidential and significant process.
4. Asset Management software is used to maintain assets of the company in a particular assessment year, purchases, sales and depreciation, scrap, maintenance details will be available for the firm.
5. Effective data storage management is more important than ever, as security and regulatory compliance have become even more challenging and complex over time.
6. Data storage and maintaining the stored data should be carefully handled by the organization.



1. **Records and Documentation** - As 'documents supplied as proof of evidence of something'. Records have been defined as 'a document or other thing that preserves information'.
2. **Entire Office Data** - Information, especially facts or numbers,collected to be examined and considered and used to help decision-making,or information in an electronic form that can be stored and used by a computer;
3. **Assets Management Software** - Centralized system that allows your organization to track important details about each asset in real time.
4. **Data Storage Management** - The process of managing data more effectively.
5. **Privacy and confidentiality** -

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QUESTIONS

PART – A

OBJECTIVE TYPE QUESTIONS

I. Choose the Correct Answer: (1 Mark)

1. Agreement, memorandum o f understanding, formats etc. are _____

(a) Valuable Documents/Records

(b) Proper Records

(c) Documents

(d) Records. **Ans (a)**

2. _____ is the supervision and administration of electronic or paper records.

(a) Records Management

(b) Modern Management

(c) Documents Management

(d) Valuable Records. **Ans (a)**

3. Cash payment vouchers, delivery challan, invoices(purchases/sales), debit/credit notes are documents of _____

(a) Stores Department

(b) Purchase Department

(c) Accounts Department

(d) Marketing Department. **Ans (c)**

4. Quotation files, tender files, offer letter files, purchase order files are documents of _____

(a) Purchase Department

(b) Stores Department

(c) Marketing Department

(d) Design Department. **Ans (a)**

5. _____ is a highly confidential and significant process.

(a) Data

(b) Organization Data

(c) Storing and Maintaining of Organization Data

(d) Company information. **Ans (c)**

6. Enter data', create and maintain important accounting vouchers, ledgers and books of accounts through software programmes is called _____

I. Billing Software

(b) Purchase Software

(c) Accounts Software

(d) Database Software. **Ans (c)**

7. Purchases, sale of an Assets, depreciation scrap maintenance of a company is called _____

(a) Asset Management Software

(b) General Software

(c) Database Software

(d) Accounting Software **Ans (a)**

8. _____ is the process of preserving information in a digital form with the use of hard drivers.

(a) Data Structure

(b) Data Storage

(c) Data File

(d) Data Storage Management **Ans (b)**

9. To understand your _____ is one of the valuable points in choosing data management strategies.

(a) Data Needs

(b) Data Structure

(c) Data Files

(d) Data Order **Ans (a)**

10. "Zero Trust Principles" are introduced by _____

(a) IBM Security Solution

(b) WIPRO Security Solutions

(c) Trusted Security Systems

(d) Security Software Systems **Ans (a)**

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PART – B

II. Very Short Answer: (3 Marks)

1. What do you mean by 'record management'?
2. Write the types of documents.
3. What do you mean by software"?
4. What is "database software"?
5. What is Asset management software?
6. What do you mean by data storage management?
7. Define "data storage"
8. Write the importance of data storage management.
9. Explain security breaches.

PART - C

III. Short Answers: (5 Marks)

1. Define records and documentation. How is it important to an organization?
2. Narrate in detail about accounts department records.
3. What is the difference between sales department and purchase department documents?
4. What are the various steps involved in storing and maintaining entire office data?
5. Describe the various applications & uses of softwares.

PART - D

IV. Essay Type Questions (10 marks)

1. Narrate the importance of data storage management in an enterprise.
2. Describe the data storage management with suitable examples.
3. What do you understand about security breaches? What are its various implications?

ACTIVITY

Teacher`s Activity

1. Can display some of the sample or model agreement copy, memorandum of understanding and model forms and invoices.
2. Can conduct workshop to explain what is software documents, data files, security systems, etc.,

Student`s Activity

1. Students can be asked to prepare charts with the help of model documents, they can draw the model agreements etc.,
2. Students can be given training through using computer labs available in schools.

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UNIT 6



COMMUNICATION

CAGR7

LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- Enable the students to understand the process and types of business communication and help the person to become a better communicator.
- To acquaint the students with process, types, qualities and barriers of business communication.

CONTENT

6.1 Introduction
6.1.1 Characteristics of Communication
6.2 Types of Communication
6.3 Communication of Working in a Team
6.4 Gender Neutral Language
6.4.1 Record the Process of Handling the Complaint
6.5 Handling Customer Complaints
6.5.1 Dealing With Unhappy Customers
6.6 Barriers to Communication
6.7 Three Basic Rules of Etiquette in the Workplace

6.1 Introduction

Early human beings convey their ideas without using words but by means of sound, signal, gesture, expressions etc. Languages are developed and people used to share their ideas. Writing is a powerful tool used to convey their ideas and feelings. Humans have communicated with one another in some shape or form ever since time immemorial. Communication helps to understand each other and solve problems. Communication is the life blood of the organization.

Meaning

The word **'communicate'** has been derived from the Latin word **communicatio**,

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which means to 'share' and 'participate'. Communication is a process by which information is exchanged between individuals through a common system of symbols, signs of behavior.



Figure 6.1 Communication

It is the expression of facts, opinions, ideas or feelings. It is an essential condition of our existence and the most important activity of human beings. Communication is a two way process. There must be at least two persons to allow the completion of the process. One takes up the role of a sender, the other that of the receiver. Its purpose is to effect desired changes in the behaviour of the receiver of the message. Thus communication is the transfer of information from one person to another person. Its goal is to have the receiver understand the message as it was intended. The increasing use of telephone, mobile, recording devices, such as Dictaphone, answering machines, live broadcasting and telecasting and video conferencing have nowadays, shifted the focus from writing to speaking.

Definition

Communication is an interchange, letters, symbols or messages and is the way that one organization member shares meaning and understanding with one another - **Koontz.O'Donnell.**

Communication is the exchange of facts, ideas, opinion or emotions by two or more persons - **Newman and summer.**

6.1.1 Characteristics of Communication

i. There must be some message to be sent.
ii. There must be some purpose to be accomplished through communication.
iii. It involves more than two persons.
iv. It deals with the transmission of facts and feelings of two persons.
v. Transmission of every message is sent through a channel.
vi. Medias or transmission of communication are numerous.
vii. Communication is a continuous process.
viii. Channels in communication are systematic and predetermined.
ix. It is a process of telling, listening and understanding.

Purpose of Communication

Management is the art of getting things done through others. The people working in the organization should be informed how to do the work, where to do the work, when to do the work and who has to do it. Communication helps to do the work efficiently. It is essential in all types of organization. Following are the purpose of communication

i) Flow of information
ii) Coordination
iii) Learning management skills
iv) Preparing people to accept change
v) Developing good human relation
vi) Ideas of subordinates encouraged

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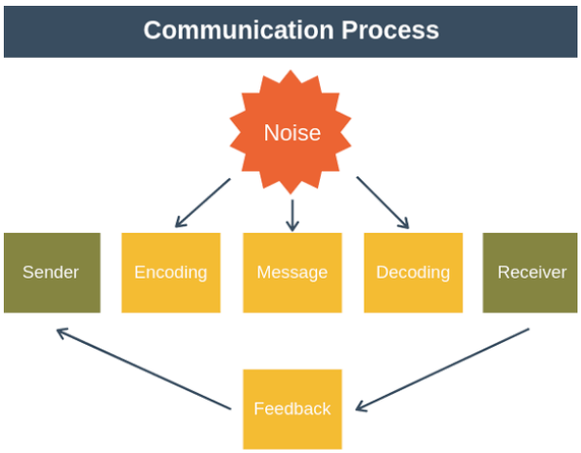


Figure 6.2 Purpose of Communication

Communication Process

Communication has been defined as a process. The term process refers to identifiable flow of information through interrelated stages of analysis directed towards the achievement of an objective. In the case of social actions, the concept of process is dynamic rather that static in which events and relationships are seen as dynamic, continuous and flexible; a dynamic interaction both affecting and being affected by many variables.

Sender

The person who intends to make a contract with the objective of passing information, ideas to other person is known as a sender.

Ideas

This is the subject matter of communication, this might be opinion, attitude, feelings, views, suggestions, orders etc.

Encoding

Since the subject matter of communication is abstract and intangible, its transmission requires the use of certain symbols such as words, actions, pictures, etc. Conversion of the subject matter into these symbols is the process of encoding.

Channel

These symbols are transmitted through certain channels, e.g. radio, telephone, air, etc., depending upon the situation of the two parties, viz., sender and receiver.

Receiver

Receiver is the person to whom the message is meant for.

Decoding

Receiver converts the symbols received from the sender to give him the meaning of the message.

Feedback

Feedback is necessary to ensure that the receiver has received the message and understands it in the same sense as the sender wants.

6.2 Types of Communication

1. Based on Communication Channels

I. **Nonverbal communication:** It is the transmission of messages or signals through a nonverbal platform such as eye contact, facial expressions, gestures, posture and body language.

II. **Verbal communication:** It is any communication that uses words to share information with others. These words may be both spoken and written. Communication is about passing information from one person to another. This means that both the sending and the receiving of the message are equally important.

1. Oral Communication

   Oral communication implies communication through mouth.

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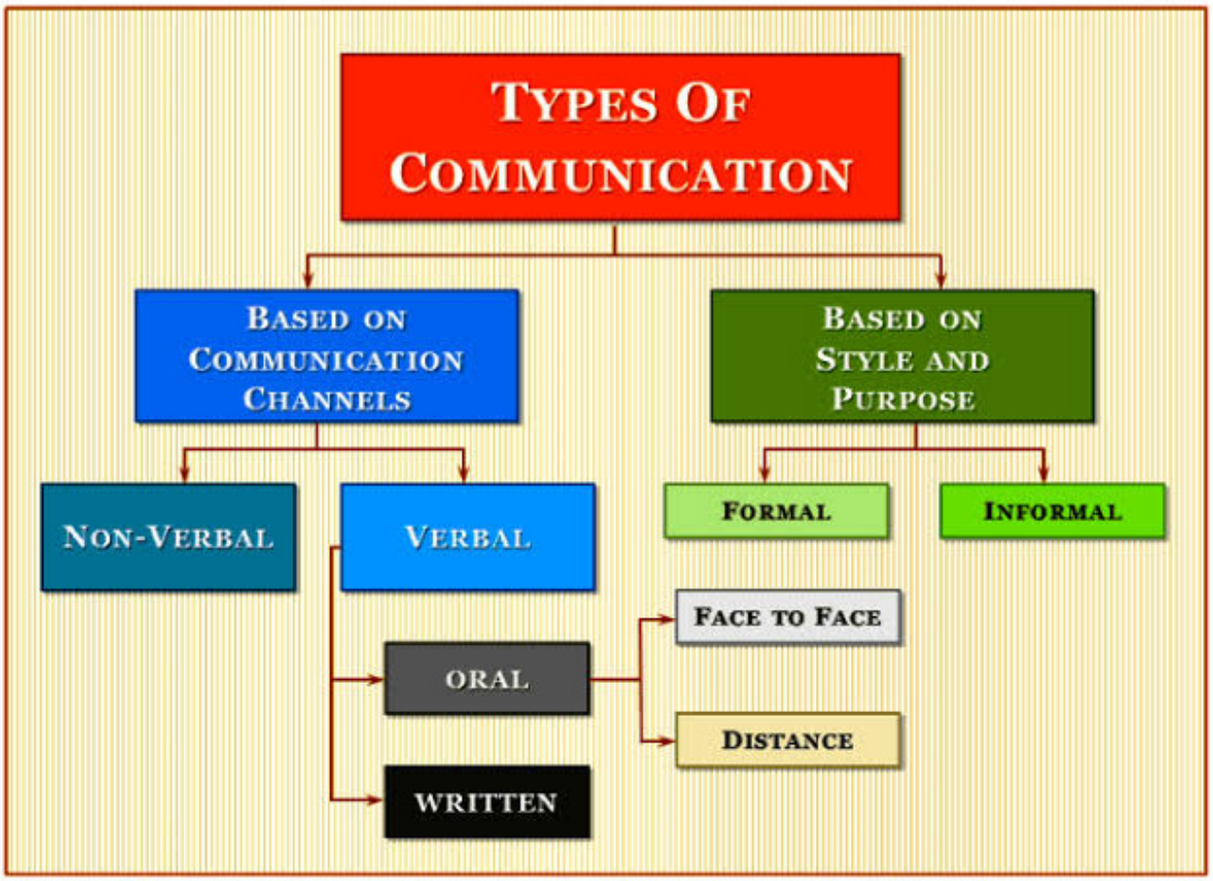


Figure 6.3 Types of Communication

It includes individuals conversing with each other, direct conversation or telephonic conversation. Speeches, presentations, discussions are all forms of oral communication.

a. **Face-to-face communication** is when two or more people interact and communicate while visible to one another. This might be a physical, in-person conversation, or it could be in a virtual setting. Face-to-face communication is often more effective than written or audio-only conversations.

b. **Distance Communication**: All modern expansions of distance communication, taking its expression to the next subtle level, and in this type of communication, the tone of voice and pace of delivery take priority over other expressions.

2. Written communication



Figure 6.4 Written Communication

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Written communication is any written message that two or more people exchange. Written communication is typically more formal but less efficient than oral communication. Examples of written communication include: Emails, Text messages, etc.

Some of the merits of written Communications are as follows.

i. Suitable for lengthy matters.
ii. At times might be the only available form of communication (as in long distance transactions).
iii. Can be maintained as a permanent record for later references.

The major limitations of written communications are:

i. Time consuming and sometimes costly.
ii. Has a greater chance of misinterpretation and misunderstanding.
iii. Difficult to maintain secrecy.
iv. Suffer from a lack of flexibility.

2) Based on Style and Purpose

I) Formal Communication

Formal communications are those which flow through formally established channels as depicted in the formal organizational chart, and are concerned with work related matters. All orders, instructions and decisions are communicated to the subordinates through this channel. Formal communications can flow in three different directions – downward, upward and horizontal or laterally among various departments.



Figure 6.5 Formal Communication

i. Downward Communications:



Figure 6.6 Downward Communications

Downward communications are those communications that flow from superiors to subordinates. Through downward communication the superior directs the efforts of his subordinates, defines the goals, and objectives of the organization to them, explains his expectations and administers rewards and punishment.

ii. Upward Communications:

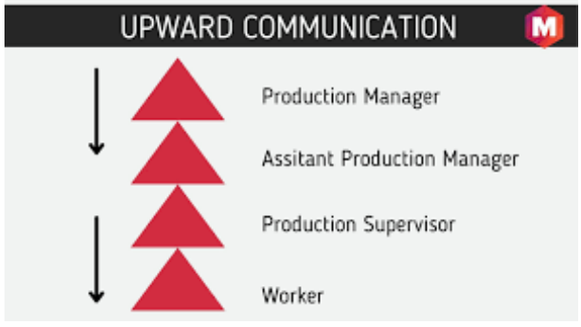


Figure 6.7 Upward Communications

Upward communication flows from the subordinates to the superiors and is

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usually known as feedback. This enables the management to assess how far the downward communication has reached, understood, accepted and carried out. These can help the management to know the employee grievances and receive valuable suggestions from the people at lower levels.

iii Horizontal or Lateral Communications:

It refers to the communications across the subordinates who are working at the same level in the organization. Such communications coordinate the activities of different departments.

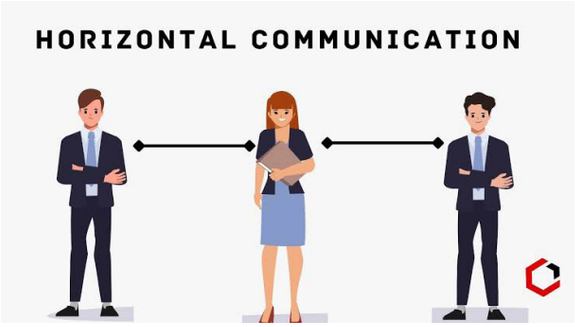


Figure 6.8 Horizontal or Lateral Communications

II. Informal Communication:



Figure 6.9 Informal Communication

Informal communication is otherwise known as "Grapevine communication". It is the result of personal contacts between the individuals in the organization. Informal communication is done orally and it does not follow any authority lines. It helps in building relationships. This type of communication is less reliable.

In modern times social networks from unofficial sources like Face book, Twitter, etc. are powerful sources of informal communication. Rumors can be spread easily in informal communication because it is not controlled by management.

6.3 Communication of Working in a Team

Communication in team is more than efficient work. It allows everyone on the team to be educated on any topic that may affect their work. Moreover, it develops trust, builds camaraderie among the team members, boosts morale and helps employees stay engaged in the workplace.

Communication bridges teams together and needs to be practiced to ensure a team is working smoothly and efficiently. Successful communication in groups and teams leads to higher productivity and better overall business results. Team members work with one another to achieve a specified outcome. When each member of the team is aware of what others are doing, they are likely to be more efficient as they can eliminate redundancies. At its core, effective communication is the ability to competently and clearly relay the correct information to the correct people at the correct time. It's a staple of what makes a successful team, but effective communication is increasingly fleeting.

The following are the advantages of Effective Communication in the Workplace

i. It promotes trust
ii. It promotes team member loyalty
iii. It enhances team member engagement
iv. It improves teamwork
v. It improves productivity
vi. Communication fuels innovation

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vii. Resolves issues

viii. It creates better client relationships.

The Elements of team communication

i. Over-communicate.

ii. Set a clear agenda for each meeting.

iii. Schedule regular status updates.

iv. Encourage video calls.

v. Identify company goals.

vi. Consider "stay interviews"

vii. Provide regular training opportunities.

6.4 Gender Neutral Language

The term 'gender-neutral' means that something is not associated with either women or men. It may refer to various aspects such as concepts or style of language. The move towards gender-neutral language another example is 'chair' or 'chairperson'. These are more gender-neutral terms compared to 'chairman' or 'chairperson' and they are used more often now. As awareness grows, people are moving away from gendered language and using more inclusive terms to reflect reality. The purpose of gender-neutral language is to avoid word choices which may be interpreted as biased, discriminatory or demeaning by implying that one sex or social gender is the norm.

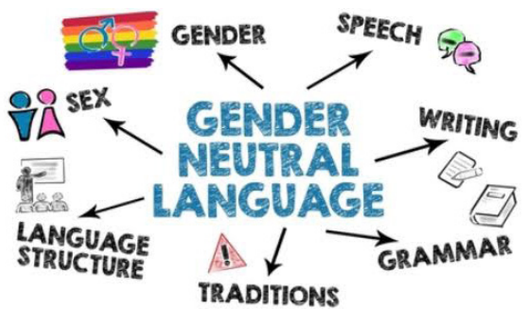


Figure 6.10. Gender Neutral Language

Benefits of Gender-Neutral Language

Gender-neutral language promotes equality and diversity in the workplace. According to Advisory Conciliation Arbitration Service (ACAS), equal and diverse company enjoys benefits like: Better innovation, teamwork, employee engagement and more diverse range of skills.

Importance of Gender Sensitivity Training

This training is essential to incorporating various perspectives into our everyday lives. In the gender sensitivity workshops, participants learn other genders' diverse perspectives and develop a more well-rounded comprehension of the human experience, which ultimately benefits everyone.

6.4.1 Record the Process of Handling the Complaint

In addition to providing the proof need to get their complaint resolved, proper document should be attached. It increases the ability of a regulator or court to act, establish intention, protect from charges of libel or slander and give the moral advantage.

Reporting and recording are legal requirements. The report tells the enforcing authorities for occupational health, safety and environment (HSE and local authorities) about serious incidents and cases of disease. This means they can identify where and how risks arise and whether they need to be investigated.

Benefits of Reporting Incidents

Their ability to handle grievances of employees can directly impact overall productivity at work. Reporting incidents helps the organization to keep track of the

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trends, patterns and discover anomalies. It improves other health and safety measures in the worksite, such as reporting potential hazards and risk assessments.

6.5 Handling Customer Complaints

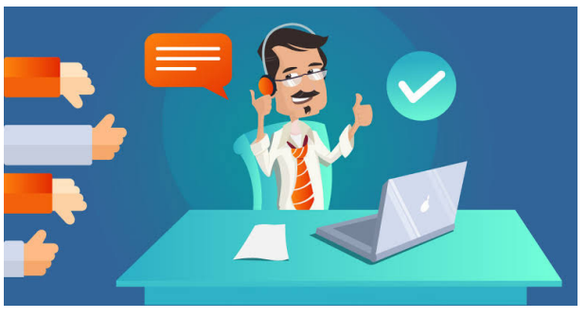


Figure 6.11. Handling Customer Complaints

1. Actively listen and make notes.
2. Acknowledge the customer's concerns and thank them.
3. Apologies for the impact or the inconvenience caused.
4. Ask questions and summarize the understanding.
5. Agree and explain the actions to prepare a complaint.
6. Provides feedback.

6.5.1 Dealing With Unhappy Customers

Step 1: Adjust the mindset.

Step 2: Listen actively.

Step 3: Repeat their concerns.

Step 4: Be empathic and apologize.

Step 5: Present a solution.

Step 6: Take action and follow up.

Step 7: Use the feedback.

I. People Equate Customer Service to the Values

The person is willing to quickly solve problems speaks significantly about the company's underlying values, morals, and ethics. When businesses don't respond promptly, people get ideas and start making assumptions, and they are never good.

Communication in customer service

"Customer service in communication refers to **the exchange of information between a customer and a company while resolving the customer's issue**." From email responses to social media updates and phone calls – there are so many different ways to communicate with the customers and offer assistance.

II. Customer service problem-solving techniques

i. Do not argue, simply start with an apology.

ii. Send a lightning-fast response to the complaint.

iii. Use visual content to win back customers.

iv. Add a pinch of humor to the reply.

v. Offer a generous compensation.

vi. Take the apology offline.

vii. Empower the customers to help themselves.

III. Customer satisfaction can be improved by the following ways

i. Understand the customers.

ii. Create a customer-centric culture.

iii. Always lead with empathy.

iv. Act on customer feedback.

v. Give the support teams everything they need to succeed.

vi. Respond to customer reviews.

IV. Causes of Customer Dissatisfaction

i. Issues with quality.

ii. Issues with pricing.

iii. Failure to meet specific expectations.

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iv. Failure to meet perceived or implied expectations.

v. Issues with usability.

vi. Problems with customer service.

6.6 Barriers to Communication

As it has mentioned earlier in this chapter, the communication process is hardly a simple one. It surely suffers from a lot of potential problems within the organization which are called the barriers to communication. In fact, these can take place at each step of the communication process viz. encoding, decoding, etc. The barriers to communication can be listed as follows.



Figure 6.12 Barriers to Communication

1. The content of communication is not encoded properly, the communicator may be either too fast or too confused in presenting the matter.
2. Distortion in communication can take place particularly when it has to pass through a number of layers as happens in multi-layered organizations.
3. Distrust of the communicator may inhibit the process of communication, as the individual might not open up because of his lack of trust towards the other.
4. The flow of communication may also be restricted at some point of time in the process of communication. This is often found in upward communication when the superior blocks some information that the person feels may go against him.
5. Poor retention may be another source of barriers to communication as people tend to forget as much as 50% of what they are communicating.
6. Inattention may also be a potential barrier to communication.
7. Different backgrounds of two individuals may result in differences in the interpretation and understanding of a message.
8. In-group language, often used by different occupational or social groups, may be a potential barrier to communication.

In addition, the cultural context in the communication process can significantly influence the process. Apart from the language and perceptions of meaning, culture may differ from one another in terms of the degree of reliance on the contexts. Thus, a high-context culture (Japan or China) is the one that relies heavily on non-verbal and subtle situational cues in communication, where as a low context culture (such as the USA) is the one that relies heavily on words to convey meaning in communication.

6.7 Three Basic Rules of Etiquette in the Workplace

Stand straight, make eye contact, turn towards people when they are speaking, and genuinely smile at people. Follow the office common dress code, perhaps dressing a step above the norm for the office.

Professional etiquette is an unwritten code of conduct regarding the interactions among the members in a business. When

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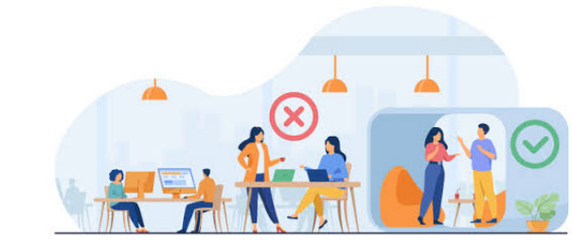


Figure 6.13 Etiquette in the Workplace

proper professional etiquette is used, all involved are able to feel more. Comfortable and things tend to flow more smoothly. Etiquette means behaving in a customary and polite way while engaging with other people in various personal, social and professional situations.

I. To keep the peace and harmony in the office, the following are a few etiquette rules to follow

i. Be friendly to new employees.
ii. Watch the body language.
iii. Do not be late.
iv. Minimize the jargon (Unwanted words).
v. Dress appropriately.
vi. If sick, stay at home.
vii. Respect coworkers.
viii. Knock before to enter.

II. Workplace Etiquette Tips to be followed by Professionals

i. Make a good first impression.
ii. Avoid gossip.
iii. Communication is key.
iv. Understand your work environment.
v. Be personable yet professional.

III. Manners Matter: How to Teach Kids, the Basics of Etiquette

i. Learning to use polite words and phrases is the foundation of good manners.
ii. Watch the words.
iii. Teach to greet.
iv. Practice patience.
v. Be a good guest.
vi. Teach table manners.
vii. Be consistent and patient.

IV. Basic Rules of Customer Service Etiquette

i. Always think before to speak or type.
ii. Begin and end every encounter on a positive note.
iii. Address the clients by their name.
iv. Keep the customers informed.
v. Treat the customers with respect and empathy.
vi. Learn how to handle angry customers.

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Points to be Remembered

- Communication is a process by which information is exchanged between individuals through a common system of symbols, signs of behavior.
- The term process refers to identifiable flow of information through interrelated stages of analysis directed towards the achievement of an objective.
- Feedback is necessary to ensure that the receiver has received the message and understands it in the same sense as the sender wants, that is, the message has been received, decoded, properly accepted and used.
- Formal communications are those which flow through formally established channels as depicted in the formal organizational chart and are concerned with work related matters.
- Grapevines are mostly oral, though at times an individual may send emails to one of the friends located elsewhere.
- In oral or verbal communications, information is given directly, either through face-to-face or through telephone, mobile phones or office intercom.
- Written communication in an organization is an impersonal process, but it can provide more information to the receiver than what is possible in oral communication.
- The communication process is hardly a simple one. It surely suffers from a lot of potential problems within the organization which are called the barriers to communication.



1. **Verbal Communication** - The sharing of information between individuals by using speech.
2. **Horizontal Communication** - transmission of information within the same level of organizational hierarchy.
3. **Non-verbal Communication** - Communication between people is communication through sending and receiving wordless cues.
4. **Message** - is a discrete unit of communication intended by the source for some recipient or group of recipients.
5. **Grapevine Communication** - is a form of informal communication. It arises due to the co-existence of people.
6. **Effective Listening** - The communicator is also an effective listener.
7. **Conciseness** - the message communicated should be concise to be effective.
8. **Timeliness** - timely transmission of messages.

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9. **Communication Gap** - the intent of the speaker not understood by the recipient.
10. **Body Language and Tone** - Maintaining body language as well as tone in an acceptable manner.
11. T**eam Communication** - Communication in team is more than just efficient work.
12. **Gender Neutral Language** - The term 'gender-neutral' means that something is not associated with either women or men.
13. **Etiquette in the Workplace** - The people have strict notions of etiquette and gradations of rank.
14. **HSE** - Strands for health, safety and environment

QUESTIONS

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PART- A

OBJECTIVE TYPE QUESTIONS

I. Choose the Correct Answer: **(1 Mark)**

1. _____ is the transfer of information from one person to another person.
   a) Communication
   b) Exchange
   c) Transfer
   d) Verbal **Ans (a)**
2. Communication is the _____ way process.
   a) Two b) Three
   c) Four d) One **Ans (a)**
3. Communication is a _____ process.
   a) Continuous b) Periodic
   c) Irregular d) Essential
   Ans (a)
4. A conversion of the subject matter into these symbols is the process of _____.
   a) Encoding b) Decoding
   c) Message d) Words **Ans (a)**
5. Meetings, Lectures, seminars, conferences, and interviews are examples of _____ communication.
   a) Verbal b) Non-verbal
   C) Formal d) Informal **Ans (a)**
6. _____Communication may take the forms of reports, circular, memos, note, manual etc.
   a) Oral b) Written
   c) Verbal d) Grapevine **Ans (b)**
7. Team members work with one another to achieve a _____
   a) Specified Outcome
   b) Non Specified Outcome
   c) Verbal Outcome
   d) Non verbal outcome **Ans (a)**
8. _____communication flows from the subordinates to the superiors
   a) Downward b) Sideward
   c) Lateral d) Upward.
   Ans (d)

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9. Professional etiquette is an unwritten code of conduct regarding the interactions among the members in a business.

a) Professional Etiquette

b) Message

c) Circular

d) Memo

Ans (a)

10. _____ communication is otherwise known as "grapevine communication"

a) Written

b) Verbal

c) Formal

d) Informal. **Ans (d)**

Part – B

II. Very Short Answers: (3 Marks)

1. What is communication?
2. Write a note on oral communication.
3. What is upward communication?
4. List out any two barriers to communication.
5. Write short notes on a) Body language b) Feedback.
6. What is downward communication?
7. List out the elements of Team communication.
8. Give a note on etiquette
9. What is Gender neutral language?

Part - C

III. Short Answers: (5 Marks)

1. State briefly the importance of communication.
2. What are the characteristics of communication?
3. What is verbal communication?
4. What are the advantages of effective communication in the work place?
5. State the causes of customer dissatisfaction.

Part - D

IV. Essay Type Questions: (10 Marks)

1. Elaborate the communication process.
2. Discuss in detail about types of communication.
3. Explain three basic rules of etiquette in the workplace.

ACTIVITY

Teacher`s Activity

- Should teach basic concepts through classroom discussion.
- Prepare charts on process and types of communication.

Student`s Activity

- Students can be asked to conduct Role play as a better communicator.
- Students should prepare charts on process and types.

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UNIT 7

PROFESSIONAL PRACTICES

LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- To understand the principles of professional practice.
- To gain knowledge about professional devlopment plan.

CONTENT

7.1 Introduction

7.2 Identification of Personal and Professional Goals

7.3 Professional Development Plan

7.4 Professional Learning and Development

7.4.1 Feedback from Clients and Colleagues in Promoting Work Effectiveness

7.5 Reporting of Harassment at the Workplace

7.5.1 Workplace harassment-definition

7.5.2 Work Conflict Resolution and Resolve

7.1 Introduction

The term 'professional practice' refers to the conduct and work of someone from a particular profession. Professions are occupations that require a lengthy period of education and training. They are often overseen by professional bodies that may accredit educational establishments and qualified professionals.

General Principles of Professional Practice

Professions will have specific practices and standards, consist of some general principles common to most professionals:

1. Act with integrity.
2. Adopt an ethical approach.
3. Provide a high standard of service.
4. Only undertake work for which there is appropriate competence.

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Figure 7.1 Professional Practice

5. Ensure that terms of appointment are clear.
6. Act in a way that promotes trust in the profession.
7. Do not bring the profession into disrepute.

Importance-Professional Practice

Professional practice is important as it helps to develop knowledge and understanding of the work. It gives an opportunity to improve the skills.

Definition-Professional Practice

Professional practice is a term used to describe activities which will help for apply

Factors influencing Professional Practice

Sl. No.	Factors	Explanation
1	Responsibility and transparent behaviour	By avoiding unhealthy behaviour, keeping high moral standards, explaining the company's principles and procedures in an understandable manner. It is a symbol of loyalty, responsibility and trust.
2	Competence	Every professional could produce their results that exceed their expectations.
3	Knowledge	Professional practice involves developing detailed, up-to-date knowledge, which is often highly specialized.
4	Conscientiousness	Professional practice entails being consistent, establishing one's own high standards, and showing attention for every aspect of the workplace.
5	Integrity	'Integrity' refers to keeping professional people true to their word.
6	Respect	Professionalism means being a role model for politeness and good manners to everyone by which they could help to uphold their rights.
7	Emotional Intelligence (EI)	Emotional intelligence refers to the ability of a professional to perceive, use, understand, manage, and handle the emotions.
8	Appropriateness	It refers to the quality of the professional, being suitable or right for a particular situation.
9	Confidence	Professionals who communicate with confidence can convey wants to their clients and co-workers in a clear and efficient manner.
10	Act Impartially	Every professional in their professional field should be impartial.
11	Ensure Equitable Access	Every professional should have an equal opportunity to delegate and decentralize their assigned work in their profession
12	Protect Confidentiality	All personal information related to the professionals should be maintained confidential and trustworthy.

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the knowledge to the industry, job role or workplace. Professional practice helps for confidence building and improves skills.

7.2 Identification of Personal and Professional Goals

Professional Goals



Figure 7.2 Professional Goals

Professional goals are concrete objectives want to achive in the career. They are typically a combination of short-term goals (like taking a course this month) and long-term goals (like becoming a manager in the next two years.)

Personal Goals

It refers to the feeling-based goals or emotional goals, which are related with physical health. It may be harder to set and achieve than professional goals. For instance, to buy a new house, to find a career etc.



Figure 7.3 Personal Goals

Differences between Personal and Professional Goals

Sl. No.	Basis of factors	Personal Goals	Professional Goals
1	Meaning	It is more connected with health, happiness, relationships and well-being	It is related to accomplish with education and career
2	Purpose	Spent time, without any purpose	Invest time for purposeful mind-set, to attain profit for future
3	Identity	Socialize by getting involved with people and have parties with any casual dress up	Maintain professional identity by maintaining the image.
4	Contractual relationships	Getting in touch with friends in certain informal ways like using WhatsApp, Facebook etc.	Make useful contacts by increasing the professional contacts with formal way of communication like email, letter etc
5	Scope	Using time to adopt the ways of entertainment like music, movies etc.	Search for best opportunities in professional life.

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7.3 Professional Development Plan



Figure 7.4 Professional Development Plan

Meaning

A professional development plan is created by the manager working closely with the staff member to identify the necessary skills and resources to support the staff member's career goals and the organization's business needs.

Importance

Professional development is learning to earn or maintain professional credentials such as academic degrees attending conferences, and informal learning opportunities situated in practice. There is a variety of approaches to professional development, including consultation, coaching, communities of practice, lesson study, mentoring, reflective supervision and technical assistance.

Various Approaches to Professional Development Plan

1. **Case Study Method**–The case study method is a teaching approach that consists in presenting the students with a case, putting them in the role of a decision maker facing a problem.
2. **Consultation**–To assist an individual or group of individuals to clarify and address immediate concerns by following a systematic problem-solving process.
3. **Coaching**–To enhance a person's competencies in a specific skill area by providing a process of observation, reflection and action.
4. **Lesson Study**–To solve practical problems related to intervention or instruction.
5. **Mentoring**–To promote an individual's awareness and modification of own professional development by providing and recommending structured opportunities for reflection and observation.
6. **Reflective Supervision**–To support, develop, and ultimately evaluate the performance of employees through inquiry.
7. **Technical Assistance**–To assist individuals and their organization to improve by offering resources and information, supporting, networking and change efforts.

The World Bank's 2019 World Development Report on the future of work argues that professional development opportunities for those both in and out of work, such as flexible learning opportunities at universities and adult learning programs, enable labour markets to adjust to the future of work.

Strategies to Achieve Professional Development Plan

Following strategies to be followed in the company to thrive the objectives of a company:

1. Focus on objectives.
2. Manage obstacles and distractions.
3. Make learning a habit.
4. Set boundaries.
5. Make every minute count.

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6. Learn at best.
7. Find own learning style.
8. Collaborate with others.

Benefits of Implementation of Professional Development Plan

Professional development can be a part of an individual's personal ambition. It can be a step on the ladder to higher qualifications. It can be part of meeting targets set by workforce performance management schemes or an opportunity for individuals to change their career paths.

(a) Benefits for Individuals

i. Improve career prospects by achieving additional qualifications
ii. Respond to changing conditions at work
iii. Meet the requirement of professional bodies
iv. Understand the latest developments in the particular field
v. Develop the knowledge of the environment in the working place
vi. Be better at doing the job
vii. Achieve personal development

(b) Benefits for employers

i. Share the education knowledge
ii. Can learn the corporate experience from the seniors
iii. Responsibility can be fixed

Steps to achieve Professional Development Plan

The goals for a professional development plan should be **SMART** ***(Specific, Measurable, Achievable, Relevant and Timely)***. To create a professional development plan, following steps to be implemented.

7.4 Professional Learning and Development



Figure 7.5 Professional Learning and Development

Step 1	Request a self-assessment from the employees, through their interests, skills, values, and personality.
Step 2	Develop the assessment of the individual's skill level such as technical skills, social skills, aptitudes and attitudes.
Step 3	Assess the department and organization's needs to attain organizational objectives.
Step 4	Explore development opportunities with the employees by providing new projects and responsibilities, workshops, seminars, educational opportunities and mentorship.
Step 5	Record and analyse the employee's progress about their development, skills and new abilities to achieve organizational objectives.

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Professional Learning – Meaning

Professional learning refers to continuous training in their profession. It includes focused professional reading and research, engaging in practitioner enquiry or action research work. Some examples are materials-focused professional learning including collaborative lesson study, collaborative analysis of student work and analysing academic standards.

Professional Development – Meaning

The term professional development usually refers to the process of tracking and documenting the skills, knowledge and experience to enhance an individual's current work practice and future career. It is a record of any experiences, learning and practical applications gained beyond any initial training.

The purpose of professional development is to give professionals the opportunity to learn and getting new knowledge and skills that can help them in their job and further their career.

Learning new abilities, earning certifications, gaining more experience in a specific field, moving forward in your company, and pursuing any other career aspirations are all examples of professional development goals.

7.4.1 Feedback from Clients and Colleagues in Promoting Work Effectiveness



Figure 7.6 Feedback

Feedback – Meaning

Feedback is the process of evaluating, discussing and organizing an employee's performance. It is an action used to offer productive information to a team member. The process of giving feedback creates an open working relationship among the team leader and member, allowing each to understand their progress toward a predetermined goal.

Feedback is a means of improvement, which helps individuals to shape their actions for satisfying the needs of an employer or team leader. It encourages their team to meet goals and follow company guidelines.

Advantages of Feedback

Feedback plays a crucial part in improving a team's performance. It can achieve the following purposes in a team setting:

a) Provides Direction

Feedback provides direction by identifying performance indicators and allowing the team members to understand their progress toward a goal or achievement.

b) Motivates Members

Feedback can encourage team members to complete goals and objectives, which can also help to understand the strengths and weaknesses of the team.

c) Improves Individual Performance

Feedback can improve the performance of each team member by understanding their role and tasks they are expected to complete.

d) Encourages Engagement

Effective feedback is a two-sided platform, which makes them more likely to be engaged for better performance.

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7.5 Reporting of Harassment at the Workplace



Figure 7.7 Reporting of Harassment

Harassment – Meaning

Harassment is offensive conduct of an unwelcome nature on the basis of any of the characteristics identified. Sexual harassment is a form of discrimination that is specifically prohibited by law and the courts.

Harassment is a form of employment discrimination that violates Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, (ADEA) and the Americans with Disabilities Act of 1990(ADA).

Harassment is unwanted conduct that is based on race, colour, religion, sex (including sexual orientation, gender identity, or pregnancy), national origin, older age (beginning at age 40), disability or genetic information (including family medical history).

7.5.1 Workplace Harassment – Definition

Workplace harassment is where a person is subjected to trying behaviour when working. It is an offensive, intimidating, humiliating or threatening behaviour.



Figure 7.8 Workplace Harassment

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Workplace Harassment covers a wide range of behaviours ranging from gentle pressure to more understandable violent tactics.

Workplace Harassment – Examples

1) Abusing a person loudly, usually when others are present repeated threats of dismissal or other severe punishment for no reason
2) Leaving offensive messages on email or the telephone or mobile phone
3) Damaging a person's work
4) Cruelly excluding and isolating a person from workplace activities
5) Persistent and unjustified criticisms, often about petty, irrelevant or insignificant matters

Workplace Harassment – Management Action

a) Management action may be considered as workplace harassment where it is used:
b) Primarily to offend, intimidate, humiliate or threaten workers
c) To create an environment where workplace harassment is more likely to occur
d) Strategies to overcome the workplace harassment:

Strategies to deal with workplace harassment

- Develop a workplace harassment policy
- Complaint handling system
- Open communication and training and education system

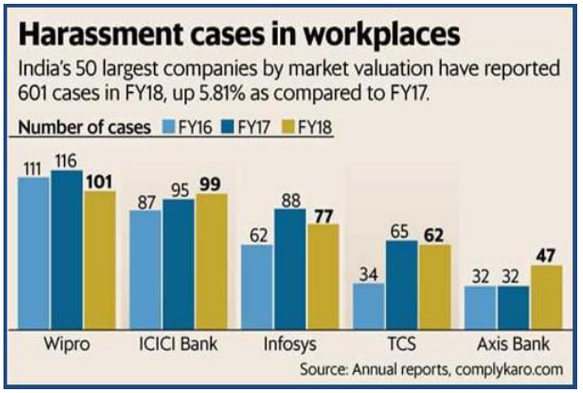


Figure 7.9 Harassment Cases in workplaces

Workplace Harassment can be committed by

a) An employer
b) Worker
c) Co-worker
d) Group of co-worker
e) Client or customer or
f) A member of the public

Workplace harassment is an offensive, superior or threatening behaviour directed at an individual worker or a group of workers. Workplace harassment can be verbal, physical, sexual, racial or bullying.

Recently, workplace harassment has gained interest among practitioners and researchers as it is becoming one of the most sensitive areas of effective workplace management. In some East Asian countries, it has attracted substantial attention from researchers and governments since the 1980s, because aggressive behaviours have become a significant source of work stress, as reported by employees. Under occupational health and safety laws around the world, workplace harassment and workplace bullying are identified as being core psychosocial hazards.

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Causes of Workplace Harassment

i. The most important causes are the culture, values system, and status of the men and women in our society.

ii. The way in which men and women are brought up in India strongly influences their behaviour in an organization.

iii. Feelings of low self-esteem and low job satisfaction are often reported.

iv. Discrimination at work impacts negative health consequences

Strategies to Overcome the Harassment

- Informing employees that harassment is prohibited.
- Identifying the employees who contact to discuss harassment concerns.
- Guaranteeing employees that they will not be punished for asking questions or sharing their concerns.
- Responding to harassment questions or concerns and investigating harassment complaints promptly and effectively; and
- Ensuring that managers understand their responsibility to terminate, address and prevent harassment.

How to Report the Harassment



Figure 7.10 Harassment Report

Reports can be made secretly, which means the reporting party does not have to identify themselves. However, civil specialists will have to follow up on information provided and the reporting person's identity may become apparent during the administrative inquiry process.

7.5.2 Work Conflict Resolution and Resolve



Figure 7.11 Work Conflict

Meaning

'Conflict resolution' can be defined as the informal or formal process that two or more parties use to find a solution to their dispute. The disagreement may be personal, financial, political or emotional. When a dispute arises, the best course of action is negotiation to resolve the disagreement.

Conflict is not a strange thing for people. Human beings experience it in their day-to-day lives – with their friends, families and also in professional lives. In the workplace, conflict causes a massive degree of frustration, pain, discomfort, sadness, as well as anger. It is a normal life aspect. In the world of today, organizations hire employees

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from diverse geographical locations with dissimilar cultural and intellectual backgrounds, as well as various viewpoints. In a working environment where people have disparate outlooks toward the same problems, disagreements are bound to happen.

Steps to resolve Work Conflict (Conflict Management)

Conflicts are inevitable in a person's day-to-day life. The main objective is to resolve and manage them in an effective manner. When people use the appropriate tools of resolution to address issues, they will be able to keep their differences from rising to major problems. "Establishing conflict management processes in a company is fundamental as it helps reduce conflict instances among employees," says Casper Hansen, an expert in resume writing. Conflict resolution is an integral part of the corporate world as it protects the business from future threats.

Steps to overcome the conflict

1. **Clarify what is the source of conflict**

   The first step in resolving conflict is clarifying its source. Defining the cause of the conflict will enable us to understand how the issue took place.

2. **Find a safe and private place to talk**

   Many people often wonder and ask, "What is an approach to solving problems peacefully?" To have a constructive conversation, one should find an environment that is safe for them for discussion.

3. **Listen actively and let everyone have their say**

   After getting both parties to meet in a secure and private place, let each of them have the opportunity to express their views and perceptions regarding the issue at hand to identify solutions.

4. **Investigate the Situation**

   After listening to the concerns of both parties, investigation will takes place. It ensures to reveal any underlying conflict sources which may not be evident or noticeable at fast.

5. **Determine ways to meet the common goal**

   Every managing conflict processes, common objectives should be framed to resolve the issue. This will enable to look for the ideal ways to meet the common goal. This step is the main step to solve complicated problems.

6. **Agree on the best solution and determine the responsibilities each party has in the resolution**

   Managing and resolving conflict leaps model of communication. Employees will find it easy to interact with another as they understand that they have one goal, which is meeting the company's objectives.

7. **Evaluate how things are going and decide preventative strategies for the future**

   Continuous watching on the issue will ensure to identify and analyse threats to overcome those problems in the future.

Points to be Remembered

- Professional practice refers to the conduct and work of someone from a particular profession.
- Professions will have specific practices and standards, consist of some general principles common to most professionals.

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- Professional goals are usually aspirations that will help to realize the version of "Success".
- Professional development plan is learning to earn or maintain professional credentials such as academic degrees to formal coursework, attending conferences, and informal learning opportunities situated in practice.
- The goals that can be set in the professional development plan should be **SMART** (Specific, Measurable, Achievable, Relevant and Timely).
- Professional learning refers to continuous training in his/her profession. It includes focused professional reading and research, engaging in practitioner enquiry or action research work.
- Professional development refers to the process of tracking and documenting the skills, knowledge and experience to enhance an individual's current work practice and future career.
- Feedback is the process of evaluating, discussing and organizing an employee's performance. It is an action used to offer productive information to a team member.
- Harassment is unwanted conduct that is based on race, colour, religion, sex (including sexual orientation, gender identity or pregnancy), national origin, older age (beginning at age 40), disability, or genetic information (including family medical history).
- Workplace harassment is where a person is subjected to trying behaviour when working. It is an offensive, intimidating, humiliating or threatening behaviour.
- Conflict resolution can be defined as the informal or formal process that two or more parties use to find a peaceful solution to their dispute.
- Conflict resolution is an integral part of the corporate world as it helps to distinguish a good business from a bad one.

GLOSSARY

1. **Professional Practice** - Conduct and work of someone from a particular profession.
2. **Competence** - Every professional could produce their results that exceed their expectations. It allows managing their own and other's expectations to thrive their objectives.
3. **Conscientiousness** - Professional practise entails being consistent, establishing one's own high standards, and showing attention for every aspect of the workplace.
4. **Integrity** - 'Integrity' is what keeps professional people true to their word.
5. **Emotional Intelligence (EI)** - Emotional intelligence (otherwise known as emotional quotient or EQ) refers to the ability of a professional to perceive, use, understand, manage, and handle the emotions.
6. **Professional Goals** - It refers to the feeling-based goals or emotional goals, which is related with physical health.

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7. **Personal Goals** - It is more connected with health, happiness, relationships and well-being
8. **Professional Development Plan** - A professional development plan is created by the manager working closely with the staff member to identify the necessary skills and resources to support the staff member's career goals and the organization's business needs.
9. **Case study method** - The case method is a teaching approach that consists in presenting the students with a case, putting them in the role of a decision maker facing a problem
10. **Professional Learning** - Continuous training in his/her profession
11. **Feedback** - Feedback is the process of evaluating, discussing and organizing an employee's performance. It is an action used to offer productive information to a team member.
12. **Harassment** - It is a form of employment discrimination
13. **Workplace Harassment** - Workplace Harassment is where a person is subjected to trying behaviour when working. It is an offensive, intimidating, humiliating or threatening behaviour.
14. **Conflict Resolution** - The informal or formal process that two or more parties use to find a peaceful solution to their dispute.

QUESTIONS

XG9WE

PART – A

OBJECTIVE TYPE QUESTIONS

I. Choose the Correct Answer: (1 Mark)

1. Professions are occupations that require a _____ period of education and training.
   (a) Long term (b) Short term
   (c) Average (d) Minimum **Ans (a)**

2. Professions will have specific practices and _____
   (a) Policies (b) Standards
   (c) Rules (d) Regulations
   Ans (b)

3. Professional Practice helps for _____ and improves skills.
   (a) Professional Excellence
   (b) Growth and Development
   (c) Confidence building
   (d) Sustained development **Ans (c)**

4. '_____' is what keeps professional people true to their word.
   (a) Confidence (b) Knowledge
   (c) Ethics (d) Integrity
   Ans (d)

5. _____ refers to the ability of a professional to perceive, use, understand, manage, and handle the emotions.
   (a) Emotional Intelligence
   (b) Emotional Sequence
   (c) Personal ability
   (d) Total quality management (TQM)
   Ans (a)

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6. Every professional in their professional field, they should be _____.
   (a) Unfair (b) Impartial
   (c) Injustice (d) Biased **Ans (b)**
7. Personal Goals refers to the feeling-based goals or _____
   (a) Professional Goals
   (b) Objective Goals
   (c) Emotional Goals
   (d) Superior Goals **Ans (c)**
8. The _____ is a teaching approach that consists in presenting the students with a case.
   (a) Critical path method
   (b) Decision Tree analysis method
   (c) Case method
   (d) Teaching method **Ans (d)**
9. Feedback plays a crucial part of improving a _____
   (a) Team's performance
   (b) Individual objective
   (c) Overall targets
   (d) response **Ans (a)**
10. _____ can be verbal, physical, racial, or bullying.
   (a) Office harassment
   (b) Workplace harassment
   (c) Individual harassment
   (d) Personal harassment **Ans (b)**

PART – B

II. Very Short Answers

1. What is meant by professional practice?
2. Write a note on professional growth.
3. State the instances of professional development.
4. What is meant by mentoring?
5. State the importance of professional goals.
6. Expand SMART.
7. What is professional learning?
8. Why is feedback important in promoting work effectiveness?
9. Write a note on workplace harassment.
10. What is conflict resolution?

PART – C

III. Short Answers

1. Discuss the general principles of Professional Practice.
2. Distinguish between Personal and Professional Goals.
3. Elucidate the various approaches to professional development plan.
4. Deliberate the benefits of feedback for improving a team's performance.
5. Clarify the steps involved to solve work conflict in professional environment.
6. 'Professional development is a learning tool' - Discuss
7. How to report the workplace harassment?
8. Converse the causes of workplace harassment.

PART – D

IV. Essay Type Questions

1. Explain the benefits of implementation of a professional development plan.
2. Define the term conflict. Explain the steps to overcome the conflict.

ACTIVITY

Teachers Activity

- Should display the basic concepts through classroom discussion
- Prepare charts on professional development plan.

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Students Activity

- Students can be asked to conduct Role play as professional expert
- Students should prepare charts on workplace conflict and conflict resolution.

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UNIT 8

SECRETARIAL FUNCTIONS

LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- Classification of word activities.
- Atending of phone calls
- Proof reading of documents

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CONTENT

8.1 Introduction
8.1.1 Classification of Work Activities
8.2 Attending of Phone Calls
8.3 Prepare Scripts
8.4 Attend Queries of Clients and Colleagues
8.5 Fix-up Appointment for Meeting
8.5.1 The Best Practices for Making Appointments
8.5.2 How to make an appointment
8.6 Proof Reading of Documents
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8.6.2 Four Stages of Editing and Proofreading
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8.7 Reporting
8.7.1 Importance of reporting
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8.9.1 Industrial Policy
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8.11 Recruitment Policy
8.11.1 Recruitment Process

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8.1 Introduction

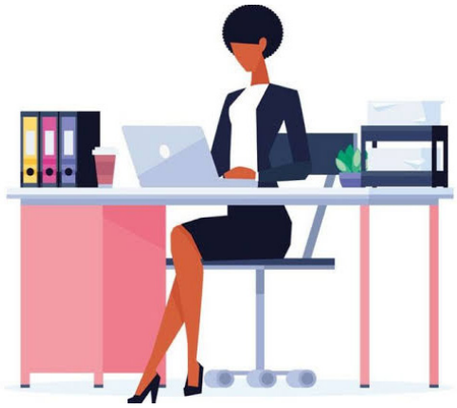


Figure 8.1 Secretary

The term "Secretary" means 'keeper of secrets'. The secretary is the first person to learn about the confidential developments involving the office staff and company policies through meetings, letters and memos given by the manager.

The secretary in the office is usually accommodated next to the executive. The main work is to plan and coordinate future activities to follow through the various plans.

Definition

The National Secretaries Association (International) defines the 'Secretary' as follows: *"As an assistant to an executive possessing a mastery of office skills to assume responsibility without direct supervision, who displays initiative, exercises judgement and makes decisions within the scope of authority".*

8.1.1 Classification of Work Activities



Figure 8.2 Work Activities

Common tasks for the majority of secretaries/ administrators include word processing, audio and copy typing, letter writing, dealing with telephone and emails enquiries, creating and maintaining filing systems, keeping diaries, arranging meetings/appointments and organizing travel for the manager.

8.2 Attending of Phone Calls



Figure 8.3 Attending of Phone Calls

In the business world, it is significant to convey a professional image, not only in person but on the telephone as well. Knowing how to consider the callers and providing them with accurate information is critical. To convey a message in a professional manner, the Secretary should follow the telephone etiquette tips.

i. Always Speak Clearly

It is important to speak clearly and slowly. Because the person on the other end of the phone cannot see another face or body language, it is necessary to convey the message through clear speech.

ii. Do Not Shout

Some people have a tendency to be on the louder side when they speak. In this situation, it is important that one should tone down their voice. So that the person on the other end of the line does not feel that they are being shouted at.

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iii. Do Not Use Vernacular

When on the phone, no one should use vernacular. While it may be normal in everyday conversation, slang and other poor language conveys a very unprofessional message to the customer.

iv. Never Eat / Drink

While answering the phone, whether full time, or as coverage for someone else, it is important to not eat or drink while on phone duty. Wait for the break to take a drink or something to eat.

v. Always Listen

While it may seem obvious, listen to what the person on the phone is saying. It is often a good idea to repeat the information back to the receiver in the event that to take a message. It ensures to take down the proper message so it can be passed along to the correct co-worker.

vi. Use Proper Titles

When speaking to someone on the phone, especially if they are an unknown person, it is important to use the proper title when addressing the person. For instance, Mrs., Mr., Dr., etc. are appropriate.

vii. Have Patience

People will often contact a business when they are unhappy about something. It is exceptionally important to have patience and be as helpful as possible when the opposing person has an upset on the phone.

viii. Attention on the Task at Hand

Especially for those that work in a busy, fast paced office setting, it can be difficult to keep the concentration. When speaking to someone on the phone, it is necessary to remain focused on the call as it is different to what is going on around.

ix. Ask Permission before Placing a Call on Hold

If a person is responsible for answering multiple calls, it will be necessary to place people on hold. While speaking with the person, one should always politely ask to hold the call. Once a customer is placed on hold, then try to answer their call as soon as possible.

8.3 Prepare Scripts

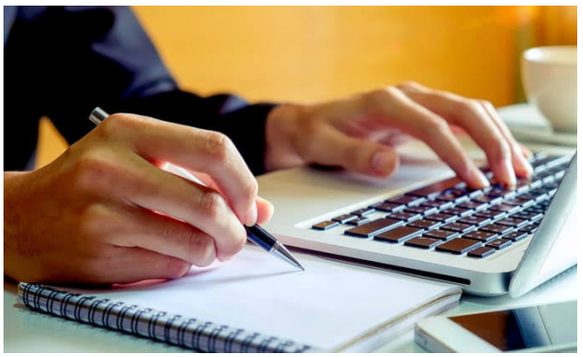


Figure 8.4 Prepare Scripts

Scripts – Meaning

The letters or characters used in writing by hand is called script. It is an original or principal instrument or document.

Three parts of script

I. Beginning line:

Each new script can create a beginning line.

II. The body:

This is the second part of writing script, which involves information related to the script.

III. Ending line:

This line ends the individual script.

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8.4 Attend Queries of Clients and Colleagues



Figure 8.5 Attend Queries

Queries – Meaning

A query is a question or the search for a piece of information. It is otherwise called as ask, inquire, interrogate and question.

Steps to handle queries

Managing and resolving customer complaints can improve the business reputation and processes.

Step 1	Listen to the queries
Step 2	Record the details of the queries
Step 3	Get all the facts or information
Step 4	Discuss the options for analyzing the problem
Step 5	Respond accordingly
Step 6	Keep the assurance
Step 7	Follow up

8.5 Fix-up Appointment for Meeting

Many people consider "an appointment" to mean a doctor's visit or a job interview or something more formal. However, it is important to realize such activities in the daily life.



Figure 8.6 Appointment for Meeting

Setting and handling appointments is important for all basic organizational skills. The ability to set appointments both formal and informal, changing or cancelling appointments, and confirming appointments efficiently and clearly will help efficiently to manage the time and be productive.

8.5.1 The Best Practices for Making Appointments

By using day planner or digital calendar in making appointments, it will help to plan and organize the daily routine. Appointments should be written in the planner. One of the advantages of a digital calendar, such as Google Calendar, is that one can access it on any device and can quickly refer to it when making new appointments.

The first task everyday morning, one should be looking at the calendar to plan the day. If a number of appointments are there, then to make at one time rank them in terms of importance. Make sure that the schedule is the most important one first in order to leave for flexibility. This will save on time and expense.

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8.5.2 How to make an appointment

Appointment can takes place only by calling or by sending email. It is advisable to make appointments by text, unless they are simply asking a good friend.

When making an appointment, one should provide their name and the reason for an appointment. It should also request the amount of time the appointment will take and if one should expect an interval time prior to the appointment.

Confirming an appointment

Always make sure that they confirm appointments when it makes them. When making an appointment by phone, be sure to confirm the appointment by repeating the date and time of the meeting back to the other party and asking if that is correct. This should be one of the last things to do prior to ending the conversation.

Cancelling an appointment

Sometimes circumstances require that to cancel or change an appointment. Cancel as soon after determining the problem. Try to reschedule the appointment before ending the call or at the end of the email.

8.6 Proof Reading of Documents

'Proofreading' is the final stage of checking a text before it is published or shared. It focuses on correcting minor errors and inconsistencies. Proof readers often also check for formatting issues, especially in print publishing.



Figure 8.7 Proof Reading of Documents

Proofreading means carefully checking for errors in a text before it is published or shared. It is the very last stage of the writing process, when any fix minor spelling and punctuation mistakes, mistakes, formatting issues and variations.

Proofreading is essential for any text that will be shared with an audience, whether it is an academic paper, a job application, an online article. Depending on the skills and budget, it can choose to proofread the text.

8.6.1 Differences between Proofreading and Editing

Editing and proofreading are different steps in the process of revising a text. Editing can involve major changes to content, structure and language, but proofreading focuses only on minor errors and inconsistencies.

Often a text will go through several stages of editing before it is proofread. The table below shows some common steps in the editing process.

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8.6.2 Four Stages of Editing and Proofreading

Type of editing	What it involves
Step 1: Content editing	Revising an early draft of a text, often making significant changes to the content and moving, adding or deleting entire sections also known as developmental or substantive editing.
Step 2: Line editing	Revising the use of language to communicate the story, ideas, or arguments as effectively as possible. This might involve changing words, phrases and sentences and restructuring paragraphs to improve the flow of the text.
Step 3: Copy editing	Polishing individual sentences to ensure correct grammar, clear syntax, and stylistic consistency, often following the rules of a specific style guide. Copy editors don't change the content of a text, but if a sentence or paragraph is ambiguous or awkward, they can work with the author to improve it.
Step 4: Proofreading	Carefully checking for any remaining errors, such as misspelled words, misplaced punctuation, and stylistic inconsistencies. In print publishing, proof-readers are also responsible for checking the formatting (e.g. page numbers and line spacing).

8.6.3 Guidelines for Effective Proofreading

Basic proofreading skills are important for anyone who writes. For everyday texts, such as business reports, blogs or college papers, there are some techniques that can be used to proofread efficiently and effectively before sharing the work.

8.7 Reporting

Reporting may refer to any activity that leads to reports. A report is a document that presents information in an organized format for a specific audience and purpose. Although summaries of reports may be delivered orally, complete reports are almost always in the form of written documents.

Reporting is the presenting of news in newspapers, on radio and on television. Honest and impartial political reporting. Reporting may be otherwise termed as journalism, writing, presenting and news casting.



Figure 8.8 Reporting

8.7.1 Importance of reporting

i. Provides Information

The very purpose of preparing a report is providing information to various levels of management. The term management includes Foreman, Supervisor, Chairman, Department Manager, General Manager and Special Officer. These people are getting information like trends of the business, cash flow and fund flow etc.

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ii. Helps in Selection

Out of the much information available, only relevant information is included in the report. A report brings many alternatives out of which a management has to choose one profitable alternative.

iii. Role in Control System

A target is fixed well in advance in an organization. The management has to see whether the employees are working according to the targets and standards. The reports are prepared in such a way as to measure the actual performance with the budgeted targets. If there are any unfavourable variances, the reasons are found and remedial or corrective actions are taken by the management. In this way, a report is used as a control tool. Management can control it with the help of this tool.

iv. Helpful in Profitable Operations

A report highlights the direction of moving the business and the level of operation. On the basis of this type of report, a management can give clear cut instructions to increase the profitability to its employees.

v. Follow the Principle of Management by Exception

Management has only a minimum time to exercise control. Hence, the activities, which are not carried out according to planning and budget, are highlighted before the management. This is the way of following the principle of management by exception.

vi. Helpful in Achieving Overall Objectives

Report motivates the executives and employees to take necessary steps towards increasing the earnings of the organization significantly. In this way, the management is achieving the maximum profit with the help of reporting system.

8.8 Maintaining of Confidential Records



Figure 8.9 Maintaining of Confidential Records

8.8.1 Importance of Confidentiality

1. It builds trust.
2. It promotes confidence (in the healthcare system, in the school system, in the workplace).
3. It prevents misuse of confidential information (illegal or immoral use).
4. It protects reputation.
5. Employment may depend on it (e.g. non-disclosure agreement).
6. It ensures compliance with the law.

8.8.2 Best practices to safeguard confidential records



Figure 8.10 Best practices to safeguard confidential records:

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i. **Do not authorize sensitive information:** Documents like credit card statements and billing invoices can be used to obtain sensitive data through social engineering.

ii. **Portion of documents in a secure way:** If any documents with confidential information not used for the current situation, then keep those materials locked up.

iii. **Use anti-virus software:** Installing an anti-virus and an anti-malware solution can prevent the computer from becoming infected and from infecting other computers on the network.

iv. **Install a firewall:** An effective firewall is a staple of business Internet security. It prevents interruptions into a company's network and can also stop a malware-infected machine from pushing data out.

v. **Password-protect important files and systems:** Any files or systems containing sensitive information should be password protected. If possible, each user should have his or her own username and password so if a breach does occur, can identify the source of the breach.

vi. **Do not reuse passwords:** If a hacker is able to obtain one password, the chances are good they will try to use the same password to access other sensitive areas of the company's infrastructure. Use different passwords for all files and systems.

vii. **Do not email confidential material:** Most email systems are not secure. If any need to send material in this manner, use a supplemental platform with encryption to ensure information stays safe and secure.

viii. **Only enter sensitive data into secure websites:** If "https" in browser's address bar, it means the website is transmitting and receiving data over a secure connection. If it sees "http" instead of "https", do not enter sensitive information.

8.9 Coordination Functions – Industrial Policies and Standards

8.9.1 Industrial Policy

The term Industrial Policy (IP) refers to the government policy towards the development of industries, their working and management. It is the policy of government intervention. It gives preferential treatment to a particular sector over others. Sectors are recognized by policy makers, which are reliable towards government support and targets attached.

8.9.2 Objectives of Industrial policy

i. Rapid and balanced Industrial Development

ii. Prevention of concentration of economic power

iii. Balanced regional growth

iv. To accelerate the rate of economic growth

v. To expand the public sector

vi. Consumer protection

vii. To achieve optimal utilization of human resources

viii. To expand the cottage, village and small scale industries (SSI)

ix. To enhance gainful employment



Figure 8.11 Industrial Policy

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The evolution of industrial policy started in the year 1948, 1956, 1973, 1977, 1980

8.9.3 New Industrial Policy of 1991

The New Industrial Policy of 1991 involves the following policies:

i. Industrial licensing policy
ii. Policy on public sector
iii. Monopolistic and restrictive trade practice limit
iv. Policy on foreign investment and technology agreements
v. Provision to small scale sectors

8.9.4 Industrial Policy of 2010-2015

In 2010, the government announced a new 5 year plan policy:

- Increased investment limit
- Value added tax(VAT) Reimbursement
- Subsidies for micro and small scale industries
- To promote agro-based and food processing industries
- Publicity of trade related intellectual property rights (TRIPR) under World Trade Organisation (WTO)

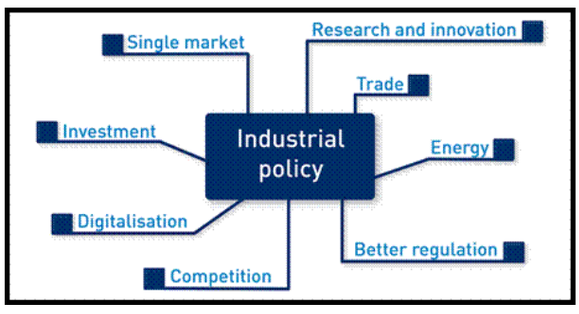


Figure 8.12 Futuristic Scope of Industrial Policy

8.10 Licence Certification

8.10.1 Licence Certification: meaning

A *license* is verification by a government agency that a professional is able to perform a particular occupation in a particular location. sLicenses are similar to certifications, as they indicate competency of a set of standards and must be renewed with continuing education. However, unlike certifications, licenses are mandatory to legally practice an occupation. Licenses are often required for health, public education, legal and financial careers.

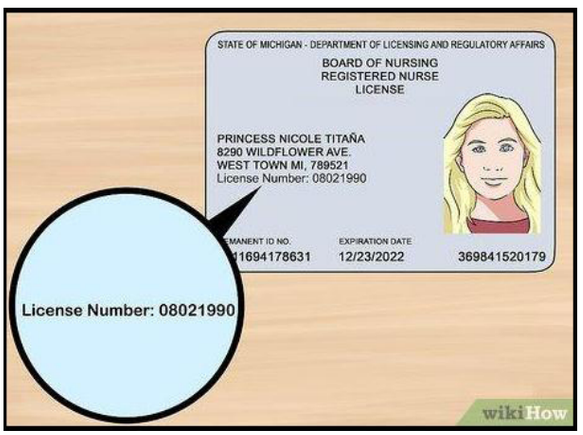


Figure 8.13 Licence Certification

License certification issued by the government agencies that allow companies to conduct business within the government's geographical jurisdiction. It is the authorization to start a business issued by the local government. Licenses generally vary between countries, states and local municipalities.

8.10.2 Types of License Certificates

i. Shop Establishment Certificate
ii. Small Scale Industries (SSI) / Micro Small and Medium Enterprises (MSME) Certificate

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iii. Goods and Services Tax (GST) Certificate
iv. Food Safety and Standards Authority of India (FSSAI) Certificate
v. International Organization for Standardization (ISO) Certificate
vi. Import Export (IE) Code Certificate

8.11 Recruitment Policy

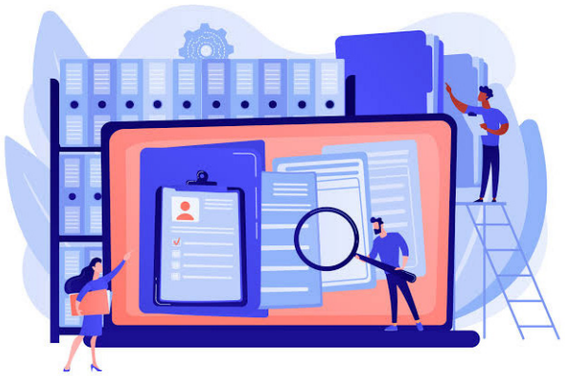


Figure 8.14 Recruitment Policy

Definition

According to William B Werther & K. Devis, *"Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applicants are submitted".*

Meaning

Recruitment is a process of searching for prospective employees and stimulating them to apply for the jobs in the organisation. It is the activity that links the employers and the job seekers. (*i.e., right person for the right job)*

8.11.1 Recruitment Policies:

1. Recruitment is done within internal.
2. Detailed recruitment process to guide
3. Advertising the position:
4. Interviewing the applicants.
5. Issue of offer letter.

8.11.2 Recruitment Process:



Figure 8.15 Recruitment Process

1. **Recruitment Planning:** The recruitment process begins with the planning where in the vacant job positions are analysed and then the comprehensive job draft is prepared. It includes, job specifications and its nature, skills, qualifications, experience needed for the job, etc.
2. **Strategy Development:** Once the comprehensive job draft is prepared, and the type and the number of recruits required are decided upon. The next step is to decide a strategy that is adopted while recruiting the prospective candidates in the organization. The following strategic considerations should be kept in mind:
   i. **Make Employees:** Which means the firm either decides to select less skilled employees and invest in training and education programmes or hire skilled professionals.
   ii. **Methods of Recruitment:** The firm decide on the methods used

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for recruiting the individuals. Such as the internet provides detailed information about the prospective candidates and helps in shortlisting the best-qualified individuals.

iii. **Geographical Area:** The next decision is related to the area from where the candidates shall be searched. The firm looks for those areas where the qualified employees are concentrated.

iv. **Sources of Recruitment:** There are two sources of recruitment: Internal source (within the organization), external source (outside the organization). The firm must decide the source from where the candidates are hired.

3. **Searching:** Once the strategy is prepared the search for the candidates can be initialized. It includes two steps: S*ource Activation and Selling*. The source activation means, the search for the candidate activates on the employee requisition i.e. until and unless the line manager verifies that the vacancy exists, the search process cannot be initiated.

The next point to be considered is selling, which means the firm must judiciously select media of communication that successfully conveys the employment information to the prospective candidates.

4. **Screening:** The screening means to shortlist the applications of the candidates for further selection process. Although, the screening is considered as the starting point of selection but is integral to the recruitment process. This is because the selection process begins only after the applications are scrutinized and shortlisted on the basis of job requirements. The purpose of recruitment here is to remove those applications at an early stage which clearly seems to be unqualified for the job.

5. **Evaluation and Control:** Evaluation and control is the last stage in the recruitment process wherein the validity and effectiveness of the process and the methods used therein is assessed. This stage is crucial because the firm has to check the output in terms of the cost incurred.

Points to be Remembered

1. The term "Secretary" means 'keeper of secrets'
2. 'Communication' refers to exchanging of ideas from one person to another person.
3. A script is a letter or character used in writing by hand.
4. A query is a question or the search for a piece of information.
5. Setting and handling appointments is an important for all basic organizational skills.
7. One of the advantages of a digital calendar, such as Google Calendar, is that one can access it on any device and can quickly refer to it when making new appointments.
8. 'Proofreading' is the final stage of checking a text before it is published or shared.

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9. Editing can involve major changes to content, structure and language.
10. Reporting may refer to any activity that leads to reports.
11. Industrial Policy (IP) refers to the government policy towards the development of industries, their working and management.
12. A license is verification by a government agency that a professional is able to perform a particular occupation in a particular location, such as a certain state.
13. Recruitment is a positive process of searching for prospective employees and stimulating them to apply for the jobs in the organisation.

GLOSSARY

1. **Secretary** - The term "Secretary" means 'keeper of secrets'
2. **Minutes** - Notes taken of discussions and decisions made during meetings
3. **Scripts** - Have to do with something written.
4. **Query** - It is a question / search for a piece of information
5. **Proofreading** - It is the final stage of checking a text before it is published or shared
6. **Editing** - It involves major changes to content, structure and language
7. **Reporting** - It is a document that presents information in an organized format for a specific audience and purpose
8. **Industrial Policy** - It refers to the government policy towards the development of industries, their working and management
9. **Licence Certification** - It will be issued by the government agencies that allow companies to conduct business within the government's geographical jurisdiction
10. **Recruitment** - It is a process of searching for prospective employees and stimulating them to apply for the jobs in the organization
11. **Screening** - It refers to shortlist the applications of the candidates for further selection process

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QUESTIONS

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PART – A

OBJECTIVE TYPE QUESTIONS

I. Choose the Correct Answer: (1 Mark)

1. The secretary is the first person to learn about the many _____ developments
   (a) Confidential
   (b) Economic
   (c) Financial
   (d) Quality
   Ans (a)
2. _____ refer to any activity that leads to reports.
   (a) Authority
   (b) Reporting
   (c) Responsibility
   (d) Organisation **Ans (b)**
3. When on the phone, no one should use _____.
   (a) Common language
   (b) Inappropriate Words
   (c) Vernacular
   (d) Structured **Ans (c)**
4. _____ is the final stage of checking a text before it is publishes or shared.
   (a) Draft (b) Reading
   (c) Communication
   (d) Proof reading **Ans (d)**
5. A query is a _____ or the search for a piece of information.
   (a) Question (b) Answer
   (c) Find (d) Problem **Ans (a)**
6. The term _____ refers to the government policy towards the devlopment of industries, their wondering management.
   (a) Government policy
   (b) Industrial policy
   (c) Insurance policy
   (d) Private policy **Ans (b)**
7. A report is a _____ that presents information in an organized format for a specific audience and purpose.
   (a) Draft (b) Minutes
   (c) Document (d) Statement
   Ans (c)
8. Confidentiality protects _____
   (a) Profit of the Company
   (b) Wealth of the Company
   (c) Net Worth of the Company
   (d) Reputation of the Company
   Ans (d)
9. The New Industrial Policy was enacted in _____
   (a) 1991 (b) 1999
   (c) 2001 (d) 2004 **Ans (a)**
10. License Certification permits issued by the _____
    (a) Private Agencies
    (b) Government Agencies
    (c) SEBI
    (d) Company Law Board (CLB)
    Ans (b)

PART – B

II. Very Short Answers: (3 Marks)

1. Write a note on Scripts.
2. What is a Query
3. State the importance of proofreading.
4. What is a report?
5. State the objectives of Industrial Policy.
6. What is Licence Certification?
7. List out the types of licence certificates.
8. Define the term 'Recruitment'.

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PART – C

III. Short Answers: (5 Marks)

1. Converse the telephone etiquette for a secretary.
2. State the principles to draft the scripts.
3. As a Secretary, how to handle queries in the organisation?
4. Differentiate between proofreading and editing.
5. What are the best practices to safeguard the confidential records?
6. Bring out the importance of reporting.
7. What are the best practices for making appointments?
8. Discuss the scope of industrial policy.
9. State the various policies for the recruitment.

PART – D

IV. Essay Type Questions: (10 Marks)

1. Explain the four stages of editing.
2. What is Licence Certification.
3. Describe the various processes involved in the recruitment of the candidates.

Activity

Teacher`s Activity

- Should teach the basic concepts of Secretarial functions through classroom discussion
- Prepare charts on recruitment process and report preparation.

Student`s Activity

- Students can be asked to conduct Role play as a secretary in the organisation
- Students should prepare charts on New Industrial Policy, 1991.

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UNIT 9

WORKPLACE HEALTH & SAFETY

LEARNING OBJECTIVE

Through this chapter the students can learn about the following:

- Enable the students to understand the workplace hygiene practices and types of fire extinguishers and make them aware of safety precautions.
- To acquaint the students with first aid kit and safety signs.

CONTENT

9.1 Introduction
9.1.1 Main Objectives of the Health and Safety
9.1.2 Need for Health and Safety
9.1.3 Benefits of Good health and Safety Practices
9.2 Workplace Hygiene Practices
9.3 First Aid Kit
9.4 Workplace Safety Procedures and Precautions
9.4.1 Importance of Safety Procedures in the Workplace
9.5 Safety Signs
9.5.1 Purpose of Safety Signs at Workplace
9.5.2 Fire Extinguishers
9.5.3 Types of Fire Extinguishers

9.1 Introduction



Figure 9.1 Workplace Safety

Employers have duties under health and safety law to assess risk in the workplace. This means identifying work activities that could cause injury or illness and taking action to eliminate the hazard or control the risk. Implementing health and safety in the workplace helps to assess potential risks and identify significant hazards. It

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also enables them to put measures in place to protect the people and environment. These vital steps are essential to reduce the costs associated with safety failures.

9.1.1 Main Objectives of the Health and Safety

Adequately maintaining equipment and other systems to ensure their safety.

i. Provide training and information on how to carry out work processes safely.
ii. Provide a safe place to work and a working environment.
iii. Develop a health and safety policy.
iv. Undertake risk assessments.
v. Provide proper facilities

9.1.2 Need for Health and Safety



Figure 9.2 Health and Safety

Health and safety are measures employers must take to protect the mental and physical well being of workers and non-workers. The health and safety at work act protects employees, customers and visitors in the premises. Ideally, employers aim to eliminate or significantly prevent accidents happening in the workplace. Following health and safety guidelines and maintaining a safe workplace will reduce the risk of work-related illnesses, injuries, and therefore reduce staff absence.

9.1.3 Benefits of Good health and Safety Practices



Figure 9.3 Health, Safety and Environment

i. Reduced costs;
ii. Reduced risks;
iii. Lower employee absence and increase turnover rates;
iv. Fewer accidents;
v. Lessened threat of legal action;

The moral arguments for health and safety relate to ethical and responsible behaviors. Accidents at work can lead to serious injury and even death. It is not morally correct to sacrifice human health for an organization's activities.

There are three fundamental reasons for organizations to manage health and safety risk:

Moral – As human beings they should feel obliged to look after each other's safety.

Legal – There are strict legal obligations imposed on employers and employees relating to the safety of employees and others affected by the business.

Financial - There can be some investment responsibilities like training courses, newer and better work equipment or machines.

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Employers Responsibility with regard to Workplace Health and Safety

Business owners or employers are an organization's decision-makers and hence, they're responsible for workplace health and safety. The reason is employers have the resources to adequately support health and safety within the workplace.

Responsibilities of Worker



Figure 9.4 Responsibilities of Worker

As a worker, they have a legal responsibility to maintain their own health and safety and not place others at risk.

i. Protect own health and safety
ii. Do not place others at risk
iii. Treat others with respect
iv. Reporting safety concerns.

Steps involved in minimizing potential risks and hazards:

i. Trying a less risky option.
ii. Preventing access to the hazards.
iii. Organizing their work to reduce exposure to the hazard.
iv. Issuing protective equipment.
v. Providing welfare facilities such as first-aid and washing facilities.

9.2 Workplace Hygiene Practices



Figure 9.5 Workplace Hygiene Practices

Employees are to maintain good personal hygiene – such as maintaining a clean by daily bath, wearing clean clothes, taking plain and healthy food, maintaining clean nails, preventing bad breath, maintaining dental hygiene, washing hands after using toilet/sneezing/touching anything dirty. The following points are explaining workplace hygiene practices followed by the people during the work environment.

i. Proper cleaning is necessary
ii. Regularly wipe the workstation.
iii. Wash cups and mugs daily.
iv. Use sanitizer properly.
v. Adhere to the company's hygiene policy.
vi. Do not sneeze or cough without covering the nose and mouth.

Personal hygiene includes:

i. Cleaning the body every day.
ii. Wash the hands with soap after going to the toilet.
iii. Brushing the teeth twice a day.

9.3 First Aid Kit

First Aid-The meaning of first aid is emergency care or treatment given to an ill or injured person before regular medical aid can be obtained.

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First Aid Kit-The kit is a set of materials and tools used for giving emergency treatment to a sick or injured person.

Employer should provide at least one first-aid kit for each workplace, although more than one might be required on larger sites. Each kit should be stocked with a sufficient quantity of first-aid materials suitable for the particular circumstances of the workplace. A basic first aid kit may contain the following.

1. A box of adhesive dressing (plasters) of different sizes for covering small wounds. Blunt-ended scissors for cutting bandages of plaster.
2. Antiseptic lotion to use with the cotton wool and antiseptic wipes.
3. Cotton wool for cleaning cuts and gauzes.
4. Some triangular bandages to several safety pins for making a sling or emergency bandage.
5. Sterile dressings (field dressings) of various sizes for covering wounds. Sterile eye dressings with bandage attached for eye injuries.
6. Aspirin or paracetamol preferably sealed in foil to give longer life.
7. Antihistamine cream for insect bites and stings.
8. Tweezers for removing splinters.
9. Tubular gauze bandages for finger injuries and applicator tongs.
10. Two or three crepe or conforming bandages for sprains and for wounds in awkward places such as elbows and ankles.



Figure 9.6 First Aid Kit

9.4 Workplace Safety Procedures and Precautions

If a situation arises that requires them to use any power tools, they should be wearing appropriate safety gear like steel-toed boots, hard hats and protective eyewear like goggles or face shields. There are many other similar situations where specific jobs require wearing additional PPE (Personal Protective Equipment) than the usual helmets.

Safety Procedures in the Workplace:

i. Always report unsafe conditions
ii. Keep a clean workstation
iii. Wear protective equipment
iv. Take rest in break hours.
v. Do not skip steps
vi. Stay up to date with new procedures or protocols



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Figure 9.7 Workplace Safety

9.4.1 Importance of Safety Procedures in the Workplace

1. A safe and healthy workplace not only protects workers from injury and illness, it can also lower injury/ illness costs, reduce absenteeism and turnover, increase productivity and quality and raise employee morale.
2. In other words, safety is good for business. Without the proper workplace safety measures in the place, a company puts its employees, customers, brand reputation and revenues in danger.
3. Additionally, failure to teach employees how to maintain a safe work environment may lead to on-the-job accidents, injuries and worst of all fatalities.
4. Safety is really important because it can prevent many injuries at work. In an unsafe workplace the humans will be the most affected.
5. Therefore, safety should be a priority in every workplace. Injuries at work will hurt both the business and the employee.

The following are the basic safety rules.



Figure 9.8 Safety Procedures

i. Wear helmet
ii. Inspect equipment and tools
iii. Use fall protection net when working at heights
iv. Utilize proper housekeeping measures to keep work areas clean.

General Causes of Accidents at Workplace:

i. Poor lifting techniques.
ii. Low light conditions.
iii. Workplace accidents and fatigue
iv. Contact with moving objects

Prevention of Accidents in the Workplace:

i. Safety first.
ii. Training and education.
iii. Hire qualified workers.
iv. Hire enough workers.
v. Provide proper personal protective equipment (PPE)
vi. Ensure routine maintenance of equipment.
vii. Conduct safety inspections.

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9.5 Safety Signs



Figure 9.9 Safety Signs and Symbols

Safety signs are a type of sign designed to warn of hazards, indicate mandatory actions or required use of personal protective equipment, prohibit actions or objects and identify the location of firefighting or safety equipment, or marking of exit routes. The following are the examples of safety signs.

Color/Meaning or purpose/ Instruction and information

Red: Prohibition sign. Dangerous behavior; stop; shutdown; evacuate.

Yellow: Warning signs. Be careful; take precautions; examine.

Blue: Mandatory sign. Specific behavior or action; wear protective equipment.

Green: Emergency escape/First-aid sign.

9.5.1 Purpose of Safety Signs at Workplace

The purpose of having safety signage in the workplace is to identify and warn workers who may be exposed to hazards in the workplace. Safety signs can assist in the communication of important instructions, reinforce safety messages and provide instruction for emergency situations. The main goal of safety sings is to prevent workplace injuries, illnesses, and deaths, as well as the suffering and financial hardship these events can cause for workers, their families and employers. The recommended practices use a proactive approach to managing workplace safety and health.

There are several types of safety signs available and out of which few are mandatory

i. Regulatory signs.
ii. Prohibition signs
iii. Mandatory signs
iv. Danger signs
v. Warning signs
vi. Fire safety signs
vii. Emergency signs
viii. General information signs.



Figure 9.10 Safety Symbols

Benefits of using Safety Signs and Symbols:

Using images and symbols warns people of dangers faster and easier than words. The basic use of safety symbols

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is to prevent people from getting into accidents. For instance, before moving forward, a "Falling Debris" sign would steer anyone away from the pathway where there is a risk of falling debris.

Importance of Signs and Symbols

Safety signs and symbols are used as safety communication tools—they help send clear messages, instructions, and warnings without the use of too many words. They speed up the level of understanding of individuals and are useful especially in scenarios where a quick response is needed.

9.5.2 Fire Extinguishers

Fire extinguisher is a handheld active fire protection device usually filled with a dry or wet chemical used to extinguish or control small fires



Figure 9.11 Fire Extinguisher Using Procedure

Operation of a fire extinguisher:

1. **Pull** (Pin)- Pull pin at the top of the extinguisher, breaking the seal.
2. **Aim**- Approach the fire standing at a safe distance.
3. **Squeeze**-Squeeze the handles together to discharge the extinguishing agent inside.
4. **Sweep**-Sweep the nozzle from side to side as one approaches the fire, directing the extinguishing agent at the base of the flames. Probe for smoldering hot spots that could reignite the fuel.

9.5.3 Types of Fire Extinguishers

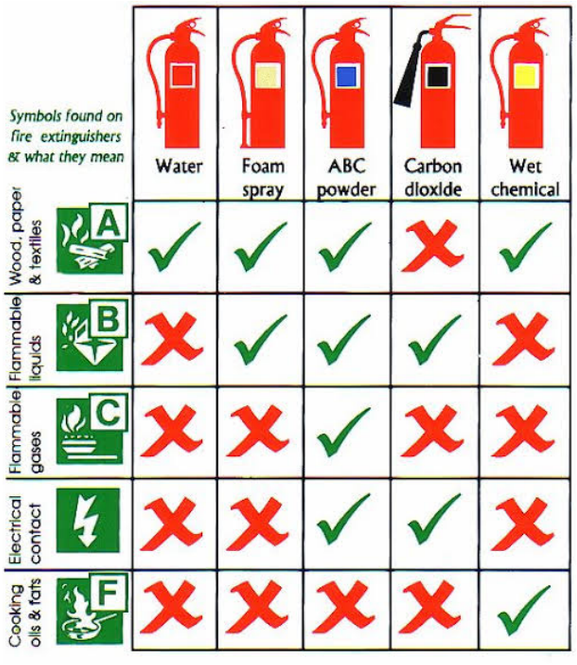


Figure 9.12 Types of Fire Extinguishers

The following are the types of fire extinguishers and their uses

i. Water Extinguishers for fighting fires involving solid combustibles such as wood, paper and textiles.

ii. Foam Extinguishers most suited to extinguishing liquid fire such as petrol or diesel.

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iii. Carbon Dioxide (CO_2) Extinguishers suitable for flammable liquid fires and use on live electrical equipment.

iv. Dry Powder Extinguishers-used for electrical fires involving electrical equipment under 1000v, without causing electric shock.

v. Wet Chemical Extinguishers-used in kitchen fires

Tips for Fire Safety

i. Take fire precautions. In order to avoid fires, they need to routinely check the workplace for any potential fire hazards

ii. Know emergency procedures. Let's say a fire breaks out on the work floor

iii. Protection for employees with firefighting responsibilities.

Conducting a Fire Safety Risk Assessment

i. Emergency routes and exits

ii. Fire detection and warning systems

iii. Firefighting equipment

iv. Removal or safe storage of dangerous substances

v. The emergency fire evacuation plan

vi. The needs of vulnerable people

vii. Communication with employees and others on the premises.

Tips for Fire Fight at Workplace

i. Be prompt and calm.

ii. Turn off any hazardous machinery.

iii. Do not stop to collect personal belongings.

iv. Head to the nearest fire exit.

Points to be Remembered

1. **Work Place:** Employers have duties under health and safety law to assess risks in the workplace. This means identifying work activities that could cause injury or illness and taking action to eliminate the hazard, or if this isn't possible, control the risk.
2. **Need for health and safety:** Health and safety are measures employers must take protect the mental and physical wellbeing of workers and non-workers. The Health and Safety at Work Act protects employees, customers and visitors in the premises.
3. **Moral reasons for health and safety:** The moral arguments for health and safety relate to ethical and responsible behaviors. Accidents at work can lead to serious injury and even death. It's not morally correct to sacrifice human health for an organization's activities.
4. **Employers Responsibility with regard to workplace safety:** Business owners or employers are an organization's decision-makers and hence, they're responsible for workplace health and safety. The reason is employers have the resources to adequately support health and safety within the workplace.
5. **Workplace Hygiene Practices:** Employees are to maintain good personal hygiene – such as maintaining clean and odorless body by daily bath, wearing clean clothes, taking plain and healthy food, maintaining clean nails, preventing bad breath, maintaining dental hygiene, washing hands after using toilet/sneezing/ touching anything dirty, keeping.

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6. **First Aid Kit:** Employer should provide at least one first-aid kit for each workplace, although more than one might be required on larger sites. Each kit should be stocked with a sufficient quantity of first-aid materials suitable for the particular circumstances of the workplace.
7. **Workplace Safety Procedures and Precautions:** If a situation arises that requires them to use any power tools, they should be wearing appropriate safety gear like steel-toed boots, hard hats and protective eyewear like goggles or face shields.
8. **Safety procedures in the workplace:** A safe and healthy workplace not only protects workers from injury and illness, it can also lower injury/illness costs, reduce absenteeism and turnover, increase productivity and quality and raise employee morale.
9. **Safety Signs:** Safety signs are a type of sign designed to warn of hazards, indicate mandatory actions or required use of Personal protective equipment, prohibit actions or objects and identify the location of firefighting or safety equipment, or marking of exit routes.
10. **Safety Symbols:** Using images and symbols warns people of dangers faster and easier than words. The basic use of safety symbols is to prevent people from getting into accidents.

GLOSSARY

1. **The Health and Safety at Work Act** - It protects employees, customers and visitors in the premises.
2. **First Aid Kit** - kit should be stocked with a sufficient quantity of first-aid materials suitable for the particular circumstances of the workplace
3. **Safety Symbol** - The basic use of safety symbols is to prevent people from getting into accidents.
4. **Safety Sign** - A safety sign is to prevent workplace injuries, illnesses and death.
5. **PPE** - Personal Protective Equipment.

QUESTIONS

G0ZS3

PART - A

OBJECTIVE TYPE QUESTIONS

Choose the Correct Answer: **(1 Mark)**

1. Employers have duties under healthand safety law to assess risks in the_____.
   a) Workplace b) Work Norms
   c) Work Procedures
   d) Work safety **Ans: (a)**

2. _____ are measures employers must take protect the mental and physical wellbeing of workers and non-workers.
   a) Health & Safety
   b) Policies and Procedures
   c) Guidelines
   d) Health procedures **Ans: (a)**

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3. There are ____ fundamental reasons for organizations to manage health and safety risks.
   a) Two
   b) Three
   c) Five
   d) Seven **Ans: (b)**
4. The meaning of _____ is emergency care or treatment given to an ill or injured person
   a) Safety
   b) Hygiene
   c) Precaution
   d) First aid **Ans: (d)**
5. Which of the following is not related to workplace hygiene practices?
   a) Clean up is necessary
   b) Regularly wipe the workstation
   c) Wash cups and mugs daily
   d) Policies and Procedures. **Ans: (d)**
6. Each kit should be stocked with a sufficient quantity of _____ materials
   a) First-Aid b) Tablets
   c) Ointment d)Anti-Septic
   Ans: (a)
7. _____ are a type of sign designed to warn of hazards, indicate mandatory actions.
   a) Health Sign
   b) Fire Sign
   c) Human Sign
   d) Safety Sign **Ans: (d)**
8. _____ Plays a vital role to reduce the costs associated with safety failures.
   a) Work Procedure
   b) Work Place
   c) Work Allotment
   d) Work Safety **Ans: (d)**
9. PPE stands for _____.
   a) Personal Protective Equipment
   b) Personal Product Equipment
   c) Personal product Execution
   d) Purchase Power Enrollment.
   Ans: (a)
10. _____ are used as Safety communication tools.
    a) Safety Signs and Symbols
    b) Safety Guidelines
    c) Safety Slogans
    d) Safety Proverbs. **Ans: (a)**

PART - B

II. Very Short Answers:(3 Marks)

1. What is meant by workplace?
2. List out any two objectives of Health and Safety.
3. Why do they need moral reasons to manage safety?
4. Write a note on First Aid Kit.
5. State the points related to prevention of accidents in the workplace.
6. What is meant by workplace safety?
7. Give a note on safety signs.
8. What is the basic purpose of safety signs?
9. Write the various types of fire extinguishers.
10. List out the tips for fire safety.

PART - C

III. Short Answers: (5 Marks)

1. State the need for Health and Safety.
2. What are the responsibilities of a worker?
3. What are personal hygiene factors?
4. State the safety procedures in the workplace.

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5. What are the benefits of using safety signs and symbols?
6. State the general causes of accidents at the workplace.
7. How do you conduct fire risk assessment? Explain.
8. How many tips are used for fire fights at the workplace?

PART - D

IV. Essay Type Questions: (10 Marks)

1. Explain the benefits of good Health & Safety practices.
2. Discuss in detail about workplace hygiene practices.
3. Discuss the importance of First Aid Kit.
4. Explain in detail about safety procedures in the workplace.
5. Elaborate the types of fire extinguishers.

ACTIVITY

Teacher`s Activity

- Should teach basic concepts through Workplace Health & Safety.
- Prepare charts on Sign & Symbols and types of fire extinguishers.

Student`s Activity

- Students can be asked to conduct Role play as Educator with regard to Workplace Health & Safety.
- Students should prepare charts on Work safety signs, symbols and responsibilities of a worker with regard to workplace safety.

REFERENCE

1. Kathiresan & Radha "Office Management" – Prasanna Publishers.
2. R.K. Chopra "Office Management" – Himalaya Publishing House, New Delhi.

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UNIT 10



PLACEMENT/TRAINING & DEVELOPMENT

LEARNING OBJECTIVE

- To understand the term placement, and its types.
- To study the Recruitment process
- To know the selection process, placement and Training
- To understand the term On the job training & Off the job training.
- To learn about Internship, Probationary and Regularization of service etc.,

D8GA3

CONTENT

10.1 Introduction
10.2 Meaning and Definition
10.3 Types of Placement
10.4 Recruitment
10.5 Internal Recruitment
10.5.1 Transfers
10.5.2 Recruiting Former Employees
10.5.3 Internal Advertisements
10.5.4 Employee Referrals
10.5.5 Previous Applicants
10.6 Advantages of Internal Sources of Recruitment
10.7 Disadvantages of Internal Recruitment
10.8 External Recruitment
10.8.1 Direct Recruitment
10.8.2 Employment Offices
10.8.3 Employment Agencies
10.8.4 Advertisements
10.8.5 Professional Associations
10.8.6 Campus Recruitment or Recruitment from Educational Institutions
10.9 Advantages of External Recruitment
10.10 Disadvantages or Demerits of External Recruitment
10.11 Important Factors Determining Recruitment
10.12 Training
10.12.1 Need for Training
10.12.2 Importance of Training
10.13 Internship/Probationary/ Regularization of Service
10.13.1 Probationary Employee
10.13.2 Orientation Training or Induction Training
10.14 Training and Development
10.14.1 Essentials of Good Training Programme

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10.1 Introduction

According to Cambridge dictionary, Placement means "The act of placing something in a particular position, or the position of something

Job placement means "A service for finding a suitable job for someone, especially a temporary job for a student or unemployed person".

Student placement refers to "develops their skills further in many areas including; Time management, Email / Business communication; Project work, Working in a team. Gives them experience of applying for jobs and interview practices – and the potential to secure a job before returning to their final studies"

10.2 Meaning and Definition

Placement means a temporary position or a job in an organization.

The act of officially putting someone in a particular home, institution (= a place such as a prison or hospital), school or college class etc.,

10.3 Types of Placement

The following are the various types of Job placements:

1. Direct placement
2. Temporary placement
3. Educational career centres'
4. Employment placement agencies
5. Social service agencies
6. Military placement agencies
7. Recruitment agencies



Figure 10.1 Placement

10.4 Recruitment



Figure 10.2 Recruitment

For any organization, recruitment is a crucial part of developing and maintaining an effective and efficient team. A good recruitment strategy will cut down the wastage of time and money, which would have been incurred for extensive training and development of unqualified resources. Selecting the right candidate will give a permanent solution. At present, many organizations are engaging their recruitment team into approaching the educational institutions in and around the city. Most of the recruiters' attention has been turned into looking for brighter and suitable candidates available in educational institutions. They are not only looking for required qualifications alone but they look into skill-based education from the students' community.

Recruiters use different methods to source, shortlist and select the resources as per the requirements of the organization. Recruitment types explain the means by which an organization reaches potential job seekers.

Recruitment is broadly classified into two different categories.

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1. Internal recruitment
2. External recruitment

10.5 Internal Recruitment

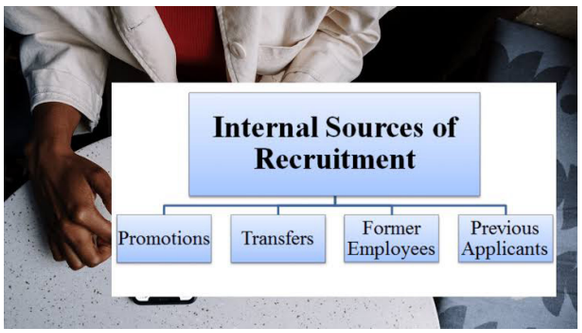


Figure 10.3 Internal Recruitment

Internal of recruitment refer to hiring employees within the organization internally. In other words, applicants seeking for the different positions are those who are currently employed with the same organization. This is an important source of recruitment, which provides the opportunities for the development of the existing resources available within the organization.

Internal sources of recruitment are the best and easiest way of selecting resources, as performance of their work is already known to the organization. The following are some ways in which internal recruitment is made.

10.5.1 Transfers

Transfer refers to the process of interchanging from one job to another without any change in the rank and responsibilities. It can also be the shifting of employees from one department to another department or one location to another location depending upon the requirement of the position.

10.5.2 Recruiting Former Employees

Recruiting former employees is a process of internal recruitment, where the employees are called back depending upon the requirement of the position. This process is cost effective and saves plenty of time for an organisation. The other major benefit of recruiting former employees is that they are very well involved in the job, the roles and responsibilities of the job. The organisation may have to spend less amount on their training and development of the former employees.

10.5.3 Internal Advertisements

Internal advertisements are a process of posting/advertising jobs within the organisation. This job posting is an open invitation to all the employees inside the organisation, where they can apply for the vacant positions and it saves a lot of cost to the organisation.

10.5.4 Employee Referrals

Employee referrals is an effective way of sourcing the right candidate at a low cost. It is the process of hiring new resources through the references of the employees who are currently working with the organisation.

10.5.5 Previous Applicants

The hiring team checks the profiles of previous applicants from the organisational recruitment database. These applicants are those who have applied for jobs in the past. It is also an inexpensive way of filling up the vacant positions.

10.6 Advantages of Internal Sources of Recruitment

The advantages are as follows:

i. It is simple, quick and cost effective.
ii. No need for induction and training.

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iii. It motivates the employees to work hard.

iv. It increases the work relationship with the organisation.

v. It helps in developing employee loyalty towards the organisation.

10.7 Disadvantages of Internal Recruitment

The following are the disadvantages of hiring candidates through internal recruitment.

i. It prevents new hiring of potential resources.

ii. Lack of innovative ideas and new thinking.

iii. It has limited scope because all the vacant positions cannot be filled.

iv. There may be a quarrel among the employees, those who have been promoted and not.

v. Employees may be demotivated by this type of recruitment.

10.8 External Recruitment

External recruitment are an alternative way of recruitment in an organisation, which refer to hiring employees outside the organisation externally. In other words, the applicants seeking job opportunities in this case are those who are external to the organisation. External employees bring innovativeness and fresh ideas to the organisation. Even though the process might be cumbersome and expensive, it has tremendous potential of driving the organisation forward in achieving its goals.

10.8.1 Direct Recruitment

Direct recruitment refers to the external recruitment where the recruitment of qualified candidates is done by placing a notice of vacancy on the notice board in the organisation. This type of recruitment is also called **factory gate** recruitment.

10.8.2 Employment Offices

In general, certain job vacancies are filled through employment exchange offices. It is mandatory that the organisation provides details to the employment exchange. Employment exchange is a government organisation where the details of the job seekers are stored and given to the employers for filling the vacant positions. This external source or recruitment is helpful in hiring for unskilled, semi-skilled and skilled workers.

10.8.3 Employment Agencies

Employment agencies are a good external source of recruitment. Employment agencies are run by various sectors like public, private, government and other non-governmental organisations. These agencies keep a database of qualified candidates and organisations can make use of these services at minimal cost.

10.8.4 Advertisements

Advertisements are the most common and very much preferred external source of recruitment. The job vacancy is announced through various print and electronic media with a specific job description and specifications of the recruitment.

10.8.5 Professional Associations

Professional associations can help an organisation in hiring professional, technical, managerial and skilled personnel. There are many professional associations that act as a bridge between the organisation and the jobseekers.

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10.8.6 Campus Recruitment or Recruitment from Educational Institutions

Campus recruitment is an external recruitment where educational institutions such as colleges and universities offer opportunities for hiring students. In this process the organisations visit technical, management, arts, science and commerce institutions for recruiting students directly for the various positions.

10.9 Advantages of External Recruitment

(i) It provides wider choice for the employer

(ii) He can examine many applications and select deserving candidates for the required post.

(iii) Candidates recruited from external sources are sure to do their work without any fear or favour.

(iv) External recruitment is more reliable than the internal recruitment.

(v) Deserving candidates may not always available within the campus

(vi) External recruitment are socially desirable.

10.10 Disadvantages or Demerits of External Recruitment

(i) External recruitment is an elaborate process

(ii) This type of recruitment involves a cumbersome process.

(iii) Cost of recruitment is high.

(iv) The newly recruited candidate may not be familiar with the organisation..

(v) Orientation training becomes compulsory in these types of recruitment

(vi) Sometimes the existing employees of the organisation may not cooperate with the new recruitments.

10.11 Important Factors Determining Recruitment

The following are some of the important factors that influence recruitment.

1. Reputation of the concern
2. Salary and other monetary benefits
3. Terms and conditions of service
4. Nature of vacancy
5. Government reservation norms

10.12 Training

Training is the process of imparting skill or job knowledge to a person. It takes an individual from where he is to where he should be.



Figure 10.4 Training

Definition of Training: The term training is used here to indicate the only process by which the aptitudes, skill and abilities of employees to perform specific jobs are increased-**jucius.**

10.12.1 Need for Training

The need for training may be detailed as follows:

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(i) To enable the new recruits to understand work

(ii) To enable existing employees to update skill and knowledge

(iii) To enable an employee who has been promoted to understand his responsibilities

(iv) To enable an employee to become versatile

(v) To enable the employees to adopt to change in work methods.

10.12.2 Importance of Training

The importance of training may be stated as follows:

(i) Improvement in skill and knowledge

(ii) Higher production and productivity

(iii) Job Satisfaction

(iv) Better use of resources

(v) Reduction in accidents

(vi) Reduced supervision

(vii) Reduction in complaints

(viii) Adaptability

(ix) Scope for Management by Exception

(x) Stability

10.12.3 Methods of Training

The various methods of training may be grouped under two categories:

(I) On-the Job Training and

(II) Off-the Job Training.

(I) On-the-job training



Figure 10.5 On-the-job training

On-the-job training refers to training given to an employee in the place where he is employed. Work and learn is the philosophy of such a training concept.

(i) Induction training;

(ii) Apprenticeship training

(iii) Refresher training

(iv) Placement as assistants

(v) Job rotation

(vi) Vestibule training

Most of the on-the job training methods are suitable for training clerical employees and factory workers.

(II) Off-the job training



Figure 10.6 Off-the job training

Off-the job training refers to training given to staff at a place away from the actual work place. The following are some of the important off-the-job training methods:

(i) Lectures and Conferences

(ii) Role playing

(iii) Case study

(iv) Management games

(v) Brain storming

Process involved in Training

The process of training involves the following stages:

(i) Identifying the training needs of the staff

(ii) Establishment of training goal

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(iii) Selecting the right method of training and

(iv) Making an evaluation of training effectiveness

10.13 Internship/ Probationary/ Regularization of Service

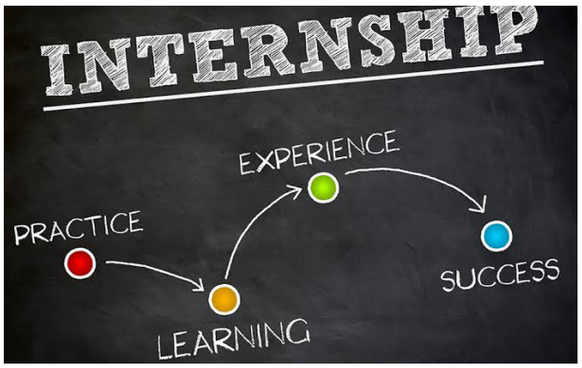


Figure 10.7 Internship

An internship is a professional learning experience that offers meaningful, practical work related to a student's field of study or career interest. An internship gives a student the opportunity for career exploration and development, and to learn new skills. It offers the employer the opportunity to bring new ideas and energy into the workplace, develop talent and potentially build a pipeline for future full-time employees. The good quality internship should have the following important characteristics. Which are explained below:

1. Consists of a part-time or full-time work
2. Provides a clear job /project description for the work experience.
3. Orients that student to the organisation, its culture and proposed work assignment(s).
4. Helps the student develop and achieve learning goals.
5. Offers regular feedback to the student intern.

10.13.1 Probationary Employee

Probationary period: Probationary period: is the first year of employment after initial appointment during which an individual is generally not treated as "employee". A probationer continuing past the probation period will not automatically become a permanent employee and the employer has rights to extend the probation period till it is satisfied the probationer is fit for confirmation. Thus, a probationer will be on probation until he/she is confirmed by the employer.

Probation is a period of trial and its purpose is to find out the suitability of an employee to hold the post substantively or permanently and the suitability has to be judged at the time of confirmation. Regular employees with an organisation enjoy various protection including protection against indiscriminate termination of employment and termination benefits.

10.13.2 Orientation Training or Induction Training

Induction training is also known as 'orientation training'. It is required for all new employees. A person who has just been inducted into an organisation must be informed of his duties. The nature of his work must be clearly explained to him. For example, a person who has been appointed as a clerk in the office must know the specific task he has to perform-whether records management, mail handling, maintenance of accounts or cash management.

10.14 Training and Development

Development is related to the all-round progress of an employee. A development programme enables executives to acquire

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Figure 10.8 Training and Development

skills in their present jobs and capabilities to perform future jobs better. Training is required to improve skills for performing a job. Development is related to the all-round progress of executives. While training is job oriented, development is career oriented. Training is essential for operative workers.

A development programme is required for executives. The capabilities of the trainer determine the success of training. The success of a development programme depends much on the capabilities of the executive to pick up things fast.

10.14.1 Essentials of Good Training Programme

A good training programme should fulfil the following conditions:

1. It should have a specific goal
2. The training method should be appropriate
3. It should be relevant
4. There may be provision of suitable incentive
5. It should consider individual differences
6. It should make the trainee accountable
7. The emphasis should be on practical aspects

Points to be Remembered

- Placement means a temporary position or a job in an organisation.
- For any organisation, Recruitment is a crucial part of developing and maintaining an effective and efficient team.
- External sources of recruitment are an alternative way of recruitment in an organisation, which refer to hiring employees outside the organisation externally.
- Training is the process of imparting skill or job knowledge to a person. It takes an individual from where he is to where he should be.
- An internship is a professional learning experience that offers meaningful, practical work related to a student's field of study or career interest.
- Development is related to the all-round progress of an employee. A development programme enables executives to acquire skills in their present jobs and capabilities to perform future jobs better.

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GLOSSARY

1. **Training** - The term training is used here to indicate the only process by which the aptitudes, skill and abilities of employees to perform specific jobs are increased-jucius.
2. **An internship** - is a professional learning experience that offers meaningful, practical work related to a student's field of study or career interest.
3. **Placement** - means A temporary position or a job in an organisation.
4. **Recruitment** - is a crucial part of developing and maintaining an effective and efficient team.

QUESTIONS

3DHL4

PART A

OBJECTIVE TYPE QUESTIONS

(1 Mark)

I. Choose the Correct Answer:

1. A good recruitment strategy will cut down the wastage of _____
   (a) Time and Money
   (b) Time
   (c) Money
   (d) None of these **Ans (a)**
2. Most of the recruiters' attention has been turned into looking for brighter and suitable candidates available in _____
   (a) College
   (b) Schools
   (c) Job Market
   (d) Educational Institutions **Ans (d)**
3. Internal recruitment refer to hiring employees within the _____
   (a) Group of Companies
   (b) Age Group
   (c) Outside the Organisation
   (d) Organization Internally **Ans(d)**
4. Employee referrals is an effective way of sourcing the right candidate at a _____.
   (a) Low Cost (b) Medium Cost
   (c) High Cost
   (d) Abnormal Cost **Ans (a)**
5. It increases the work relationship with the organisation _____.
   (a) Internal Sources Recruitment
   (b) Internal Recruitment
   (c) Recommendation
   (d) Known Circle **Ans (a)**
6. _____are an alternative way of recruitment in an organisation, which refer to hiring employees outside the organisation externally.
   (a) Internal Sources of Recruitment
   (b) External Recruitment
   (c) Special Recruitment
   (d) Casual Recruitment **Ans (b)**
7. Important factors of recruitment _____
   (a) Reputation of the Concern
   (b) Salary and other monetary benefits offered
   (c) Terms and conditions of service
   (d) All the above **Ans (d)**

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8. _____is the process of imparting skill or job knowledge to a person.
   (a) Training
   (b) Recruitment
   (c) Selection
   (d) Development **Ans (a)**
9. _____is a period of trial and its purpose is to find out the suitability of an employee to hold the post substantively or permanently and the suitability has to be judged at the time of confirmation.
   (a) Training
   (b) Development
   (c) Selection
   (d) Probation **Ans (a)**
10. _____ is related to the all-round progress of an employee.
   (a) Development
   (b) Training
   (c) Selection
   (d) Probation **Ans (a)**

PART – B

II. Very Short Answers (3 Marks)

1. What do you mean by placement?
2. Write a short note on Selection.
3. What do you understand by internal recruitment?
4. Write any two advantages of internal recruitment.
5. What do you mean by external recruitment?
6. What is training?
7. Write about on-the job training.

PART – C

III Short Answers (5 Marks)

1. Explain how effective the direct recruitment from an educational institution.
2. What are the two important methods of recruitment?
3. What is the need for training?
4. Explain Internship and Probationary in the context of employability.
5. What is training & development?

PART – D

IV. Essay Type Questions (10 marks)

1. Narrate the internal recruitment and write its advantages and disadvantages.
2. Describe the Importance of training.
3. What do you understand by training and development? Write its need for an organisation.

ACTIVITY

Teacher's Activity

1. They can take students to nearby industry or an Organisation to show how the training is given to the new recruiters.
2. They can take students to banking organisation and show how probationary officers work in a bank etc.,

Students Activity

1. Students can be asked to prepare charts and boards for new employees training procedure etc.,
2. Students can do role play in the class.
3. References: Human Resource Management by Dr.J.Jayasankar

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MODEL QUESTIONS

STANDARD – XII

Office Management and Secretaryship

Marks: 90 **Duration: 3 hrs**

PART – A

Answer all the questions:

Choose The Correct Answer:

1. _____ is the basic function of management
   a. Organizing
   b. Directing
   c. Controlling
   d. Planning
2. According to _____ "Delegation means assigning works to others and giving them authority to do it"
   a. Koontz
   b. F.G. More
   c. Mills
   d. O'Donnell
3. One who maintain confidential records _____
   a. Scribae
   b. Dealer
   c. Customer
   d. Recorder
4. _____ is a document that outlines the contents of a forthcoming meeting.
   a. Report
   b. Minutes
   c. Call letter
   d. Agenda
5. _____ is a technique used to solve certain important organizational problems.
   a. Enquiry
   b. Brainstorming
   c. Committee
   d. Special Meeting
6. _____ is the act of assigning formal authority and responsibility.
   a. Centralization
   b. Decentralization
   c. Departmentation
   d. Delegation of authority
7. _____ is the supervision and administration of electronic or paper records.
   a. Records Management
   b. Modern Management
   c. Documents Management
   d. Valuable Records.
8. _____ is the process of preserving information in a digital form with the use of hard drivers.
   a. Data Structure
   b. Data Storage
   c. Data File

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d. Data Storage Management.

9. _____ is the transfer of information from one person to another person.
   a. Communication
   b. Exchange
   c. Transfer
   d. All the above

10. Meetings, Lectures, seminars, conferences, and interviews are examples of _____ communication.
   a. Verbal
   b. Non-verbal
   c. Formal
   d. Informal

11. Every professional in their professional field, they should be_____.
   a. Unfair
   b. Impartial
   c. Injustice
   d. Biased

12. A query is a _____ or the search for a piece of information.
   a. Question b. Answer
   c. Find d. Problem

13. The new industrial policy was enacted in _____
   a. 1991
   b. 1999
   c. 2001
   d. 2004

14. Each kit should be stocked with a sufficient quantity of _____ materials
   a. First-Aid
   b. Tablets
   c. Ointment
   d. Anti-septic

15. _____ are used as Safety communication tools.
   a. Safety Signs and Symbols
   b. Safety Guidelines
   c. Safety Slogans
   d. Safety Proverbs.

PART – B

II Answer any TEN questions:

16. Define the term management
17. Write a short note on "Unity of command".
18. What do you mean by Secretary?
19. Write briefly about minutes.
20. What is a special report?
21. What is "Database Software"?
22. Explain security breaches.
23. List out any two barriers to communication.
24. What is downward communication?
25. What is Conflict Resolution?
26. How to write a report?
27. Write a note on the First Aid Kit.
28. What is Transfer?

PART – C

29. What are the differences between Centralization and Decentralization?
30. What are the reasons necessary for dismissal of the company secretary?
31. What is the difference between the Sales department and Purchase department?
32. Explain the importance of documents?

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33. Clarify the steps involved to solve work conflict in professional environment.

34. Differentiate between Proofreading and Editing.

35. Pre Arrangement of Meeting and Explain?

PART – D

36. Elaborate the levels of management.

(Or)

State the qualities of a Good Report.

37. Explain the benefits of good Health & Safety practices.

(Or)

Explain the Importance of Reporting.

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Typography and Computer Applications

PRACTICAL

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Typing Practice

01 EXERCISE



MODEL KEY BOARD

In the below picture it is very clearly given that each hand shows different colors in each fingers, both hand should be used at a time and the finger nail color should be matched with the key board color

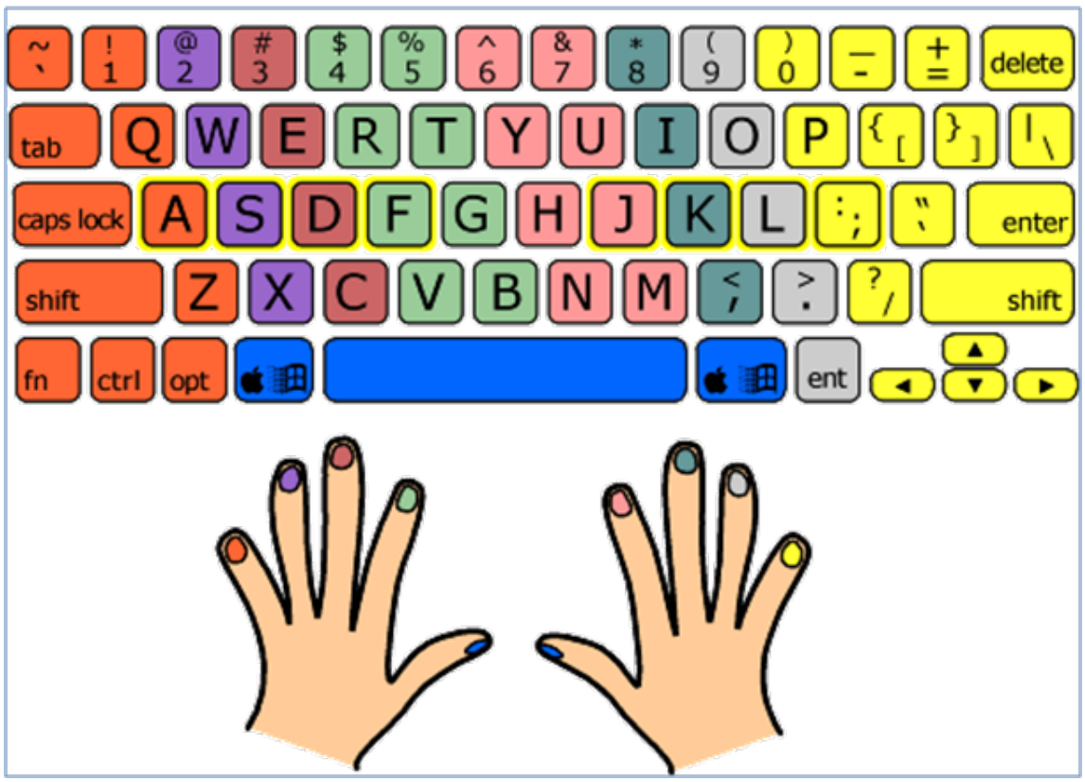


FIGURE 1 Specimen Key Board

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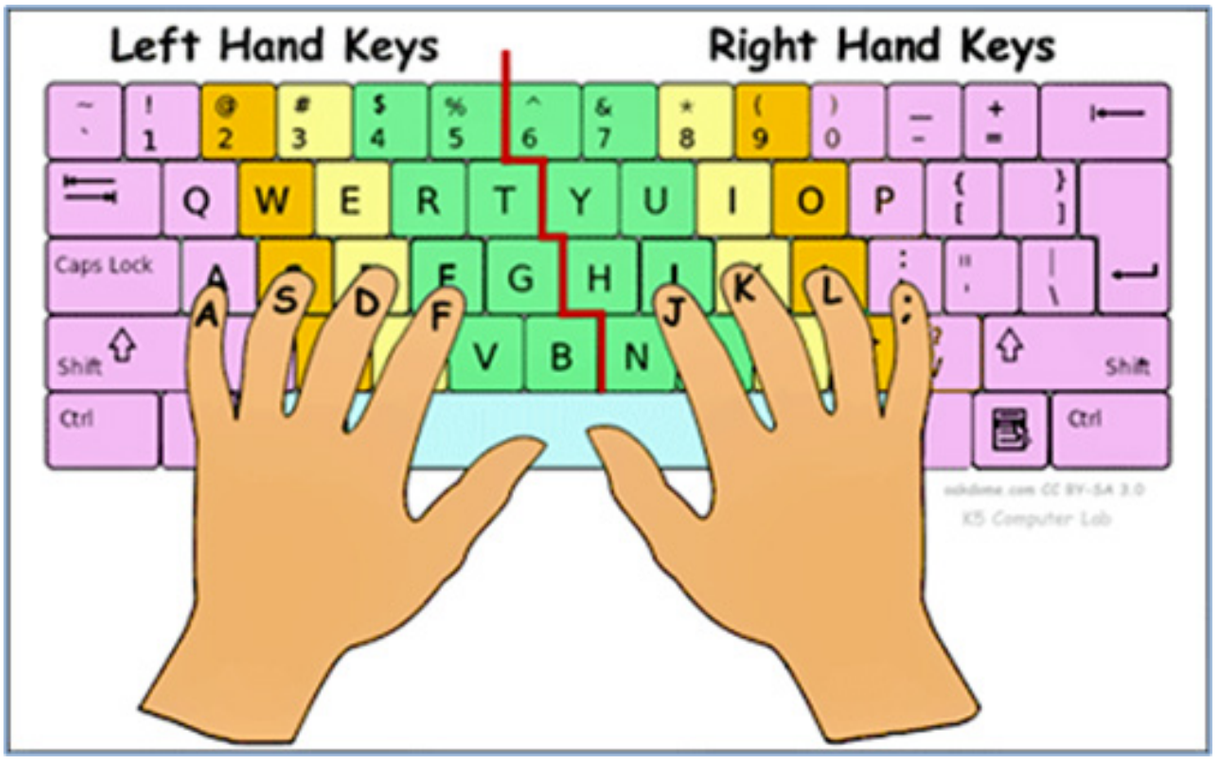


FIGURE 2 Specimen Key Board, Right & Left Hand Side Marked

Note: The Left side keys and Right side keys are separated with Red line

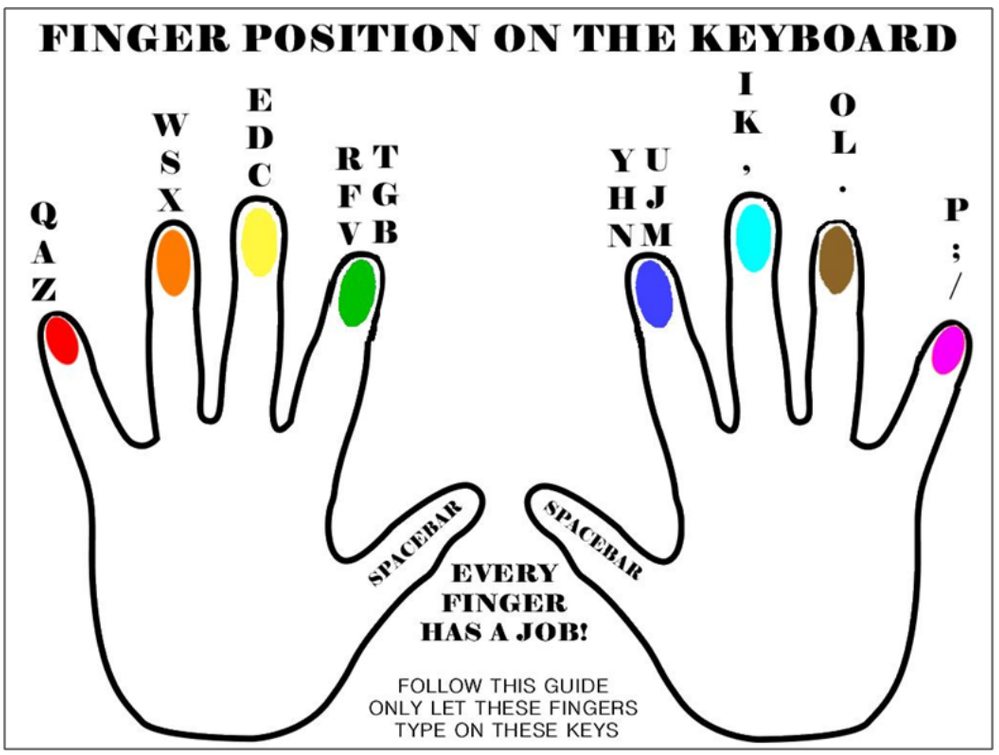


FIGURE 3 The letters of each side is marked in respective fingers

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Typing Practice – I

Typing Speed Test in 2 Minutes

Objective:

To practice the Typing Speed Test in 2 minutes

Tools Required:

S.No	Name of the tools/equipment	Range/Value
1	Typewriter	Metal Casting
2	Ribbon/Colour	Nylon ribbon/Commonly used Navy Blue, Black & Red
3	Paper	A4 size

Procedure

Step 1: Insert the papers properly

Step 2: Type the following line in 2 minutes

Subject:

It rains very little in our area. That is why places like ours are called drylands. The land is brown and rocky. We have heard that there were real forests in our area hundreds of years ago. These were cut down by people. More and more places around us are becoming drylands.

Step 3: Typed papers should be filed properly

Result :

Thus the Speed Test in 2 Minutes has been Practiced successfully.

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Typing Practice – II

Typing Speed Test in 5 Minutes

Objective:

To practice the Typing Speed Test in 5 Minutes

Tools Required:

S.No	Name of the tools/equipment	Range/Value
1	Typewriter	Metal Casting
2	Ribbon/Colour	Nylon ribbon/Commonly used Navy Blue, Black & Red
3	Paper	A4 size

Procedure

Step 1: Insert the papers properly

Step 2: Type the following line in 5 minutes

Subject:

Knowledge is ever expanding and never stagnant like the pond-water; it is all pervading like a meandering river. Knowledge is supreme energy. Such energy is ever lasting and so, science is also such a knowledge which does not stop expanding and pervading. Science is the main branch of knowledge. Innumerable people of eminence have nourished knowledge and so also the number of scientists of world-repute is huge. To-day, we look around us the marvels of science and the achievements of great scientists. Science has paved way for man to lead a comfortable life; yet, man cannot be said to have procured complete awareness of his surroundings withcut being spiritualistic in his attitudes. Thus, we have many philosophers among the scientists of the world.

Step 3: Typed papers should be filed properly

Result :

Thus the Speed Test in 5 Minutes has been Practiced successfully.

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Typing Practice – III

Typing Speed Test in 10 Minutes

Objective:

To practice the Typing Speed Test in 10 Minutes

Tools Required:

S.No	Name of the tools/equipment	Range/Value
1	Typewriter	Metal Casting
2	Ribbon/Colour	Nylon ribbon/Commonly used Navy Blue, Black & Red
3	Paper	A4 size

Procedure

Step 1: Insert the papers properly

Step 2: Type the following line in 10 minutes

Subject:

Money is not everything. It is the proverbial statement, money is said to be the second God. It forms the basis of our society. It not only provides the necessaries and amenities of life but also enables us to practice virtue and attain our cherished ambitions. Poverty, on the contrary, is a great curse. But money is only means and man is more important than money. Wealth can procure all the means of happiness but not itself. A man can go where he pleases, but perhaps pleases himself no where. He can buy a whole library of books but he may have no intelligence to read them..

Similarly, his table may be loaded with innumerable dainty dishes but his appetite may be wanting. His purse may be loaded and the heart empty. Thus he may be living as blank a life as any tattered ditcher. A rich man may possess the best thing of life but he may fail to enjoy them. It is not money alone that brings honour to man. Man of character is always held in high esteem. He is loved and respected everywhere. He impresses everybody. He is always sincere, honest and dependable. He is contented and happy in life though he may be poor in the eyes of common people. Love of money so often is the cause of many sins, such as theft, murder and cheating.

Step 3: Typed papers should be filed properly

Result :

Thus the Speed Test in 10 Minutes has been Practiced successfully.

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PageMaker: Page Formatting

02 EXERCISE

AIM

To create a new document using thedefault given options.

1. Open Pagemaker 7.0 and create a new document layout which includes the following setup options:
   - Page size – A4.
   - Number of Pages – 4.
   - Margins 1.25 inches- top, and .75 inches - all other sides.

2. Type the following text:

   HAPPINESS

   Happiness is often confused with fun, good living, and riches. Sometimes fun is equated with happiness. Fun is what we experience while doing an activity, whereas happiness is a residual and long-lasting feeling. The path to happiness is long and full of challenges. Happiness requires life-long pursuit.

3. Set the heading 'HAPPINESS' in 18 points, Arial font, bold and alignment centre.

4. Format the paragraph as follows:

   (a) Font – Arial

   (b) Font size – 12

   (c) Alignment – Justified

   (d) Leading – 20

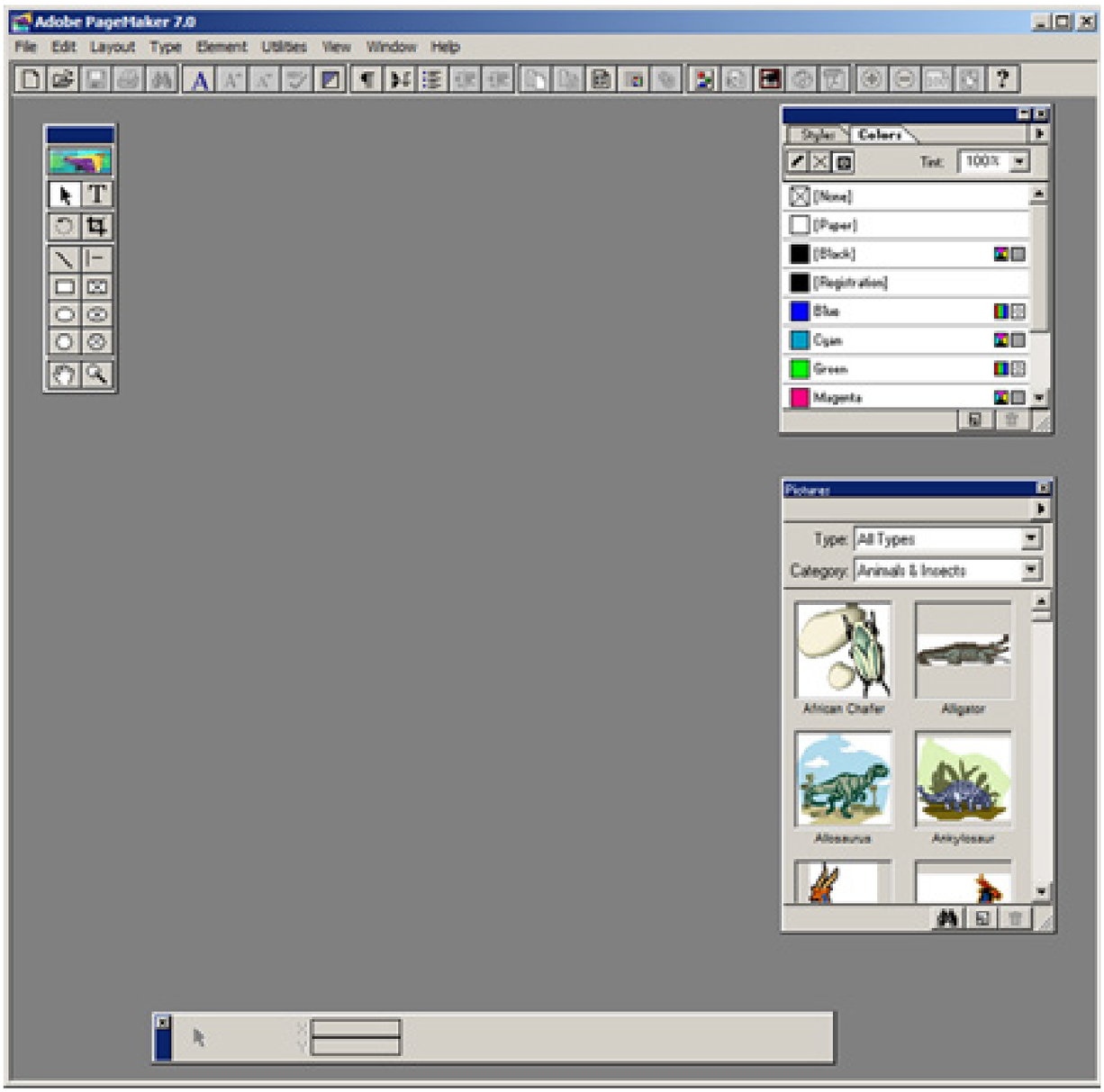
5. Save the document as 'happiness'.

XII OSS_English version Practical.indd 118 2/16/2023 1:31:30 PM

Procedure:

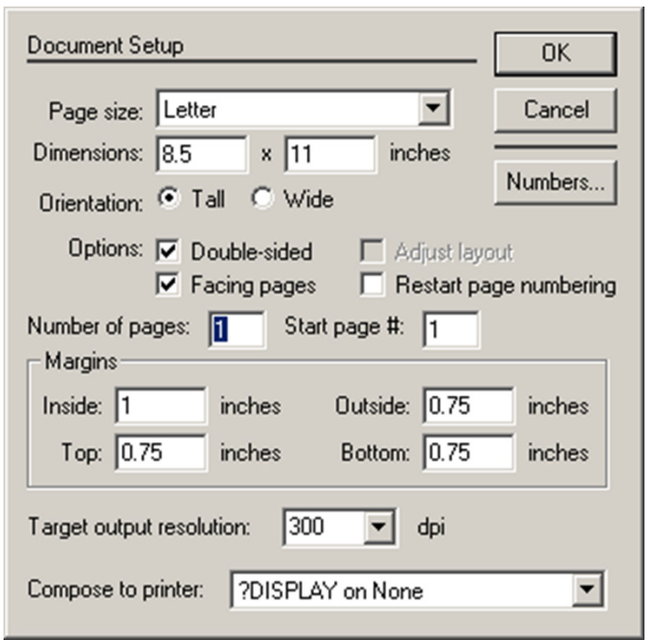
1. Start the PageMaker using the following commands.

   Start -> All Programs -> Adobe -> PageMaker 7.0 -> Adobe PageMaker 7.0. The Adobe PageMaker window will be opened as shown in Figure.



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2. Choose File > New in the menu bar. (or) Press Ctrl + N in the keyboard. This opens the Document Setup dialog box.



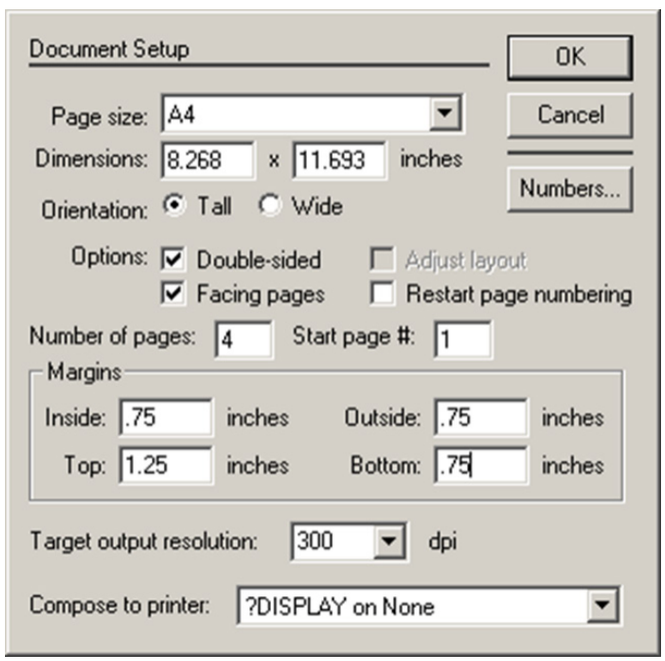
- Click the Page Size drop down list box and select A4 size.
- In the Number of pages text box, type 4.
- Set the values in the Margins sections as follows :

Inside – – 0.75 inches

Outside – 0.75 inches

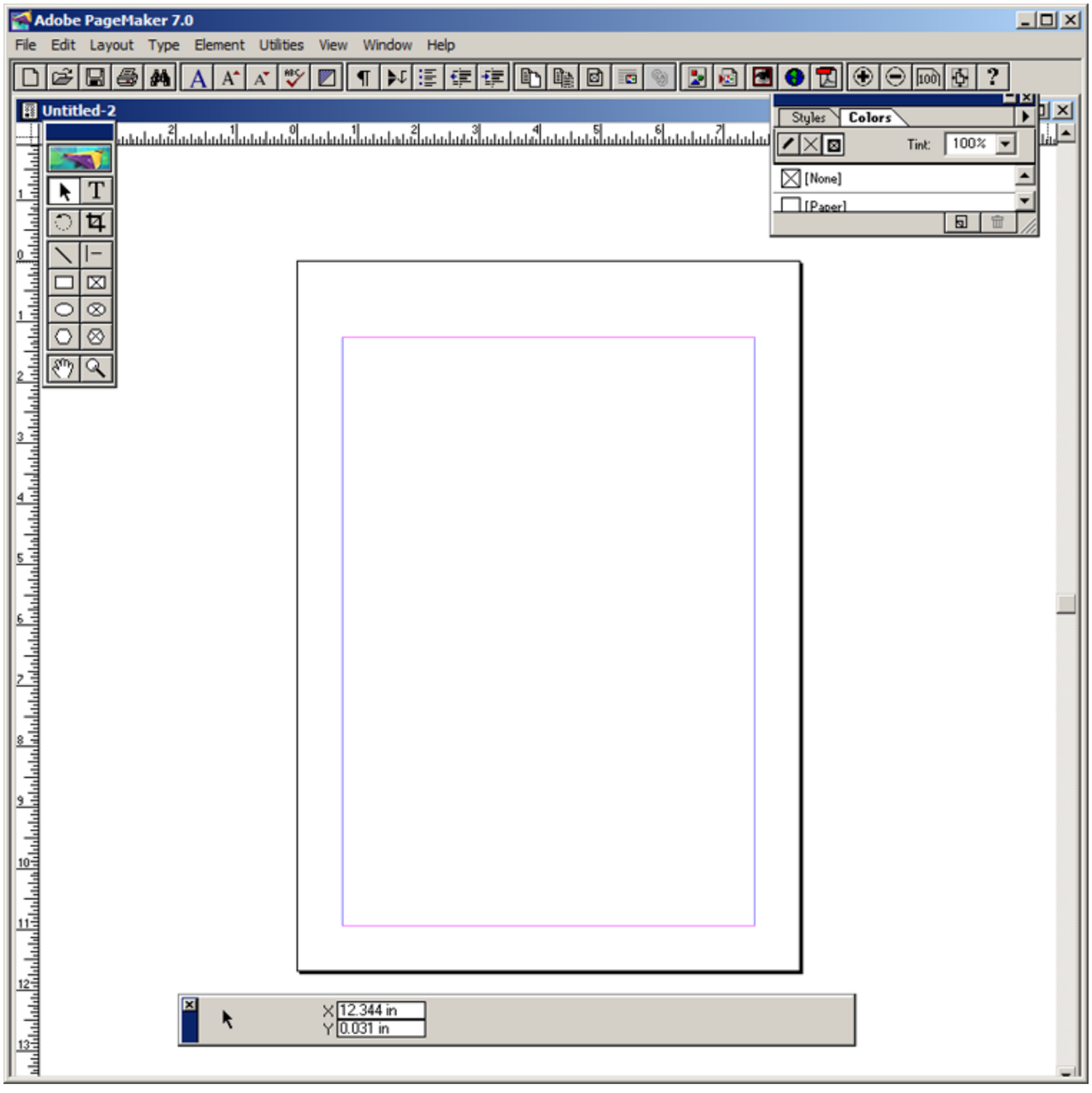
Top – 1.25 inches

Bottom – 0.75 inches



XII OSS_English version Practical.indd 120 2/16/2023 1:31:31 PM

3. Click on OK. Now a new document called Untitled – 1 will appear on the screen as shown in Figure.



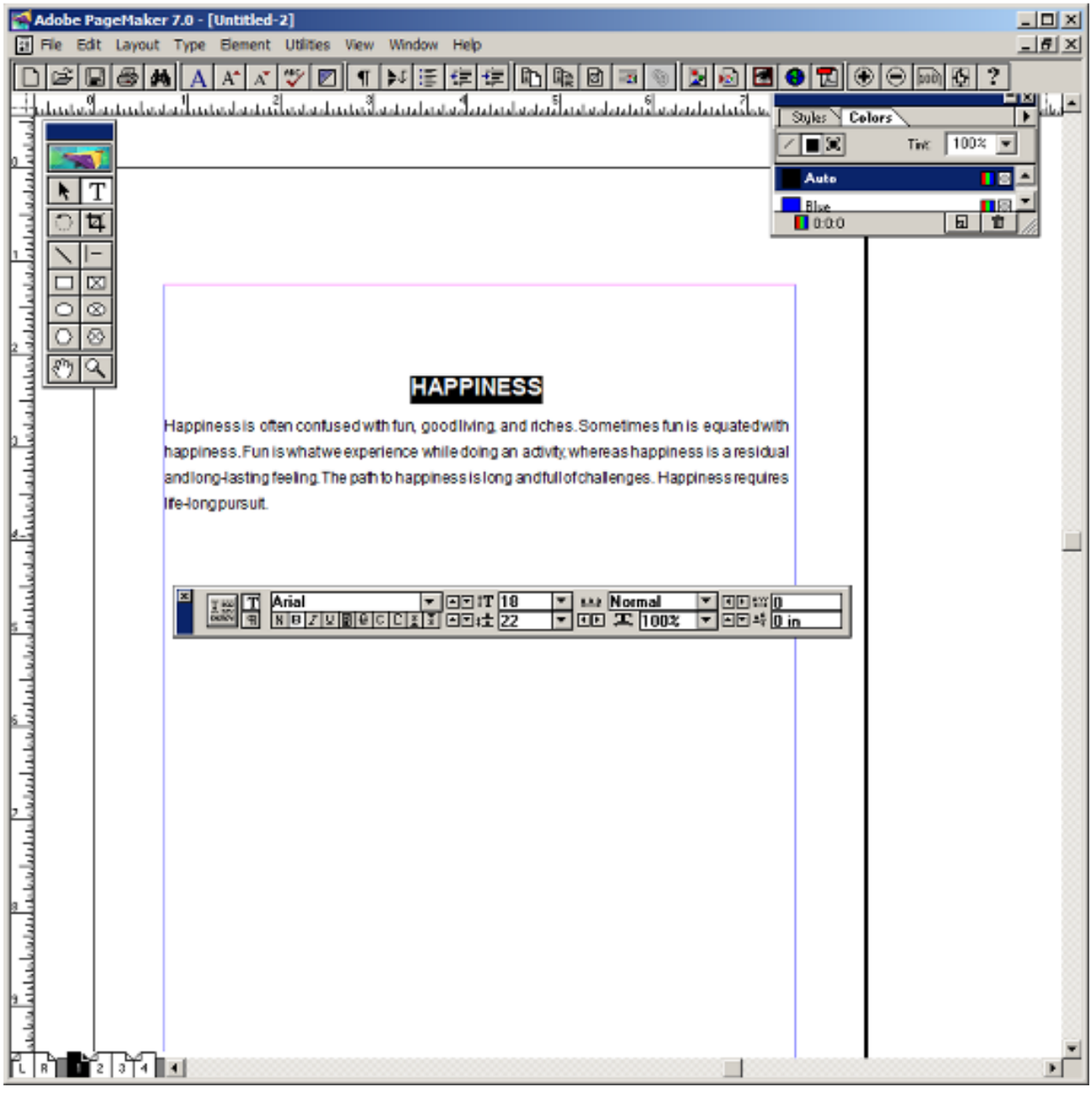
4. Click on the Text tool and create a text block. Then type the following text in the text block.

HAPPINESS

Happiness is often confused with fun, good living, and riches. Sometimes fun is equated with happiness. Fun is what we experience while doing an activity, whereas happiness is a residual and long-lasting feeling. The path to happiness is long and full of challenges. Happiness requires life-long pursuit.

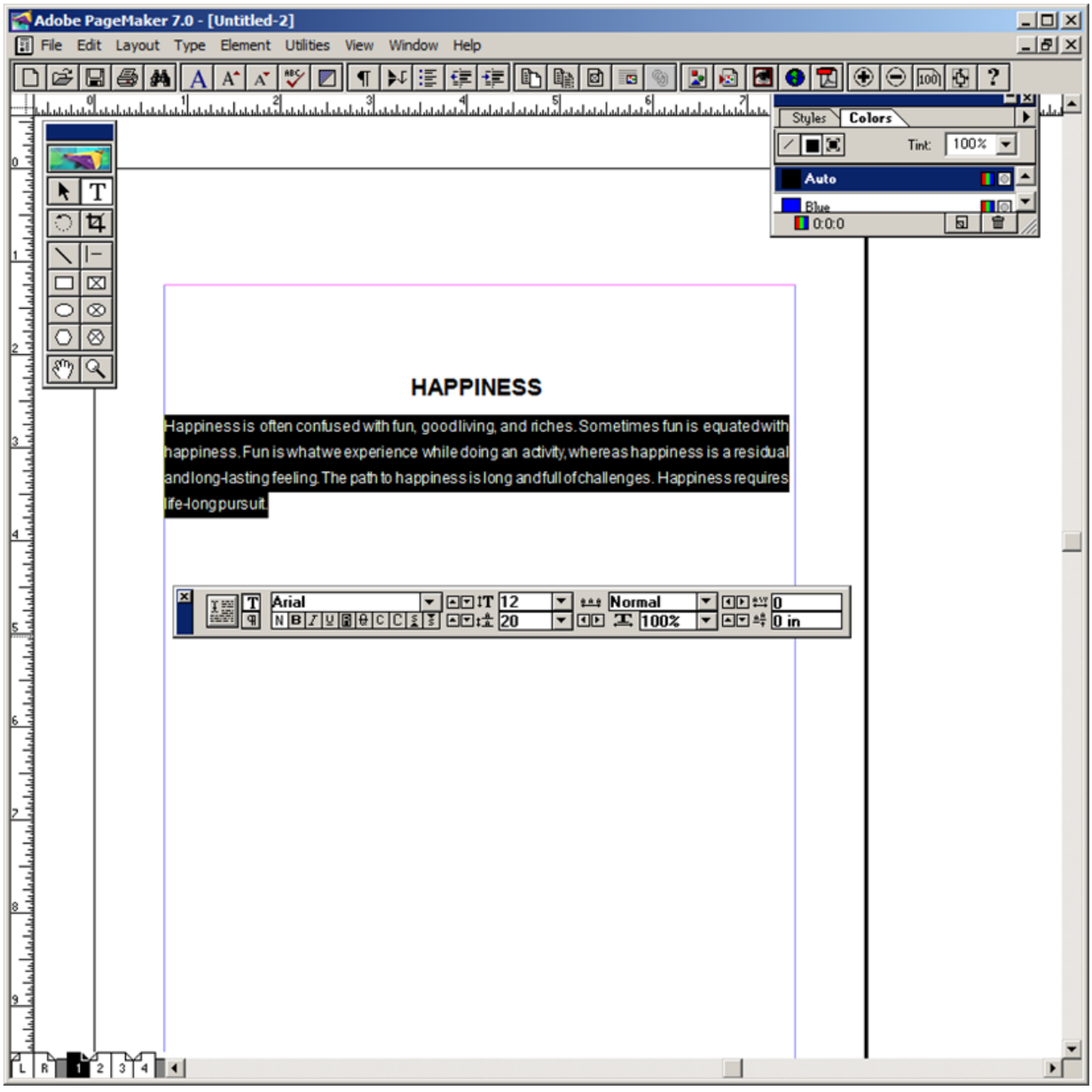
XII OSS_English version Practical.indd 121 2/16/2023 1:31:31 PM

5. Select the word 'HAPPINESS' with Text tool. Using Character Control Palette, change the font to Arial, font size to 18, and Leading 22. Then click on Bold button. Then press Shift + Ctrl + C for centre alignment.



XII OSS_English version Practical.indd 122 2/16/2023 1:31:31 PM

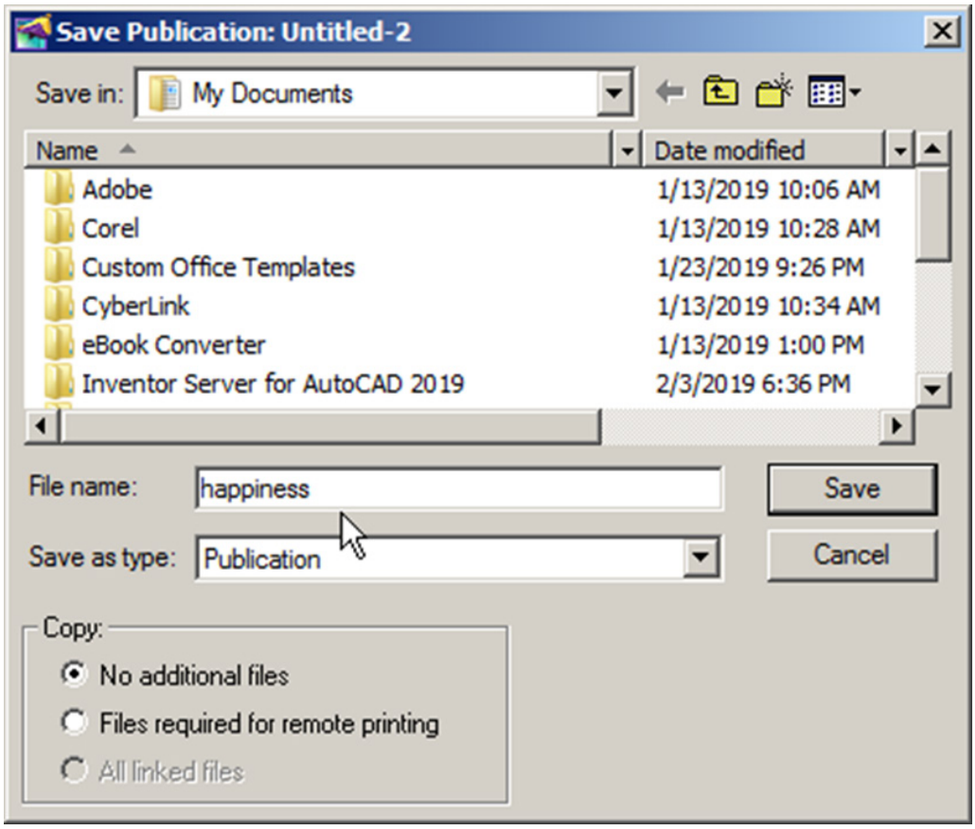
6. Select the paragraph with Text tool. Using Character Control Palette, change the font to Arial, font size to 12, and Leading 20. Then press Shift + Ctrl + J for Justify.



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7. To save the document as 'happiness'

(a) Press Ctrl + S (or) Choose File > Save in the menu bar. Save publication dialogue box appears. Type 'happiness' in the File name text box and press Save button.



Output:

HAPPINESS

Happiness is often confused with fun, good living, and riches. Sometimes fun is equated with happiness. Fun is what we experience while doing an activity, whereas happiness is a residual and long-lasting feeling. The path to happiness is long and full of challenges. Happiness requires life-long pursuit.

Conclusion:

The expected output is achieved.

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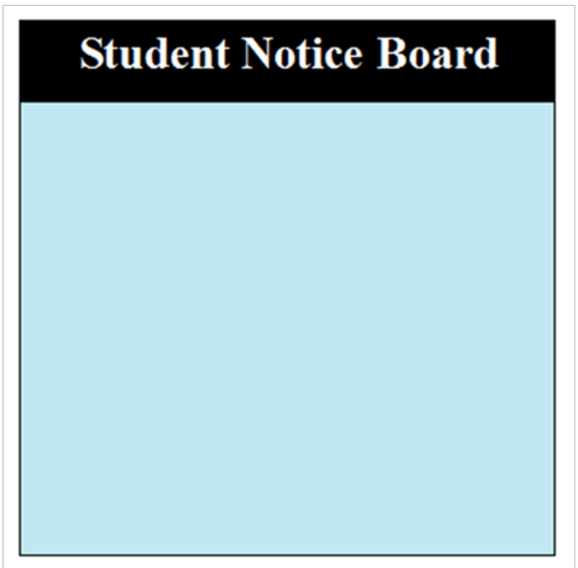
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EXERCISE 03 PageMaker: Creating Notice Board

AIM

To create a Student Notice Board.

Create a Student Notice Board using PageMaker.



Procedure:

1. Start the PageMaker using the following commands.

   Start -> All Programs -> Adobe -> PageMaker 7.0 -> Adobe PageMaker 7.0. The Adobe PageMaker window will be opened.

2. Choose File > New in the menu bar (or) Press Ctrl + N in the keyboard.

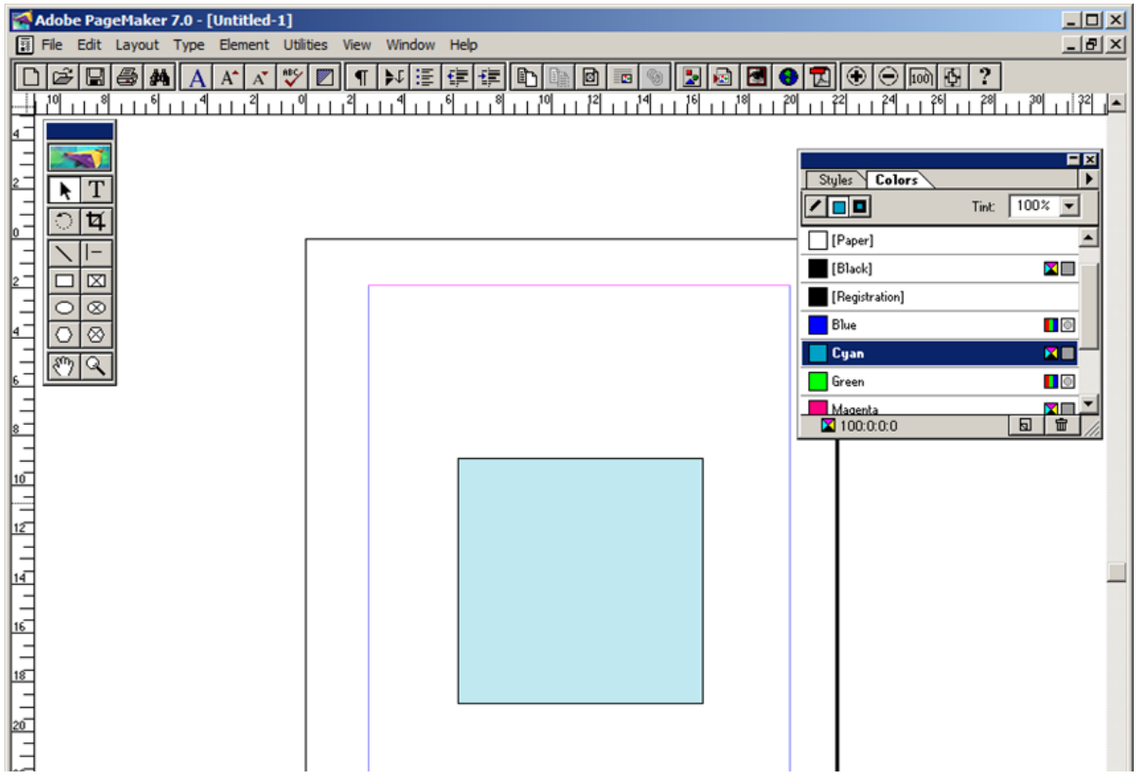
   This opens the Document Setup dialog box.

3. Click on OK button.

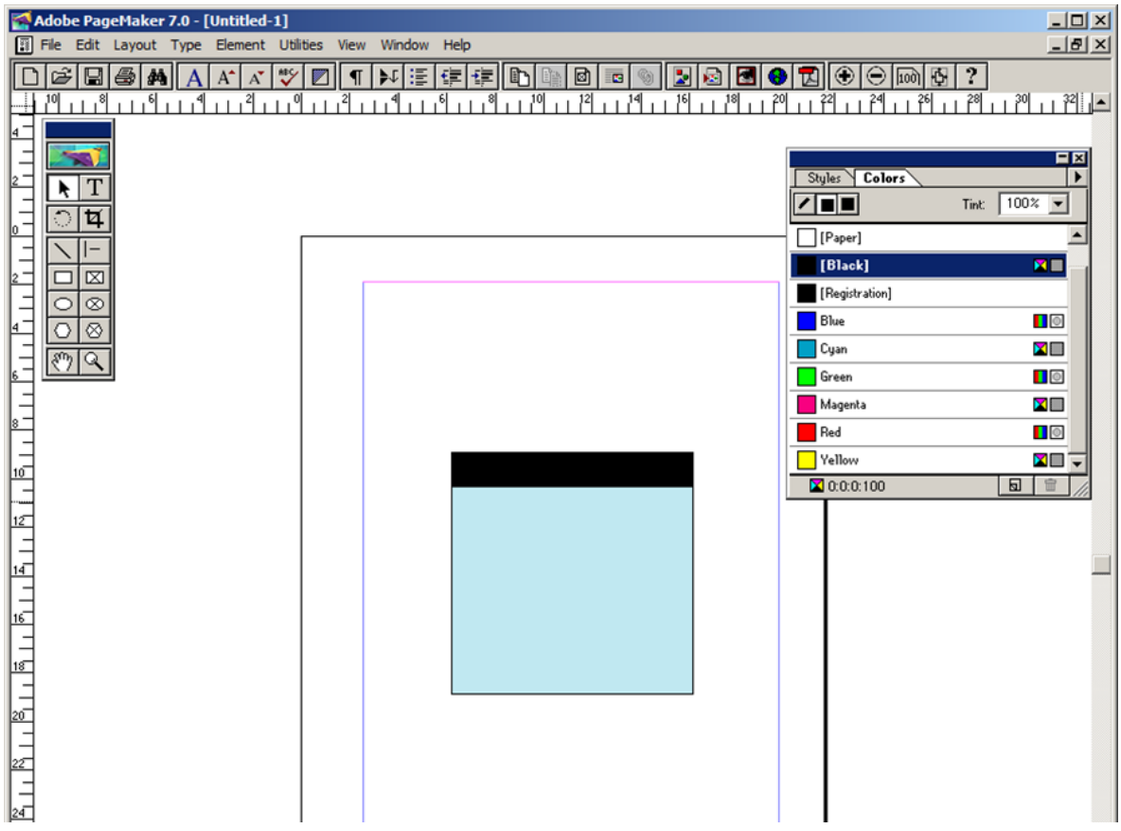
   Now a new document called Untitled – 1 will appear on the screen.

4. Create a box with dimension 100 mm x 100 mm using the Rectangle tool. Fill it with cyan colour and change the percentage value of tint to 25%. The resulting box is as shown in Figure.

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5. Similarly create another box with dimension 100 mm x 15 mm. Fill it with black colour and place it on the top portion of the cyan filled box as shown in figure.

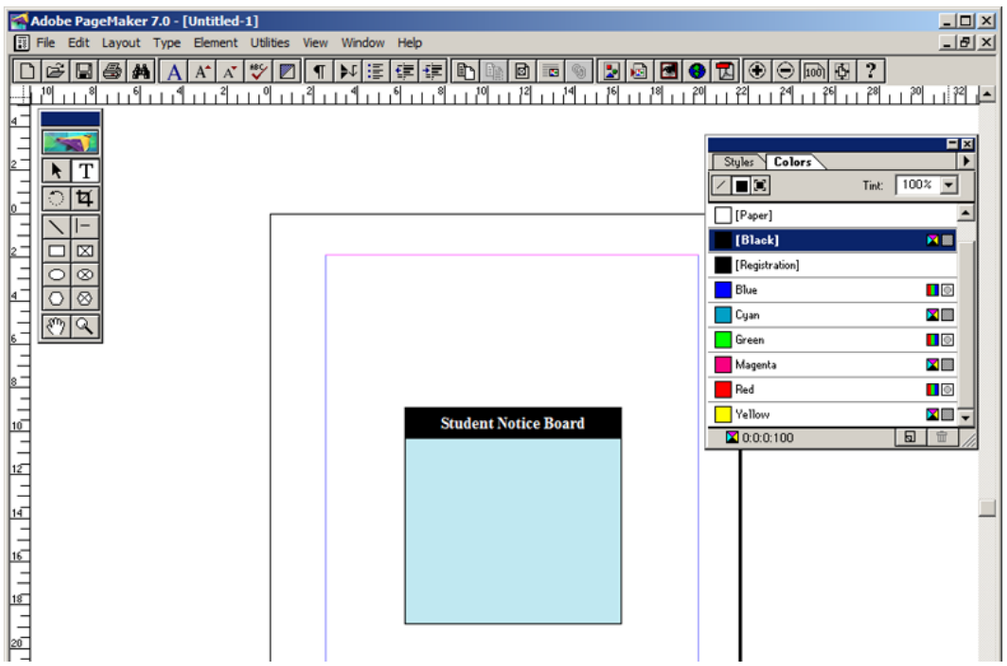


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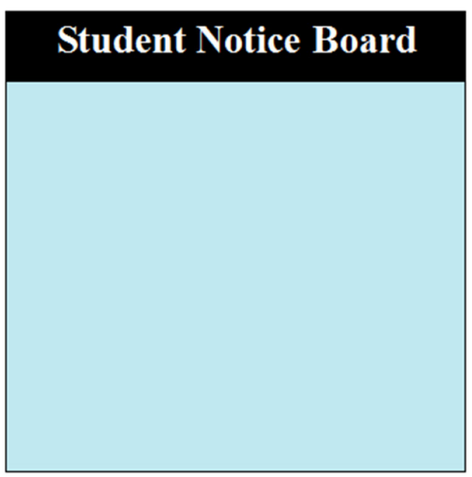
6. With the text tool click and drag the mouse from the left corner to the right corner of the black filled box and type the following words "Student Notice Board".

   The colour of the text and the colour of the box will be same black colour. As soon as you finish typing press Ctrl + A in the keyboard which will select the entire text.

   Using Character Control palette change the font size to 20 points and click on the Bold button. Then click on the Reverse button which will change the colour of the text to white and press Shift + Ctrl + C for centre alignment. The result is as shown in Figure.



Output



Conclusion

The expected output is achieved.

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PageMaker: Creating Visiting Card

04 EXERCISE

AIM

To create a Visiting Card using PageMaker software.

Create the following Visiting Card using PageMaker.

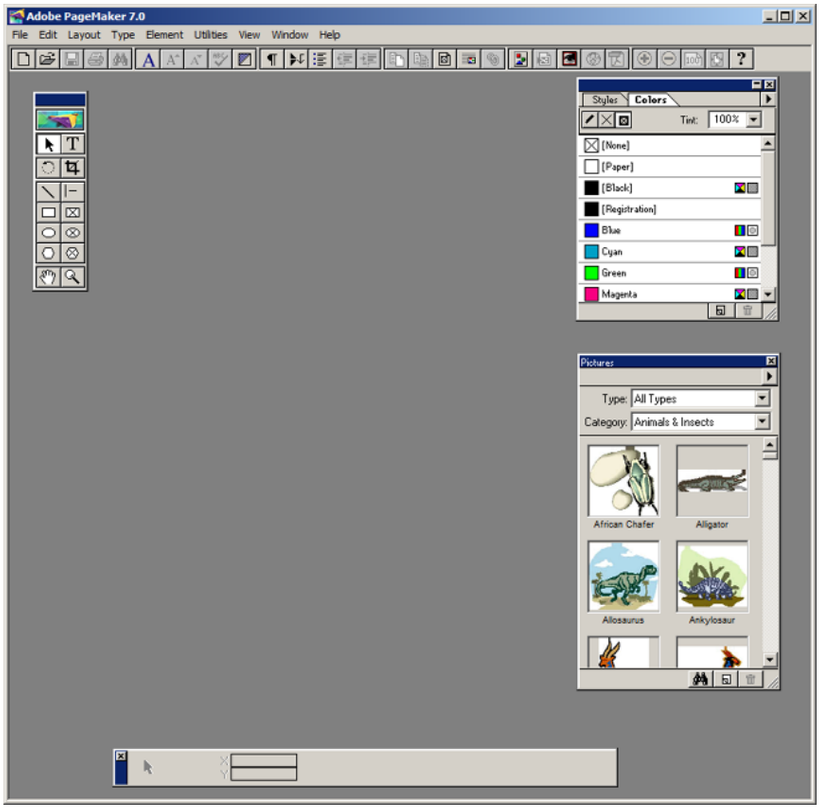


Procedure:

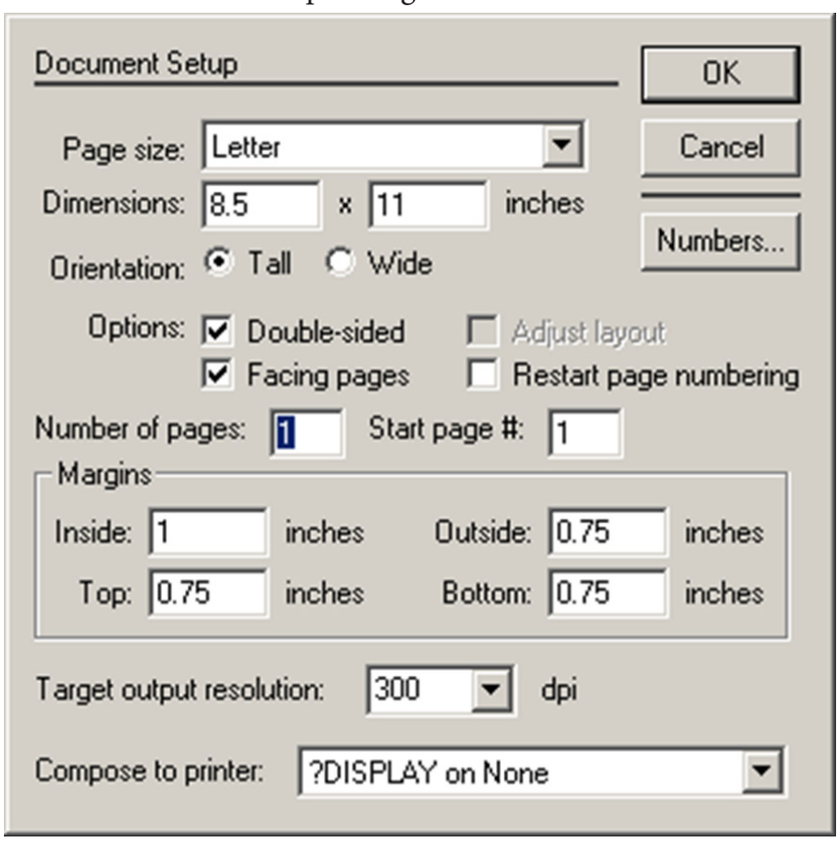
1. Start the PageMaker using the following commands.

   Start -> All Programs -> Adobe ->Pagemaker 7.0 -> Adobe PageMaker 7.0. The Adobe PageMaker window will be opened as shown in Figure 1.1.

XII OSS_English version Practical.indd 128 2/16/2023 1:31:31 PM



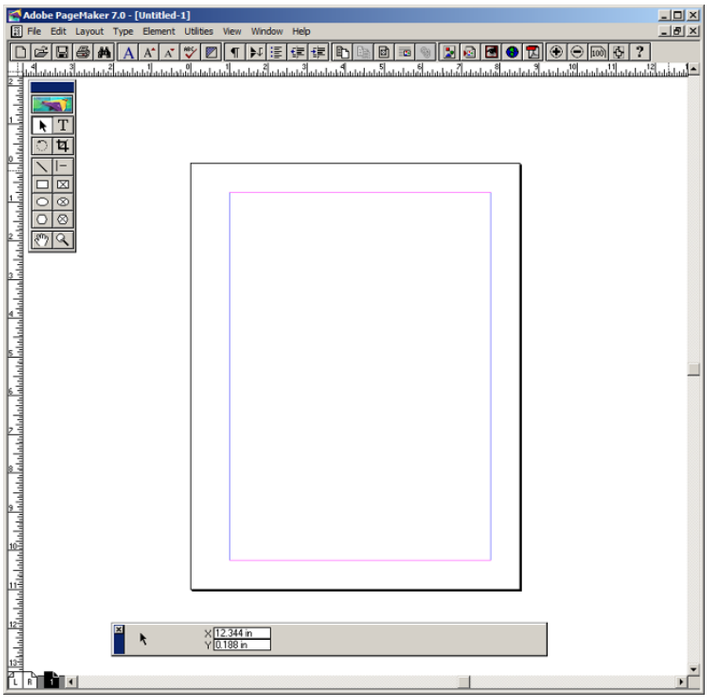
2. Choose File > New in the menu bar (or) Press Ctrl + N in the keyboard. This opens the Document Setup dialog box.



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3. Click on OK.

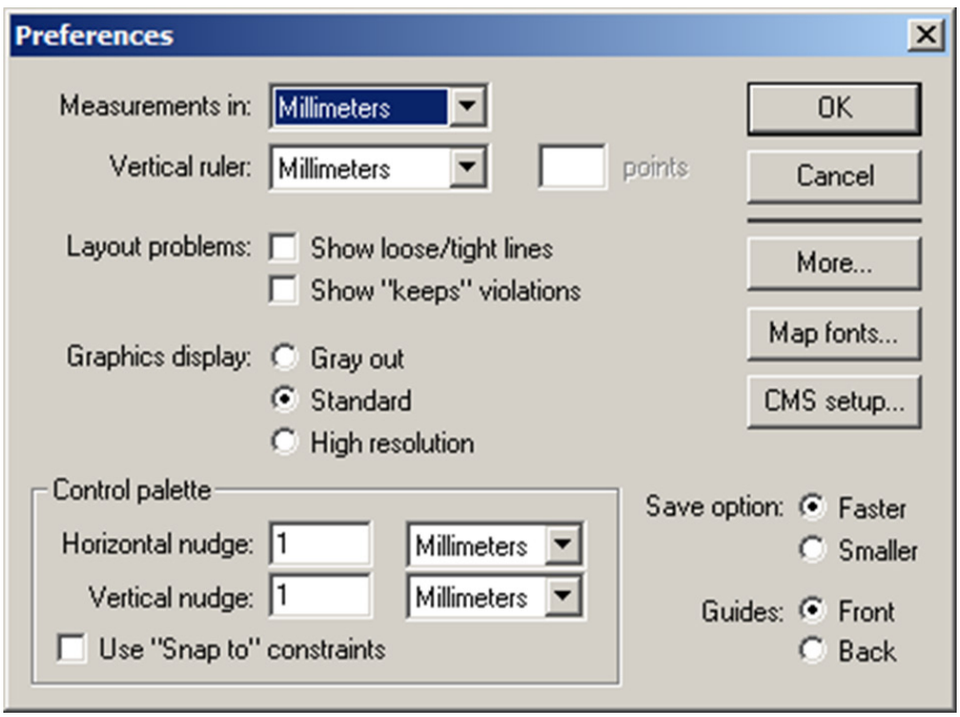
Now a new document called Untitled – 1 will appear on the screen as shown in Figure.



4. Now you can change Measuring Units from Inches to Millimeters.

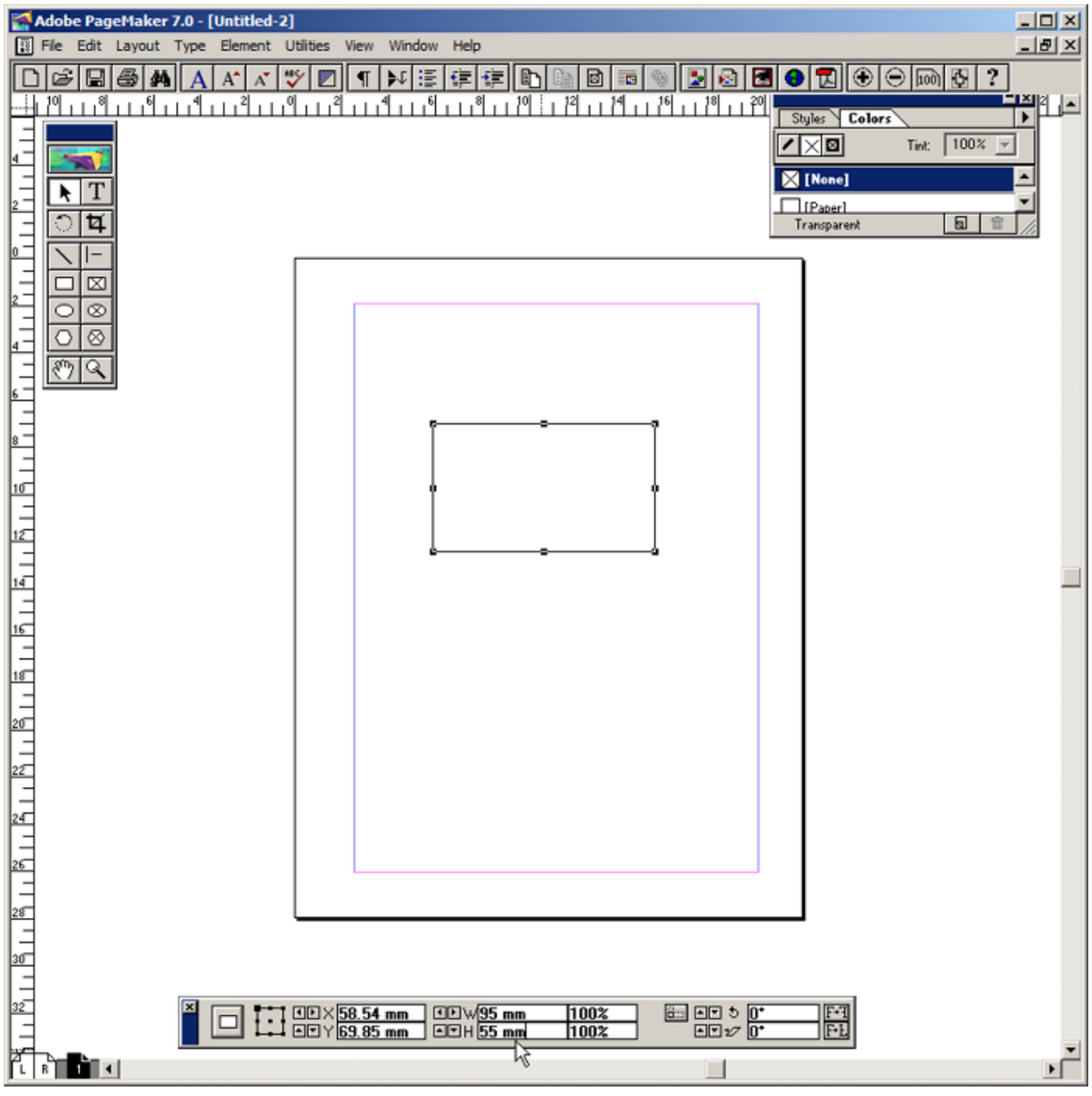
Choose File > Preferences > general (or) Press Ctrl + K. Now Preferences dialogue box appears.

Change the unit of Measurements and Vertical ruler to Millimeters.



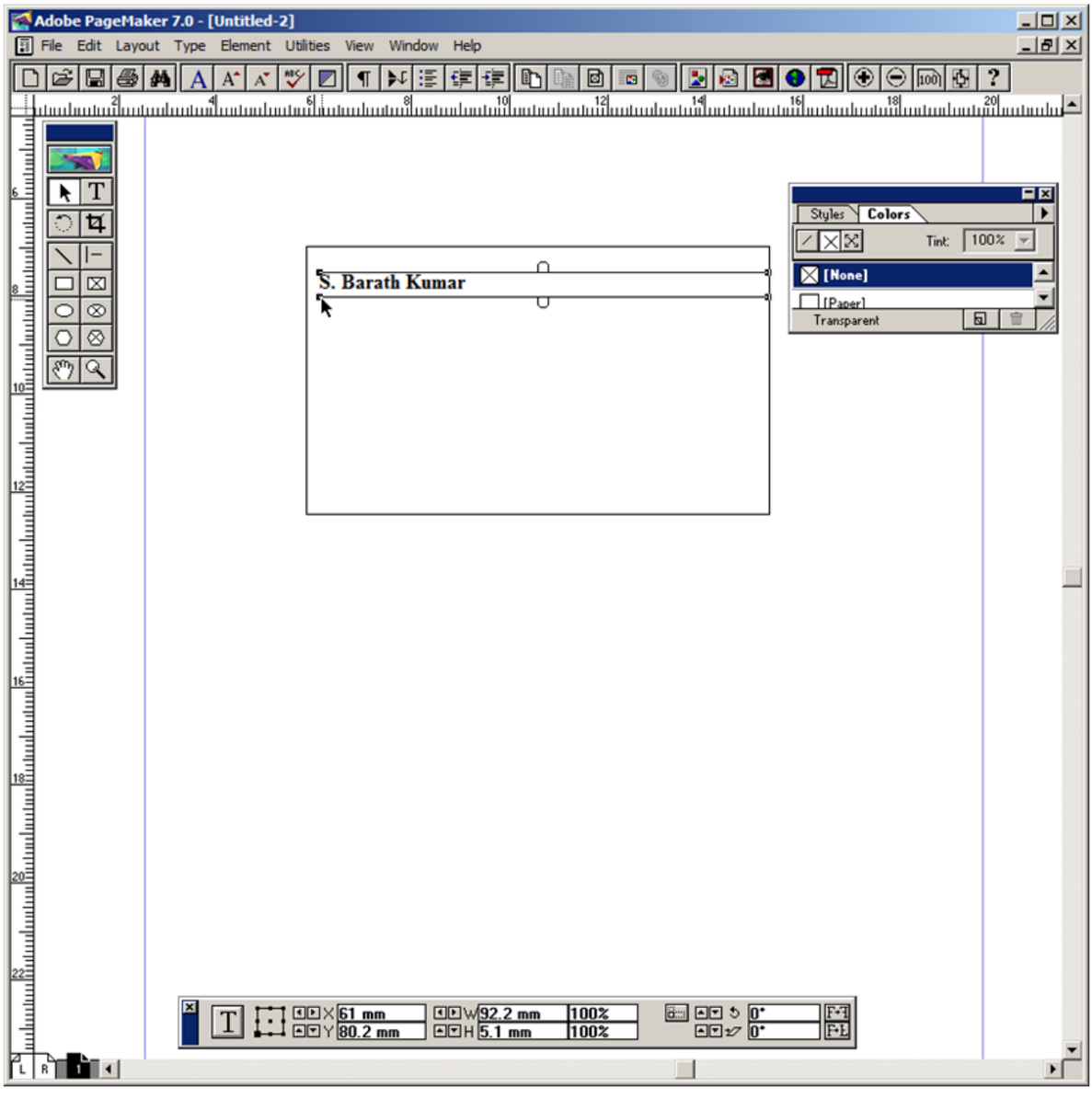
XII OSS_English version Practical.indd 130 2/16/2023 1:31:32 PM

5. Select the Rectangle Tool from the Tool box and draw a rectangle.
6. Using Control Palette, the width and height value of the rectangle has to be set to 95 mm and 55 mm respectively.



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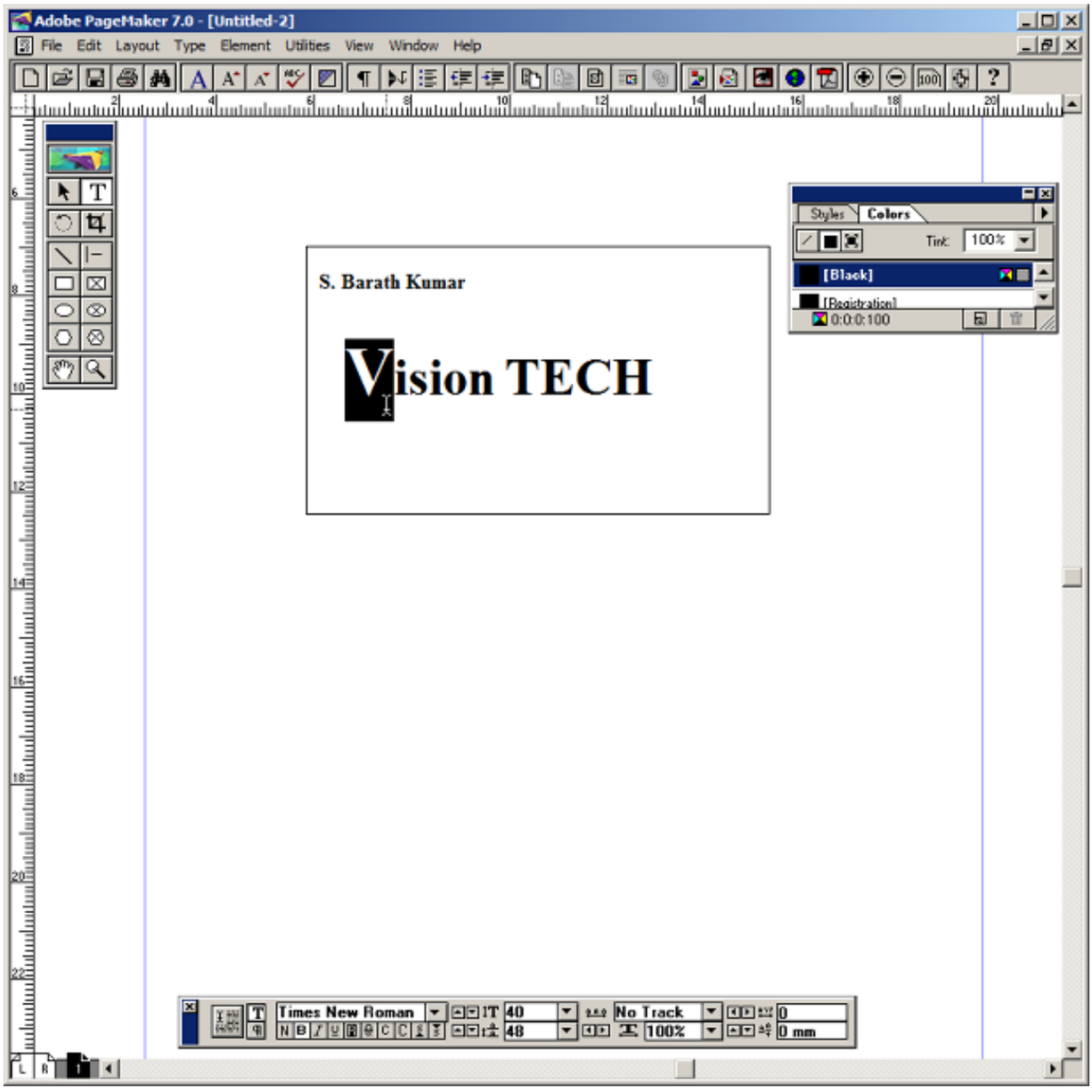
7. Select the Text Tool in the Tool box. Then drag from the left corner of the rectangle box to the right corner to specify the boundary of the text that is to be typed.
8. Type the Name of the person and select it using Text tool. Choose suitable Font and Font Size from the Control Palette. Then move it a little bit towards right side.



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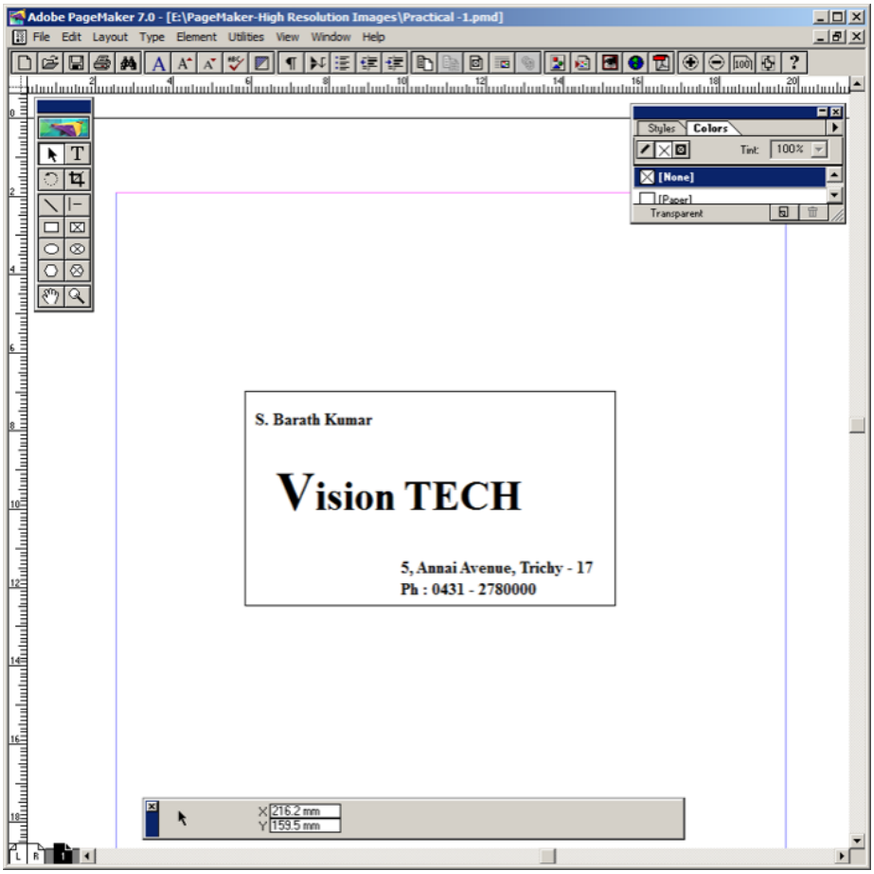
9. Repeat the step 7. Then type the Company name and select it using Text tool. Choose suitable Font and Font Size from the Control Palette. Then move it a little bit towards right side.

   Select the First character using the Text tool and increase the font size.



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10. Repeat the step 7. Then type the Company Address and select it using Text tool. Choose suitable Font and Font Size from the Control Palette. Then move it towards right side.



Output:

S. Barath Kumar

Vision TECH

5, Annai Avenue, Trichy - 17
Ph : 0431 - 2780000

Conclusion

The expected output is achieved.

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EXERCISE 05

PageMaker: Creating Label

AIM

To create a Label using PageMaker software.

Create the following Label using PageMaker.

Name : .....

STD : .....

Section : .....

School : .....

Subject : .....

Procedure:

1. Start the PageMaker using the following commands.
   Start -> All Programs -> Adobe ->Pagemaker 7.0 -> Adobe PageMaker 7.0.
2. Choose File > New in the menu bar (or) Press Ctrl + N in the keyboard.
   This opens the Document Setup dialog box.
3. Click on OK.
   Now a new document called Untitled – 1 will appear on the screen.
4. Now you can change Measuring Units from Inches to Millimeters.
   Choose File > Preferences > general (or) Press Ctrl + K. Now Preferences dialogue box appears.
   Change the unit of Measurements and Vertical ruler to Millimeters.

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5. Select the Rectangle Tool from the Tool box and draw a rectangle.

6. Using Control Palette, the width and height value of the rectangle has to be set to 100 mm and 40 mm respectively.

7. Choose Element > Rounded corners from the menu bar.

8. Choose the required shape from the rounded corners dialog box. Now the rectangle appears with the rounded corners.

9. Select the Text Tool in the Tool box and create a text block within the rectangle.

10. Type Name : and press a Tab key and then press Enter key.

    Type STD : and press a Tab key and then press Enter key.

    Type Section : and press a Tab key and then press Enter key.

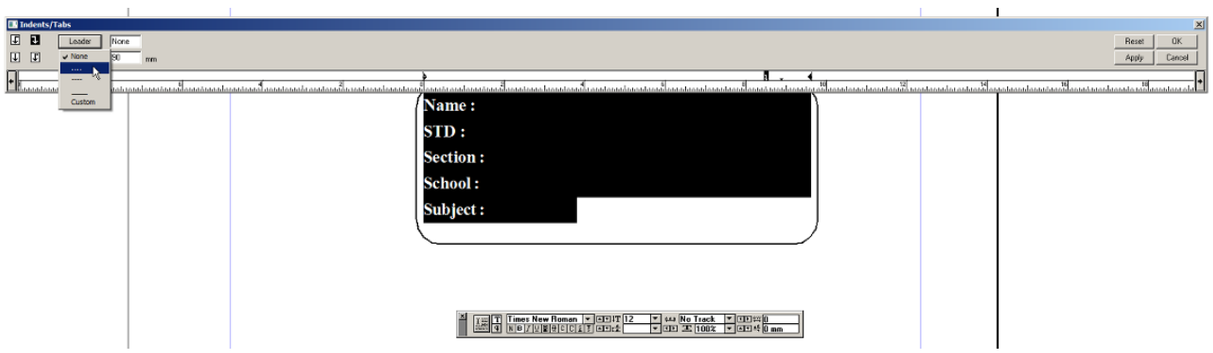
    Type School : and press a Tab key and then press Enter key.

    Type Subject : and press a Tab key.

11. Select all the text using Text tool.

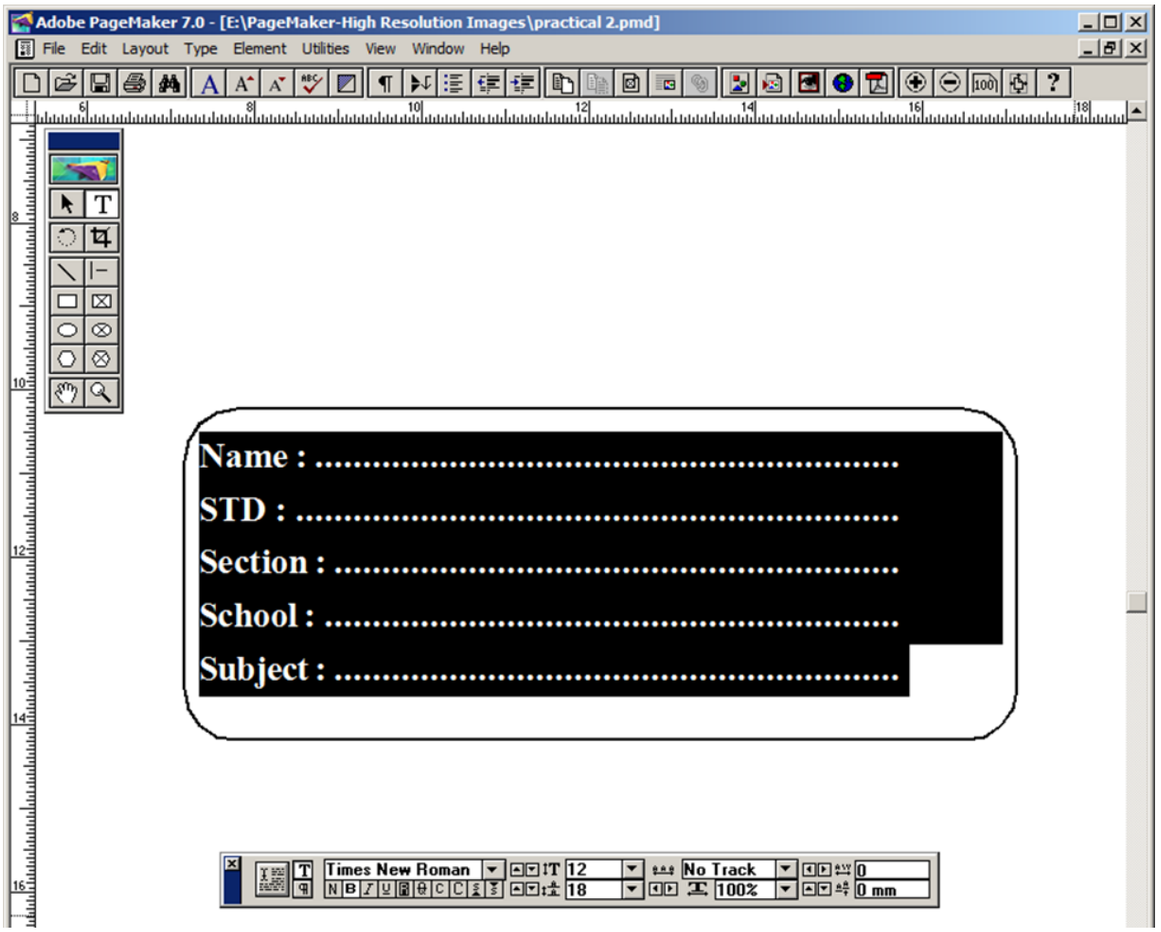
12. Choose Type > Indents / Tabs (or) press Ctrl + I.

13. Set a right tab at the value 90 mm and choose the dotted line style from the leader option and then press Apply button.



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14. Now the required label is created.



Output:

Name : .....
STD : .....
Section : .....
School : .....
Subject : .....

Conclusion:

The expected output is achieved.

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MySQL: Usage of Commands in Data Base

06 EXERCISE

AIM

To execute following DDL [Data definition Language] and DML [Data manipulating Language] MySQL queries

1. CREATE - to create a database and its objects like (table, index, views, store procedure, function, and triggers)
2. ALTER - alters the structure of the existing database.
3. DROP - delete objects from the database.
4. SELECT - retrieve data from a database.
5. INSERT - insert data into a table.
6. UPDATE - updates existing data within a table.
7. DELETE - Delete all records from a database table.

Procedure:

1. Open MySQL command prompt from XAMPP Control panel.
2. To login in to your Database using User name and password.
3. Execute and get the output of given DDL MySQL queries.

SYNTAX:

Based on the below syntax queries are built and executed.

* CREATE DATABASE testDB;

* CREATE TABLE table_name (column1datatype,column2datatype,column3datatype, ...);

* ALTER TABLE `table_name` ADD COLUMN `column_name` `data_type`;

* DROP DATABASE databasename;

* SELECT * FROM TABLE NAME

* INSERT INTO table_name(field1, field2,...fieldN) VALUES (value1, value2,...valueN);

* UPDATE table_name SET field1 = new-value1, field2 = new-value2 [WHERE Clause]

* DROP TABLE table_name ;

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PROGRAM:

```
CREATE DATABASE SchoolDB;

CREATE TABLE student(

        studentID int,

        LastName varchar(255),

        FirstName varchar(255),

        Address varchar(255),

        City varchar(255)

        );

ALTER TABLE `members` ADD COLUMN `credit_card_number` VARCHAR(25);

DROP DATABASE SchoolDB

SELECT * FROM student

INSERT INTO student    (studentID ,LastName , FirstName,Address,City  )    VALUES

  (“002”, “Ram””Kumar”, “ROJA NAGAR””CHENNAI”);

SELECT * FROM student

UPDATE student SET LastName = ‘SRI’ WHERE studentID = 003;

SELECT * FROM student

DROP TABLE student ;

SELECT * FROM student
```


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OUTPUT:

Database created

Table created:

studentID	LastName	FirstName	Address	City

Table Altered

Database dropped

StudentID	LastName	FirstName	Address	City
101	C	Priya	1, new street	Trichy
202	S	Ramu	5, North garden St	Madurai

One row inserted.

StudentID	LastName	FirstName	Address	City
101	C	Priya	1, new street	Trichy
202	S	Ramu	5, North garden St	Madurai
002	Ram	Kumar	ROJA NAGAR	CHENNAI
003	R	Krishna	Park Street	Coimbatore

StudentID	LastName	FirstName	Address	City
101	C	Priya	1, new street	Trichy
202	S	Ramu	5, North garden St	Madurai
002	Ram	Kumar	ROJA NAGAR	CHENNAI
003	SRI	Krishna	Park Street	Coimbatore

Table dropped.

Table not found.

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EXERCISE 07

PHP: Basic Programing

AIM

To create and execute a basic PHP programing

Procedure:

1. Start Xampp server (Apache)
2. Goto virtual path folder (C:\xampp\htdocs)
3. Create test.php file and type the program
4. Execute the program on your Web browser using by this URL link (http://localhost/test.php)

PROGRAM:

```
<html>
<body>
<?php
echo “Welcome to  Our School”;
$color = “blue”;
echo “My car is “ . $color . «<br>”;
echo “My dress is “ . $COLOR . «<br>”;
echo “My box is “ . $coLOR . «<br>”;
// test whether a number is greater than 30, 20 or 10 using ternary operator
functiontrinary_Test($n){
```


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```
$r = $n > 30
? “greater than 30”
: ($n > 20
? “greater than 20”
: ($n >10
? “greater than 10”
: “Input a number atleast greater than 10!”));
echo $n.” : “.$r.”\n”;
}
trinary_Test(32);
trinary_Test(21);
trinary_Test(12);
trinary_Test(4);
 ?>
</body>
</html>
```

OUTPUT:

```
Welcome to  Our School

My car is blue
My dress is
My box is

32 : greater than 30
21 : greater than 20
12 : greater than 10
4 : Input a number atleast greater than 10!
```


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EXERCISE 08

STENOGRAPHY/SHORTHAND



THE CONSONANTS

Introduction

Shorthand was referred to as phonography in the 19th century. It was first used by newspapers who sent phonographers to cover important speeches, usually stating (as a claim of accuracy) that they had done so.

Pitman shorthand was the most popular shorthand system. Pitman shorthand is a system of shorthand for the English language developed by Englishman, **Sir Isaac Pitman (1813-1897)** who first presented it in **1837**. Like most systems of shorthand, it is a phonetic system. The symbols do not represent letters, but rather **sounds** and words are for the most part, written as they are spoken.

Scope

Once completed Stenography, one can work as private secretary or personal assistant in multinational companies, private offices, banks, institutes, colleges, schools. Social organizations, etc.

In addition to the above, jobs are also available in secretariats, state as well as parliament.

Teaching job Opportunities are also available in Govt ITI and Institutions governed by the Union Govt. etc.,

Instructions for Shorthand Writing

- Keep the size of the strokes/lines equal i.e. 2/3 of the length of shorthand notebook line space.
- Make distinction between light and dark strokes, by writing light strokes with light pressure and dark strokes with a little more pressure of the shorthand pencil.
- Follow the right direction for writing strokes and signs.
- Practice of each consonant and word thoroughly. (nearly one page).
- All the strokes should be made equal in length.

Shorthand Writing Equipments

i. Table & Chair

ii. Ruled Notebook/Shorthand speed note

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iii. Shorthand Pencil/Pen

iv. Stop watch or Wrist watch

v. Typewriter/Computer

vi. Cassette recorder/Audio recording systems.

Consonants-Definition

"**Consonants are the result of audible friction in some part of the mouth or throat**" is defined by prof. Sweet.

The consonants (strokes) are phonetic units of the language and are not fully dependent on the consonant letters of the English language. Therefore, a phonetic stroke of shorthand can represent one or more consonant letters of English.

For example,

- The stroke of **K represents the sounds of C** (Call), **Q** (queen), **K** (king), and **Ch** (chemist).
- The stroke of **J represents the sounds of J** (jolly) and **G** (geography).
- The stroke of **S represents S** (see, sea) and **C** (city, cease).
- The stroke of **Z represents X** (xerox) **C** (czar) and **Z** (zero).

In English Shorthand, only 24 consonants are there,as,

P, B, T, D, CH, J,K, G, M, N, NG, F, V,

th, THE, S, Z, SH, ZH, L, R, W, Y, H.

Pairs and arrangement of consonants

According to phonetic sounds, the consonantal strokes of English shorthand have been paired into **light** and **heavy** strokes.

There are first sixteen consonants in pairs, thus P/B, T/D, CH/J, K/G, F/V, ith/THE, S/Z, SH/ZH.

The sound is light for the first consonant of each pair and heavy sound for the second consonant of each pair. **The light sign for the light sound and heavy sign for the heavy sound**.

The consonants **M,N,R,L,W,Y,H** do not have phonetic pairs and are represented by a **light sign**. The consonant **NG** also does not have a pair and it is written by **heavy sign**.

Directions

Strokes are written in three directions.

(i) Downward strokes

(ii) Horizontal strokes

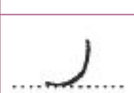
(iii) Upward strokes.

According to light or heavy sounds,strokes are written with the shorthand pencil with light and heavy touch.

Classification

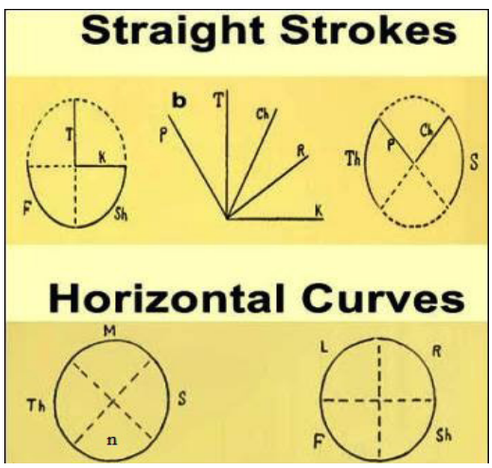
The 24 consonants are classified into six classes.

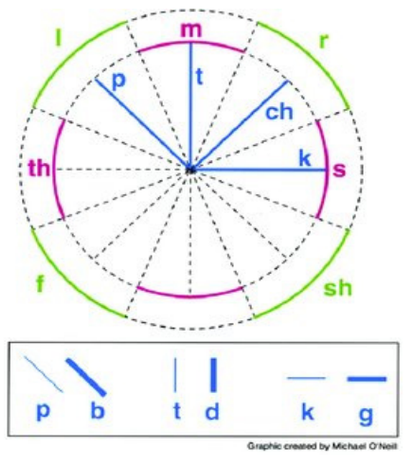
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Classification	Consonant	Sound	Stroke	Direction	Light/ Heavy	As Sounded in Example
(i) Explodents: In pronouncing them, the outgoing breath is forced in a sudden gust through barriers previously closed is called Explodents. It is represented by **straight strokes.**	P	Pee		Down	Light	Post
	B	Bee		Down	Heavy	Bee
	T	Tee		Down	Light	Tip
	D	Dee		Down	Heavy	Deep
	CH	Chay		Down	Light	Chair
	J	Jay		Down	Heavy	Joy
	K	Kay		Horizontal	Light	Key
	G	Gay		Horizontal	Heavy	Gate
(ii) Continuants: In pronouncing them, the outgoing breath passes slowly in a continuous stream through the mouth barriers.	F	Of		Down	Light	Fat
	V	Vee		Down	Heavy	Save
	th	ith		Down	Light	Thin
	TH	thee		Down	Heavy	they
	S	ess		Down	Light	sea
	Z	zee		Down	Heavy	Zoo
	SH	ish		Down	Light	Wish
	ZH	zhee		Down	Heavy	leisure

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Classification	Consonant	Sound	Stroke	Direction	Light/ Heavy	As Sounded in Example
(iii) Nasals: In Pronouncing them, the air passes through the nose.	M	em		Horizontal	Light	make
	N	en		Horizontal	Light	Name
	NG	ing		Horizontal	Heavy	ring
(iv) Liquids: The consonants L and R are called Liquids which flow into union with the other consonants and thus make Double consonants as cliff, dry etc. Where 'l' and 'r' unites with the preceding consonants.	L	el		Upward	Light	Life
	R	ar		Down	Light	Arm
	R	ray		Upward	Light	right
v) Coalescents: The consonants W and Y are called coalescents, Precede vowels and coalesee or unite with them.	W	Way		Upward	Light	Wage
	Y	yay		Upward	Light	yellow
(vi) Aspirate: The consonant H is aspirate, which is a breathing upon a following vowel.	H	hay		Upward Downward	Light Light	Hope He





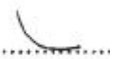
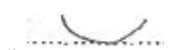
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Joining Strokes

Strokes when joined must be written without lifting the pen. The beginning of a following stroke should be joined to the end of a preceding stroke.

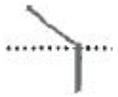
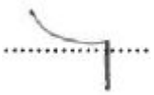
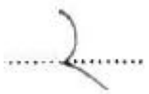
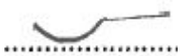
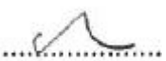
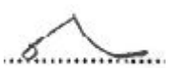
Experiment 1: Practice of consonants: (In ruled notebook)

Copy the outlines and practice one page

1.	P 	B 	T 	D 
	CH 	J 	K	G
2.	F 	V 	th 	thee 
	S 	Z 	Sh 	Zh 
3.	m 	n 	ng 	l 
	r 	Ray 		
4.	w 	Y 	h 	

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Experiment 2: Practice of Joining strokes. Write one page each.

1.	Pt  BD  Pd  Pch  PJ  KG PK 
2.	fd  vt  thj  SP  Zb  Shp  ZhK 
3.	rn  rg  lm  ngk  nn  nd  nml 
4.	wv  Yt  hv  ht  vld  zml 

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THE VOWELS

Definition

"If the mouth-passage is left so open as not to cause audible friction, and voiced breath is sent through it, we have a vowel" (Prof. Sweet).

Vowel Sounds

There are six simple long vowels and six corresponding short vowels sounds in the English language.

The long vowels and short vowels can be remembered by repeating the sentence.

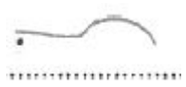
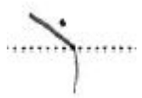
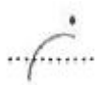
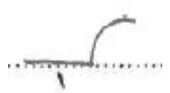
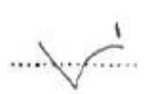
LONG VOWELS: "Pa may we all go too"

SHORT VOWELS: "That pen is not much good"

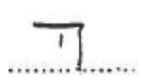
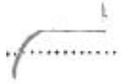
Long Vowels– Heavy dot and Heavy dash:

Short Vowels: Light dot and Light Dash:

Vowel Places

Long vowel sentence	Pa ஆ ah	May ஏ a	We ஈ e	all ஆ aw	go ஓ o	too ஊ oo
Place	I st	II nd	III rd	I st	II nd	III rd
Sign	●	●	●	—	—	—
Position of the outline	Above the line	On the line	Through the line	Above the line	on the line	through the line
Example	calm	bait	eel	paul	coal	pool
Strokes						

There are three points on a stroke for vowels.

Short vowel sentence	That அ a	pen எ eh	is இ e	not அ a	much அ a	good உ oo
Place	Ist	IInd	IIIrd	Ist	IInd	IIIrd
Sign	•	•	•	–	–	–
Position of the outline	Above the line	On the line	Through the line	Above the line	On the line	Through the line
Example	at	bet	bill	pod	gut	look
Strokes						

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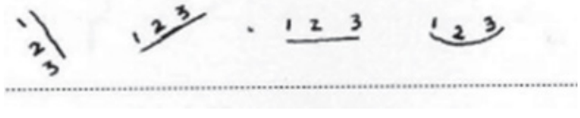
VOWELS – 12			
Long vowels -6		**Short vowels – 6**	
Dot vowels – 3	Dash vowels - 3	Dot vowels – 3	Dash vowels - 3
Preceding Vowels Following vowels			
Ist place IInd place IIIrd Place			

1. At the beginning, First place
2. At the middle, Second place
3. At the end, Third place

The vowel places are counted, according to the motion of the strokes.

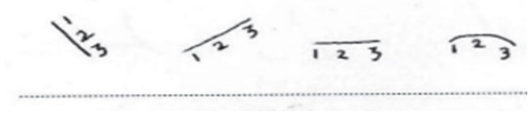
Vowels preceding and following strokes

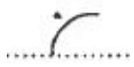
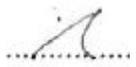
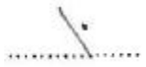
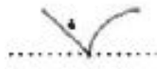
Preceding Vowels: The vowel comes before the stroke i.e. on the left side of an upstroke or downstroke.



Following Vowels: The vowel comes after the stroke. i.e. on the right side of an upstroke or downstroke.

Examples for preceding and following vowel:



Preceding Vowel	ALE = அ + L V + S	Earth = எ + r + ith V + S + S
		
Following Vowel	Pay = p + அ S + V	PALE = P + அ + L S + V + S
		

V = VOWEL

S = STROKE

Intervening Vowels and Position

i. The first and second place vowel signs are written as usual in the places after the stroke, when two strokes are written.

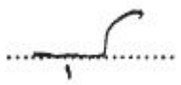
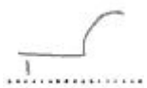
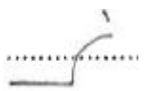
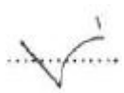
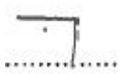
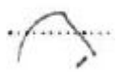
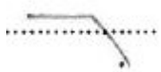
ii. Third place vowel is written before the second stroke at the end i.e. in the third place because the vowel - sign is more conveniently written in that place.

iii. But in compound words, the vowel is generally placed to the separate words.

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iv. The first sounded vowel determines the position of the outline.

Experiment 3: Copy the outlines and find the word and practice one page.

S.No	Stroke	S.No	Stroke
1.		6.	
2.		7.	
3.		8.	
4.		9.	
5.		10.	

Experiment 4: Copy the word and determine the outline and practice one page.

1. Ill	6. Polly	11. cap	16. Rung
2. Pill	7. Raid	12. check	17. Watch
3. Rote	8. Red	13. Date	18. Vote
4. Rut	9. Dome	14. bill	19. Joke
5. Pul	10. dumb	15. Lung	20. Name

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SHORT FORMS - DIPHTHONGS, DIPHONES AND PHRASEOGRAPHY

Introduction – Meaning

For the purpose of quick and easy writing, frequently occurring words are represented in shorthand by a single sign. It is known as short forms.

Definition

Logograms

A frequently occurring word represented by an imaginary shorthand character is called Logograms.

Grammalogues

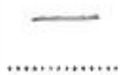
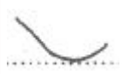
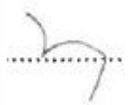
Frequently occurring words represented in shorthand by a single sign are called grammalogues.

Contractions

Frequently occurring words represented by two or more consonantal strokes is called a contractions.

Phraseography

Writing two or more words without lifting the pen and the resulting outline is called phraseogram.

Short Forms	Examples					
1. **Logograms**	A/an		All		and	
2. **Grammalogues**	Can		Give		Any	
3. **Contraction**	Being		Going		Because	
4. **Phrasing**	To do		Should be			
5. **Phraseography**	So much		if he may			

Phrasing

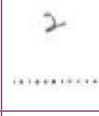
Writing of two or more words or short forms without lifting the pen is called phrasing.

Tick ' the' and punctuation marks

Tick 'the': - The word 'the' is represented by a **small light slanting tick** to a stroke upward or downward in the opposite direction of the stroke.

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Examples

	Word	Stroke
Downward	**1.** of the	
	2. and the	
	3. with the	
Upward	**1.** beyond the	
	2. what the	
	3. was the	

Punctuation Marks in Shorthand

Sl. No.	Punctuation Marks	Sign	Shorthand Sign
1.	Full Stop	.	×
2.	Comma	,	,
3.	Semi - Colon	;	× ,
4.	Colon	:	× ×
5.	Hyphen	-	w
6.	Dash	__	
7.	Exclamation	!	
8.	Question	?	
9.	Brackets	( )	
10.	Paragraph	//	//
11.	Proper Nouns	Capital Letters	//

Diphthongs-Definition: A Diphthong can be defined as **"a union of two vowel-sounds".** Two vowels written in one syllable.

There are four common diphthongs: i,oi,ow and u.

And two places Ist and IIIrd places.

Diphthong Sign	Place	Sounds as in & Strokes	
I (sound) v (Sign)	First Place	Tie	Shy 
		Pie 	Pile 
OI >	First Place	Boy 	Joy 
		Toy 	Coil 
OW ^	Third Place	Cow 	Couch 
		Loud 	Mouth 
U ∩	Third Place	Pew 	Duty 
		Few 	New 

DIPHONES

Definition

Two vowels occurring immediately in many words are written in one syllable. These are called Diphones. It is classified as a left diphone and right diphone.

Uses of Diphones

The diphone  is written as follows:

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Left Diphones

Dot vowels + any vowels

Place	Sign	Value of Diphone	Examples			
Ist		ஆ அ ah or a + any vowel	Sahib			
IInd		ஏ எ a or eh+ any vowel	Layer		Payer	
IIIrd		ஈ இ e or e + any vowel	Real		Geography	

Right Diphones

Heavy Dash vowels + any vowels

Place	Sign	Value of Diphone	Examples			
Ist		ஆ aw + any vowel	Flawy		Cawing	
IInd		ஓ o + any vowel	Poet		Showy	
IIIrd		ஊ oo + any vowel	Lewis		Louisa	

Triphones

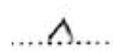
The TRIPHONE is a three vowel sound. (tri + phone = three+sound) i.e. Diphthong + any vowel. It is represented by **adding a tick** to the relevant diphthong sign.

Examples

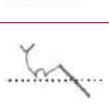
Word	Formation of Triphones	Strokes
Diary	D + **I** + அ+ R + இ	
Boyish	B + **Oi** + இ + ish	
Towel	T + ow + எ + l	
Dual	D + **u** + அ + l	

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Experiment 5: Practice of Logograms, Grammalogues and Phraseography (one page)

Word	Stroke	Word	Stroke
A, an		But	
The		Awe, ought, aught	(down) 
All		Who	(down) 
Two, too		And, should	(up) 
Of		How	
To		Why	
On		Beyond	
Can		you	
come		Large	
give-n		go	
for		have	

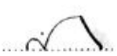
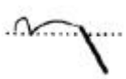
Phraseography

Word	Stroke	Word	Stroke
I thank you		Why have you	
I think you should be		With you	
I have the		So much	

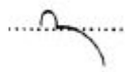
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Word	Stroke	Word	Stroke
I have had		With much	
I saw the		With which	
I see		When they	
What can be		What do you	
What was			

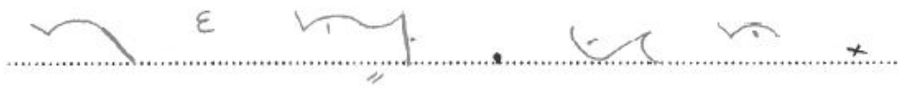
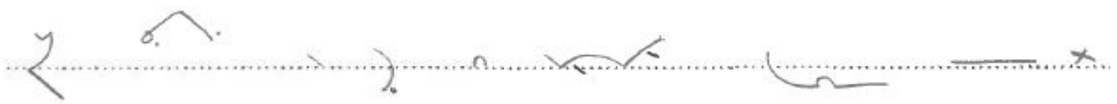
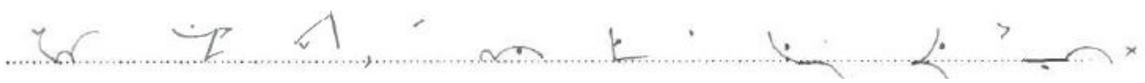
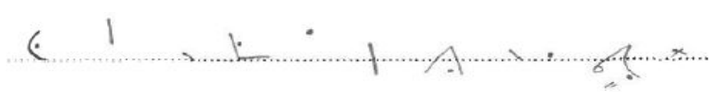
Experiment 6A: Practice Phraseography in one page

Word	Stroke	Word	Stroke
I am		It would be	
I may be		It should be	
I will		It will be	
I will be		It was	
You should		Which was	
You should be		Which were	
You can		He should be	
You will		He will be	
You will be		If he	
You may be		If he were	

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Word	Stroke	Word	Stroke
You were		Too much	
If you were		They were	
How can they		Why do you	

Experiment 6B: Practice of use of tick in the phrasing and use of punctuation marks Practice 5 lines each.

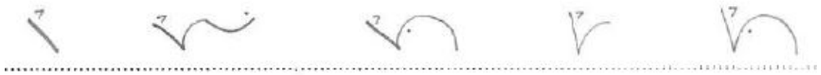
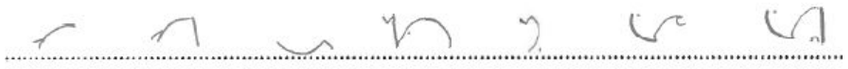
1. 
2. 
3. 
4. 
5. 
6. 

Experiment 6C: Write in shorthand and practice 5 lines each.

1. They hope to reach Orkney on the fourth of May.
2. The red colour on the door and the yellow on the window had a poor effect.
3. Who took the padlock off the gate of the paddock?
4. The head of the bank may leave on Monday?
5. I – think too-much time was- given to–the topic what-do-you think?
6. They deny they-were at-the Tower at-the time-of-the fire.

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Experiment 7: Practice of signs and places of diphthongs, diphones and triphone: (Each 5 lines)

1. 
2. 
3. 
4. 

Experiment 8A: Write in shorthand: (Practice 5 lines each)

1. Bite, tile, time, timely, ride.
2. Coil, coiling, coinage, Doyle
3. Rout, Rowdy, cowed, Loud.
4. View, Review, dupe, fury.
5. Near, wary, awoke, war, warm.

Experiment 8B: Read, Copy and Transcribe: (5 Lines each)

1. 
2. 

ALTERNATIVE FORMS OF R & H STROKES

Introduction

The Liquid consonant 'r' is the most frequently occurring consonant in the English language.

It is provided in two alternative forms, one is downward 'r'  , and the other is upward 'r' 

These two forms are used

(i) For easy joining with other strokes

(ii) To indicate the occurrence of initial or final vowel sound.

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Downward 'r' application.

Preceded by a vowel		When not followed by vowel		Before m	
Air		Car		Arm	
Arrow		Far		Ram	
Ear		Bore		Army	
Ore		Door		Room	
Early		Share		ream	
arc		par			

Upward 'r' application

Not Preceded by a vowel		When followed by vowel	
Raw		Carry	
Ray		Borrow	
Row		Marry	
Rate		Merry	
read		perry	

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Grammalogues

Word	Stroke	Word	Stroke	Word	Stroke
Put		It		Difference different	
Be		Had		much	
To be		do		which	

4.2 Downward R and H Strokes

The consonant 'h' is also provided with two alternative forms.

Upward 'h' and

Downward 'h'

Generally, upward 'h' is used.

Happy Hung

Heavy Heap

The **downward form** is used when 'h' is **standing alone** or when it is immediately **followed by 'K' or 'g'.**

He Hook

Hockey

Thickened LR/RR

The downward 'l is **thickened for the addition of 'r'** and it represents the compound consonants of lr.

Short vowels 'e', 'a', 'u' etc. generally occur between 'l' and 'r' (- lar, - ler, - lour)

Fuller Chancellor

Valour Counselor

Ruler

(i) If a strongly sounded vowel occurs between 'l' and 'r'.

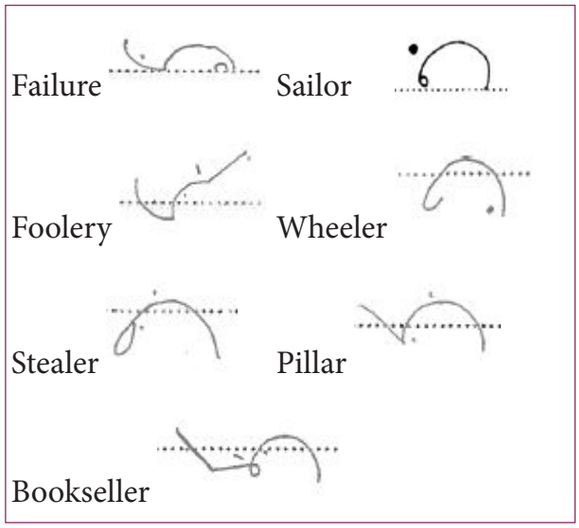
(ii) A vowel follows the final 'lr'.

(iii) When 'l' is having an initial attachment like a circle, loop or hook.

(iv) After straight downstrokes of p,b,t,d,ch,j, and

(v) After straight downstrokes, horizontals or upstrokes or right hand curves with final circle, **'lr' is written with strokes 'l' and 'r'**.

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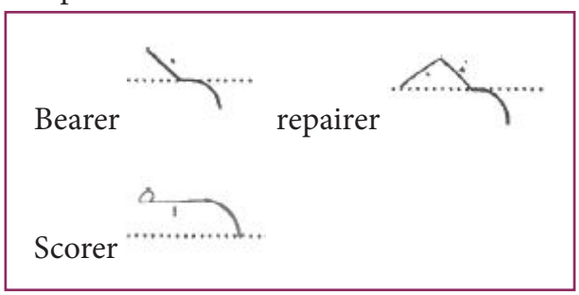


RR

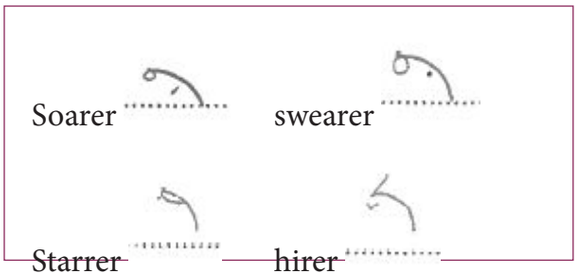
The downward form of **'r' is thickened for the addition of 'r'** and it represents the compound consonant of **'r' +er**.

The vowel between 'r' and 'r' is restricted to the short vowel 'e'.

If any other vowel occurs between 'r-r, the compound consonant of 'rer' is not used.



Initially, small circle s, large circle 'sw', small loop 'st', tick 'h' may be prefixed.



Experiment 9: Write in shorthand (5 lines each)

1. Arcade
2. Aroma
3. Rob
4. Rod
5. Rage
6. Deer
7. gear
8. Fear
9. Retail
10. Writ

Experiment 10: (5 lines each) Write in shorthand:

1. Hog
2. Hatch
3. Hood
4. Hedge
5. They had a heavy mail on Monday.
6. If they get the money, it should make much difference to the firm.

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ABBREVIATED 'W' AND IT USES

Abbreviated 'w'

The consonant 'way' can be represented by a **small semi – circle** initially when the sound comes, **before k,g,m,r**.

Example

Word	Classification	Stroke	Explanation	Uses
Wake	W + ஏ+ k S + V + S		Way comes before k	For clear outline
Walk	W + ஆ+ k S + V + S		Way comes before k	For clear outline
Wig	W + இ + g S + V + S		Way comes before G	For clear outline
Wire	W + I + r S + D + S		Way comes before R	For clear outline
Woman	W + உ + m + அ + n S + V + S+V+S		Way comes before m	For clear outline

c. A small hook is attached before L stroke to represent the initial 'w' sound.

d. The semi-circle can also be used in the middle and in the end to represent w/v sounds wherever it is written conveniently.

Examples

a. Wig ..... **b.** Awake .....

c. Well ..... **d.** Shivani .....

Downward and upward stroke H, Tick & Dot H, Downward stroke 'sh'.

Alternative forms and their uses

a. The abbreviated W sound which comes initially is represented by a small semi –circle to obtain clear outlines.

b. But when the initial sound of 'w' is preceded by a vowel the stroke 'w' must be written.

Aspirate H: The consonant H is represented not only by the upward stroke but also by a downward form of H. The various forms of H are used for easy and speedy writing.

Downward 'H': The rules for writing downward forms of 'H' are.

a. When standing alone and in compounds and derivatives.

Eg: Hay ..... Hay stack .....

b. When 'H' comes before k,g.

Eg: hawk ..... hog .....

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c. When h follows upward l, a horizontal stroke and downward 'r'.

Eg: Lahore 

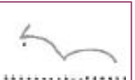
Cohere 

Unhook 

Tick & Dot H

1. Tick 'H' is used when preceding strokes m,l,r.
2. Initial 'h' is represented by a short tick, written in the direction of downward 'h'.
3. The tick 'h' may be employed medially in phrasing but not in words.

Examples

Home  Harm 

For whom  to her 

Dot 'H': where a stroke 'h' is not able to write conveniently in the middle of a word, 'h' is represented by **a small light dot before the vowel** which is to be aspirated.

Examples

Neighbourhood  uphill 

Upward and downward 'sh'

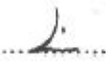
a. 'sh' when standing alone with or without initial or final attachment is written downwards

Example

Ash  ashes 

b. When 'sh' is attached to a straight stroke, it is generally written downwards.

Example

rash  shake 

c. 'sh' is written on the opposite side of the initial attachment, when it is joined with a straight downstroke, but after 'd' it is written upward.

Example

brush  dash 

d. The curve 'sh' joined to another curve, is generally follows the motion of that curve.

Example

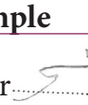
fish  smash 

e. 'sh' is written downward after the curve 'n'.

Example: gnash 

f. In other cases, the form is used which gives the easier joining

Example

sugar  Shackle 

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Experiment 11A: Practice of Alternative forms and their uses:

Read, Copy and Transcribe: (5 lines each)

1. 

2. 

Experiment 11B. Write in Shorthand: (5 lines each)

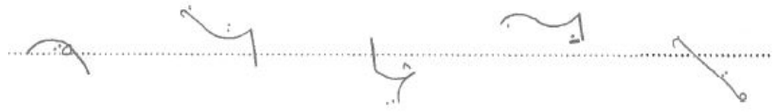
1. Wear, wary, weary, woke, awoke, war, warm.

Experiment 12A: Practice of Downward and upward stroke 'H' and 'sh'.

Read, Copy and Transcribe each 5 lines:

1. 

2. 

3. 

Experiment 12B: Write in shorthand: (5 lines each)

1. Head, hitch, hurry, host
2. Home, hall, hallow, hire
3. Heavy, hope, mishap, hair

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Grammalogues: Practice one page each

Thank – ed ..... think ..... though .....

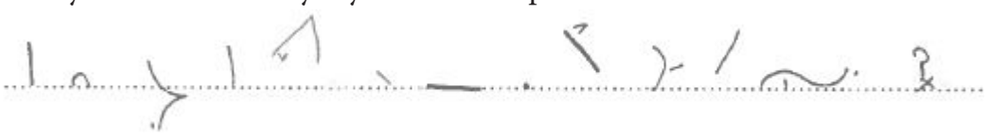
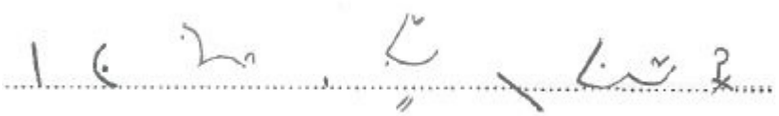
Them ..... was, ... whose .....

shall ..... Wish ..... with .....

when ..... what ..... Would .....

o, oh, owe ..... he .....

Experiment 12C: Read, Copy and Transcribe: Practice each 5 lines:

1. How can you attach the wire to the high chimney?
2. You should verify each item on the bill?
3. Do you like the new tyre you have had put on the car?
4. 
5. 
6. 

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THE CIRCLE S/Z, LARGE CIRCLE SS/SZ, SW AND ST/ STR LOOPS

Introduction

Circle S and Z

The consonants S and Z

are represented not only by the strokes, but also by a small circle **o.**

Left and Right motion

The term left motion means, the motion of the hand in writing the longhand letter, the opposite motion being termed the right motion.

Initially the circle represents the light sound of 's' only.

Example

Safes Sense slays

Medially and finally the circle represents the sound of 's' or 'z'.

Example

Muscle Designs

Lisps task

The sound of 'z' initially must be represented by the stroke

Zeal Zero

The circle S, when standing alone, is written with the left motion.

The circle 'S' is written

(i) Inside curves -

Essays - Seems - Soothes -

(ii) Outside angles formed by two straight strokes.

Risk Rasp Hasp

(iii) With the left motion when joined to straight strokes not forming an angle.

Soaks Sorrows

Cask Wiser

Initial circle 's' is always read first.

Final circle 's' is always read last.

Vowel signs are placed and read in relation to the stroke consonant, and not to the circle.

Slave - safe -

The circle 's' may be added to a stroke logogram as

come comes

Stroke 'L' and circle

When the stroke 'l' immediately precedes or follows a circle which is attached to a curve, it is written in the same direction as the circle.

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Example

Vessel - Cancel - Loser -

A lightly sounded vowel may be omitted.

Example

Poison - answer -

Grammalogues

Word	Stroke	Word	Stroke
Usual - ly		As, has	
Because		Is, his	
Itself		Those, thyself	
this		thus	

Experiment 13A: Transcribe and Practice 5 lines each

1.

2.

Experiment 13B: Write in shorthand: Practice 5 lines each

1. Lays, face, voicing, toilsome
2. Customs, justice, Less, refusing
3. Resigns, Hope, pencil, rising

STROKE S and Z

The stroke 's' is written, when a vowel precedes initials or when a vowel follows final s or z.

Example

ace say ooze zoo

Where the stroke 's' is written initially in the root word, it is retained in compounds and in derivatives formed by means of a prefix.

Example

Ease disease

The stroke 's' is also written:

(i) If the triphone immediately follows initial S.

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Example:

Science - 	Sewer 

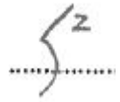
(ii) If the initial 's' is immediately followed by a vowel and another S or Z.

Example

Cease -  Saucer - 

(iii) If the final syllable –ous immediately preceded by a diphthong/Triphone.

Example

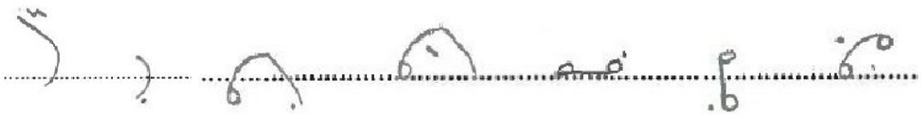
joyous -.  Tortuous - 

Grammalogues

Word	Stroke	Word	Stroke
Me		Special, - ly	
Him		Speak	
Myself		Subject – ed	
himself		several	

Experiment 14A: Transcribe and practice 5 lines each

1. 

2. 

Experiment 14B: Write in shorthand: practice 5 lines each

(i) Assam, aside, base, juice, juicy

(ii) Score, Legs, Oscar, Spouse, easy.

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Large circles SW and SS or SZ

A **large initial circle** written with the same motion as the circle s, represents the **double consonants sw.**

Example

sweet  Swing 

The SW circle is used initially only.

SS or SZ circle.

A **large medial or final circle**, written with the same motion as circle S, represents S-S having a light or heavy sound, with the intervening vowel e.

Example

necessity (ses)  pauses (sez) 

Possessive (zes)  causes (zez) 

The sw circle cannot be joined with W, Y, H strokes because of initial attachments.

Example

sway  suasive 

When a vowel other than e intervenes, it is indicated by placing the vowel sign within the circle.

Example

Exist  exhaust 

Exercised 

The large circle is also used to express the sounds of **two s's** in consecutive syllables.

Example

mis – spell - 

In a few words ending in s –s are written with the circle and stroke or stroke and circle.

Examples

Possess  but pauses 

Access  but axis 

Large circles in phrasesgraphy

The SW circle is also used for the words **as we** in phrases.

Example

as we have  as we can 

As well as 

The ss circle for the two s's in phrases

Examples

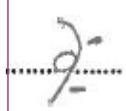
in this city  this is 

As is/as has  is as/is his 

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Grammalogues: **Practice 1 page each:**

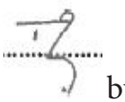
In, any		are	
Own		our/hour	
Your		ourselves	
Year		themselves	

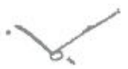
Following S: In a few words like, soho  and sheehy  the circle of h is written inside the curve.

If 's' and 'h' occur medially, the circle is enlarged for the representation of s.

Ex. Racehorse 

If 'h' follows another stroke, 'h' must be written, so that it cannot be misread for S, Ch, or Sr.

Ex. Cohere  but Exchequer 

Abhor  but Observer 

Experiment 15A: Transcribe and practice 5 lines each.

1. 

2. 

Experiment 15B: Write in shorthand and practice 5 lines each.

1. Swig, Roses, Races, Revises, Reduces
2. Resist, Fences, Thesis, Sweetness, Terraces.

ST/SD LOOPS and STR LOOPS

An **oval shaped circle** is called a **loop** and represents the addition of ST / SD or STR to the stroke.

It is represented by a loop made half the length of the stroke to which it is attached.

Examples

steam  stone 

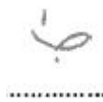
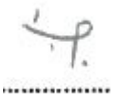
The 'st' loop is written with the left motion to straight strokes and inside curves as like circle 's'.

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The 'st' loop is always read first at the beginning of the stroke and last at the end.

A final vowel sound requires a final stroke, in order to provide a place for the vowel sign.

Examples

Best		bestow	
Rust		Rusty	
Honest		Honesty	

The st loop may also be employed finally for the heavy sound of **zd.**

Examples

Fused  Refused 

Opposed  Disposed 

The word 'caused' is written to  distinguish it from 'cost' 

The 'st' and 'str' loop is employed **medially**, where a good joining results.

Examples

Justify  Elastic  Masterpiece 

The 'st' loop cannot be employed, when a vowel occurs between **s and t** because, where there is a vowel sound there must be a stroke consonant to provide a place for the vowel sign.

Examples

Best  Beset 

Rest  Receipt 

STR Loop

A large loop, **extending two – thirds of the length of the stroke** to which it is attached represents **str.**

The **str** loop is written with the left motion to straight strokes and inside curves.

Examples

Pastor  Faster 

The str loop cannot be employed, when a strongly sounded vowel occurs between st and r, because there is a vowel sound there must be a stroke consonant to provide a place for the vowel sign. STR loop **is not employed initially with any stroke**.

Example

Posture 

Experiment 16: Write in shorthand and practice 5 lines each.

1. Stout, style, waste, rust
2. Nest, Boxed, stem, star
3. Waster, minister, barrister, muster.

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INITIAL SMALL HOOKS, ALTERNATIVE FORMS OF CURVED – HOOKED STROKES AND FINAL HOOKS

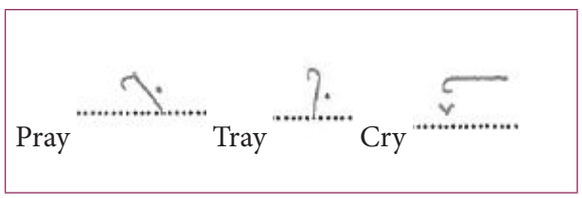
Double – Consonants

The liquids r and l, frequently blend with other consonants so as to form a double consonant, pr and pl, br and bl, tr and tl, dr and dl, chr and chl etc.,

a. R hook to straight strokes

A small initial hook, written with the right motion, adds 'R' to straight strokes.

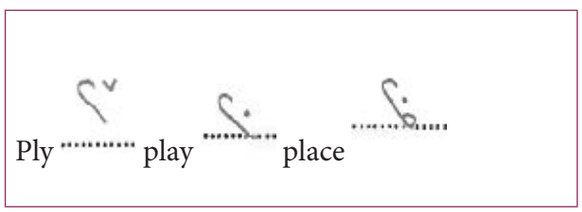
Examples



b. L Hook to straight strokes

A small initial hook, written with the left motion, adds ' L' to the straight stroke.

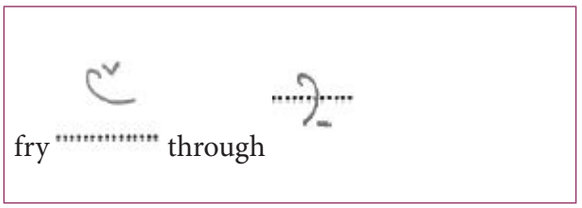
Examples



c. R hook to curved stroke

A small initial hook, written inside the curve adds r to a curved stroke.

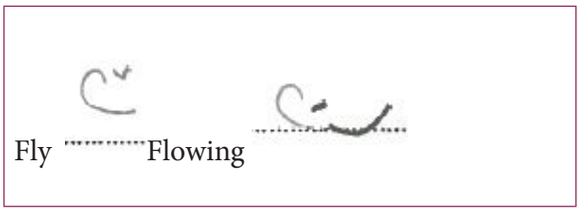
Examples



d. L hook to curved strokes

A large initial hook, written inside the curve add L to a curved stroke.

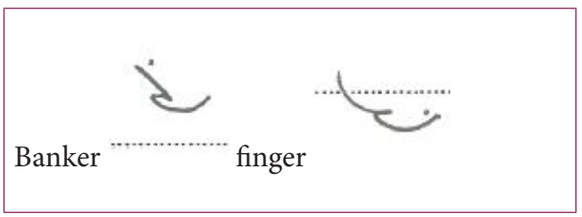
Examples



e. Small Hook to NG

The hooked form of 'ing' represents the form ng-kr or ng – gr, as heard in the words banker and finger.

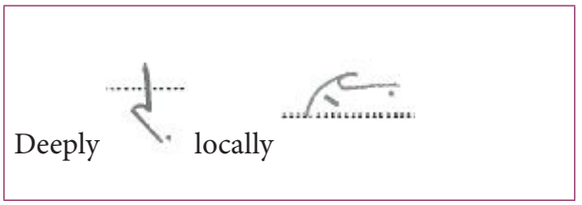
Examples



Extended use of "L" Hook

In order to obtain easier joining, L hook is employed in many cases, even though it is followed by a vowel.

Examples

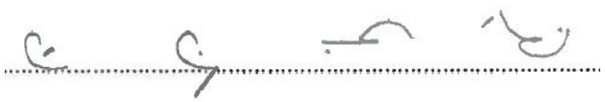


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Experiment 17A:.Practice of R and L Hooks 5 lines each.

1. pry, pride, preach, break, breaker
2. grew, grape, bigger, blow, blows.
3. Double, pedal, model, glow
4. Honour, honourable, flavour, flower, faithful.

Experiment 17B: Read, copy and transcribe: Practice 5 lines each

1. 
2. 
3. 

Grammalogues: Practice 1 page each

Principle, Principal – ly		Liberty	
Member, remember – ed		number – ed	
Truth		Dr.Doctor	
Dear		during	
Chair		cheer	
Larger		care	

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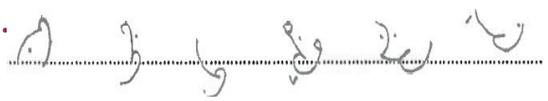
SHR and SHL hook

The double consonant **shr**  is always **written downward** and the double consonant **shl**  is always **written upward.**

Experiment 18: a. Practice of SHR and SHL hook 5 lines each.

1. usher, pressure, shroff
2. measure, Busher, Blusher

b. Read, copy & transcribe and practice 5 lines each

1. 

Left and Right curves of fr/vr/ Thr & fl/vl/thl

The strokes r and l are added to **f, v and ith as a hooked form**. Thus making the double consonants fr, vr, thr and fl, vl, thl.

The alternative forms of fr, vr, fl, vl are used for easy writing.

Left motion and right motion

Fr,  vr.,  thr. 
THR.,  Fl.,  VL. 

There is only one form for thl namely, the left curve 

Rules for Fr and vr and thr

1. When standing alone, the left curve for fr, vr, thr is used.

   Ex. Fry  throw 

2. If a vowel precedes, the left curve is used.

   Ex. affray 

3. If a vowel does not precede but follows, the right curve is used.

Examples

Fray  ether  three 

4. When joined to another stroke, an easier form is used. Preference is given for right forms.

Examples

Friday  virtue  Thermal 
leather 

5. Left curves join better with strokes written towards left motion. Right curves are used to right motion strokes.

Rules for FL and VL

1. The right curves of Fl  , vl  , are used only after straight upstrokes and horizontal strokes like k,g,n.

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Examples

Cavil  naval.. 

2. In all other cases, the left curve of fl & vl is used.

Examples

Flow  Joyful  arrival 

Intervening vowels

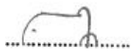
1. If a dot vowel occurs in between f and r, the fr hook can be written and the dot vowel can be placed on the same place as a small circle and if the dash vowel occurs, it is written by striking through the stroke.

Examples

Dot vowel		Dash vowel	
Barley		Burma	
Challenge		Coarsely	

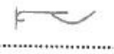
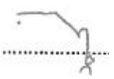
2. Diphthong may be indicated by striking the sign through the stroke consonant.

Example


lecture

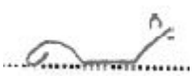
3. If the vowel – sign cannot easily be written through the stroke, it may be placed at the beginning or the end for a first – place or a third place vowel.

Examples

corner  captures 

4. If the first syllable of the word sufficiently represents the hooked form, it is written, as it is without the vowel.

Examples

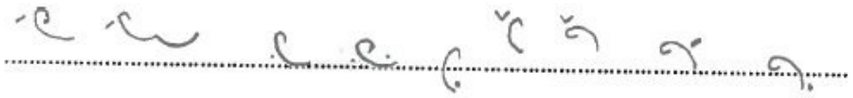
perceive  mercury 

5. The hooked form is not used in mono-syllables, where the consonants are separated by a vowel, so as to indicate the intervening vowel.

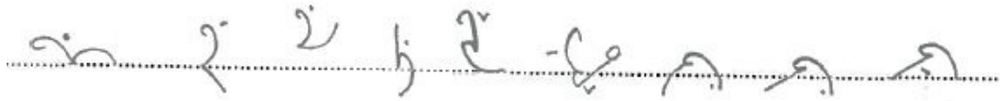
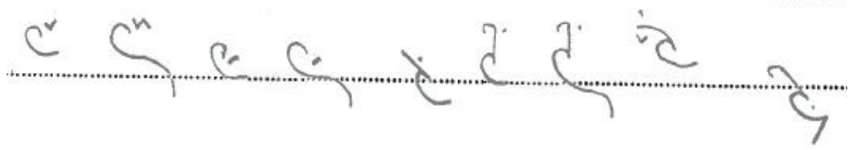
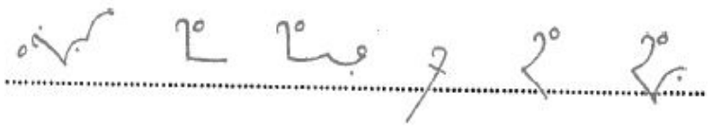
Examples

pair  tale 

Experiment 19A: Practice of left and right curves of fr/vr/thr/fl/vl. (5 lines each)

1. 

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2.	
3.	
4.	
5.	

Experiment 19B: Write in shorthand and practice 5 lines each.

1. Fray, Friday, differ
2. Free, freely, waver, recover
3. Flood, Flask, Flock, Playful, Grateful
4. effectively, removal, inflame, trifle
5. Rival, roughly, cavalry, charming, courage.

Grammalogues: Practice 1 page each

People		belief, believed		tell	
Delivered-y		largely		till	
Call		equal-ly		over	
However		valuation			

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Initial large hooks of wh/whl/ky

a. Initial W: A large initial hook adds w to k and g.

Examples

Queen  Gwynn 

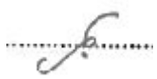
b. Initial w and WH: A small initial hook to l represents w and a large initial hook to l represents wh.

Examples

ell  well  whale 

c. Aspirated w: The aspirate is added to w by enlarging the hook.

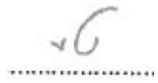
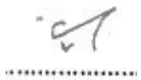
Examples

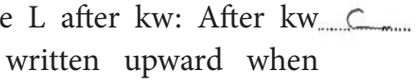
weasel  Whistle 

aware  where 

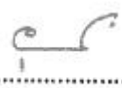
d. Vowel Preceding W: The initial hooks of wl and whl are read first. So w or wh must be written if a vowel precedes the hook.

Examples

While  Awhile 

e. Stroke L after kw: After kw  l is written upward when followed by a vowel and downward when not followed by a vowel.

Examples

squally  squall 

Experiment 20A: Practice of Initial large hooks of wh/whl/ky: (5 lines each)

1. 

2. 

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Experiment 20B: Write in shorthand & practice 5 lines each

1. Quake, earthquake, square, liquid, willing
2. wall, welfare, will, unwilling

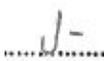
Grammalogues and practice one page each

Whether 	impossible 
Important – ance 	improve – d – ment 

Small hooks of n/f/v

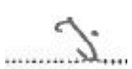
a. **N hook:** A small final hook, struck by the right motion adds 'N' to all straight strokes.

Examples

Ben  tone 

Initial R and final N hook: The initial R hook, and the final 'n' is written by the right motion.

Examples

brain  crane 

N hook to curved strokes: A small final hook written inside the curve, adds 'n' to all curved strokes.

Examples

fain  thin  assign 

b. **F-V hook:** A small final hook, struck by the left motion adds 'f' or 'v' to all straight strokes. There is no f or v hook to curved strokes.

Examples

buff,  chafe,  rave 	
Fine,  five. 	

Final hooks not employed

A final hook cannot be employed, when the word ends with a vowel sound because a final vowel requires a final stroke.

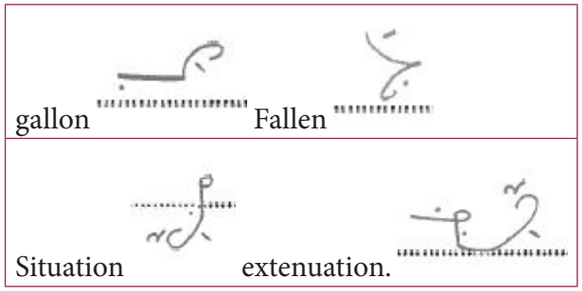
Examples

pen,  penny. 

C. **LN and SHn hooks**: The hooked forms 'ln' and 'shn', when joined to another stroke may be written upward or downward.

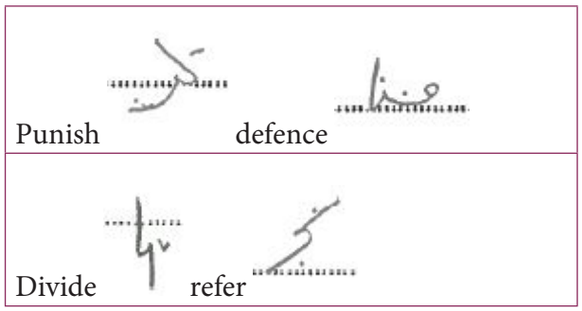
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Examples



D. Hooks used Medially: The 'n' and 'f' hooks may be employed medially, when they join easily and clearly with the following strokes.

Examples



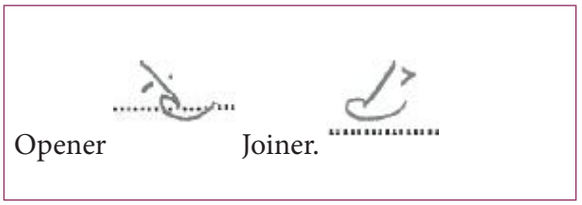
Hooks are not used medially for a distinct outline.

Examples



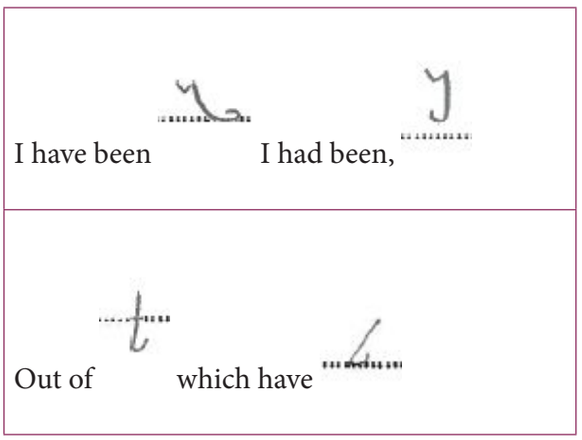
E. Syllable – NER: The hook ''n' and downward 'r' are used for the representation of the final syllable ner when following a straight upstroke.

Examples

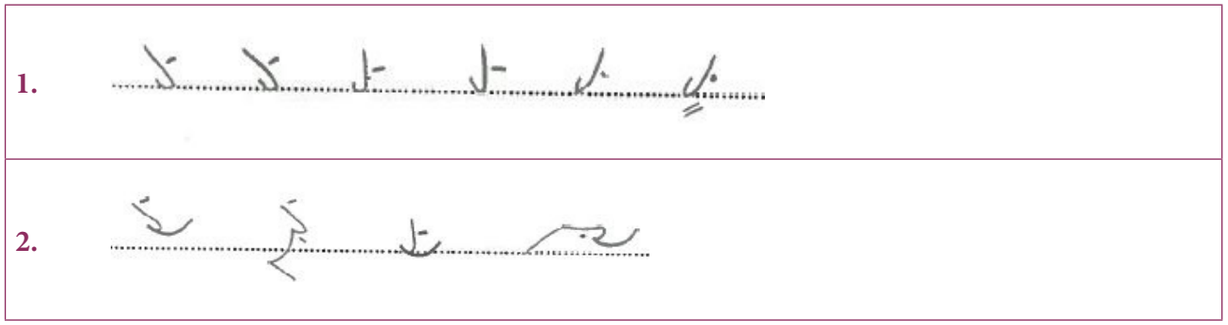


f. N and F hooks in phraseography: The 'n' hook is sometimes used in phraseography for the words **been, than, on and own** and 'f-v hook for the words **have and of** ;

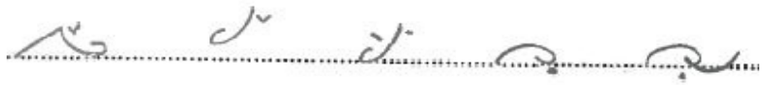
Examples

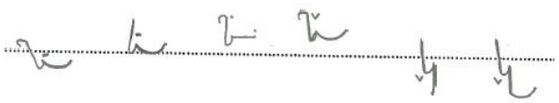


Experiment 21A: Practice of N and F/v small hooks (5 lines each)



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3. 

4. 

Experiment 21B: Write in shorthand and practice 5 lines each

1. Open, Opening, tune, tuning
2. dine, dining, strain
3. Begin, Beginning, run, runner, win, winner
4. Fan, fancy, fin, finish, mean, meanness
5. Pave, paving, prove, provide.

'SHUN' hook

If the **final hook is enlarged**, it represents the sound of 'shun'. The hook can **extend up to ¼ of the length** of a stroke.

a. It is added to straight strokes on the opposite side of a vowel or diphone / triphone and inside curves for shion, tion, cian, sion, tian, sian.

Examples


Auction magician.

b. This hook is written on the opposite side of an initial hooked stroke.

Examples


citation station.

c. The Shun hook is written on the opposite side of f,v & l curves followed by k/g to maintain the straightness of the strokes.

Examples


Location. vacation fiction.

d. This hook is written on the right side of ch, j, t, d stroke to facilitate easy joining.

Examples


Rotation. edition.

e. The shun hook after a circle is represented by a small curl as a continuation of the circle. A third place vowel can be written outside the curl.

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Examples

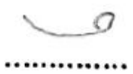
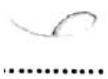
position  decision. 

Examples

additional  positional 

f. Shun hooks may be used medially also.

Experiment 22: Grammalogues and practice one page each

Word	Stroke	Word	Stroke
Subjective		Subjection	
Signification		Information	
satisfaction		Justification	
Generalization		first	
Influence		Influenced	
next		most	
language, owing		thing	
young		lord	
we			

The sound of s, or ses, st, or str is added to the **hook n** attached to a straight stroke by writing the circle or loop on the same side as the hook.

Initial s, or sw, or st, preceding a straight stroke hooked for r, is expressed by writing the circle or loop on the same side as the **r hook**.

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HALVING PRINCIPLES

Introduction

Halving a stroke in length indicates the addition of **t or d**

In words of one syllable, unless the stroke is finally hooked, has a joined diphthong, a light stroke is **halved for t only and a heavy stroke for d only**.

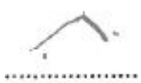
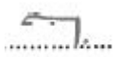
Examples

ment  tight  Pound. 

Halving for either t or d

i) In words of **more than one syllable,** a stroke may be halved for either t or d.

Examples

rabbit  credit 

applied 

ii) A stroke having final hook or a joined diphthong may be halved for either t or d.

Examples

meant  Proud. 

Halving for T only or for D only

i) In words of one syllable, light strokes, without a final hook or a joined diphthong are halved for 't' only.

Examples

Plate  but played 

Thought  but thawed 

ii) In words of one syllable, heavy strokes without a final hook or a joined diphthong, are halved for 'd' only.

Examples

brayed.  but bright 

Grade.  but greet 

Half Length H

Half Length H, when not joined to another stroke, is always written upward.

Examples

Height  Haft  Heights 

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Halving Principle not employed

i) If the vowel follows final t or d, because a final vowel requires a final stroke, halving is not employed.

Examples

Pity  Greedy 

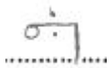
ii) When a triphone immediately precedes t or d

Examples

Fiat  Diadem 

iii) To obtain more distinctive outline is obtained by the use of the stroke t or d.

Examples

sacred  hotel 

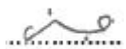
iv) To prevent clashing between rt and the grammalogue sign of 'and' (or) 'should' and between rts and the sign of 'and is' halving principle is not employed.

Position of Half – Length forms

Upward (or) downward half – length characters (strokes) must not be written through the line for the indication of vowels.

Half-length stroke appears over the line for the indication of a first place vowel and on the line for the indication of a second or a third place vowel.

Examples

Optical  Witness 

Artificial  tint 

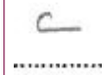
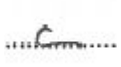
Experiment 23: Write in shorthand and practice 5 lines each.

1. Fright, met, land, opened, metal
2. Heat, Hunt, Weight, Lent, Omit

Grammalogues and practice one page each.

Quite		Could		According	
Cared		Guard		Great	

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Called		equalled/ Cold		Gold	
That		without		wished	

The Halving Principle of strokes M,N,L,R

i) The four strokes m, n, l, r which are halved to express the addition of t.

ii) The four strokes are also **halved** and **thickened** to indicate the addition of d.

md		nd	
ld		rd	

Examples

Mate  Made 

Neat  need 

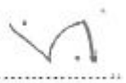
iii) The Half-length form ld (downward) is used only for words beginning with a vowel and it is standing alone.

Examples

ailed  old 

iv) If a vowel occurs between **l – d** or between **r – d**, both consonants must be written in full.

Examples

Pallid  but, paled 

Married  but, marred 

v) The signs of  cannot be halved to represent the syllables – lerd, – rerd respectively.

vi) The compound consonants of MP/ MB and NG can be halved to represent the addition of T or D, when they are **hooked initially or finally**.

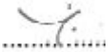
Examples

Hampered  rampart 

vii) The signs for **rt** and **lt** are generally written upward. But after n and ng, lt is written downward.

Examples

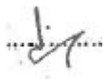
Part  fault 

Inlet  ringlet 

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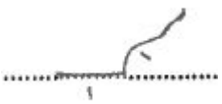
viii) After w if no vowel follows l, **lt** is written downward.

Example

Dwelt 

ix) The light sign rt  may be used for rd when it is not convenient to write 

Examples

Lord  Coloured 

x) After the shun hook  st may be written downward or upward.

Examples

Protectionist  Progressionist 

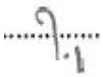
xi) The halving principle may be applied, where the difference of thickness shows the inequality of length.

Examples

afford  named 

xii) Half sized t or d is always **disjoined** when immediately following the strokes t or d. Half sized strokes are also disjoined in some other cases.

Examples

Credited  Treated 

Aptness  tightness 

xiii) In past tenses – ted or – ded is always indicated by half – length t or d respectively.

Examples

Parted  graded 

Halving principle in Phraseography

a. For the word 'it':

if it  if it is 

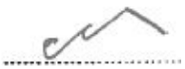
b. Not:

I am not  you may not 

I will not 

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c. Word and would: by 

this word.  we would be 

d. In phrases:

at all times  able to make 

Experiment 24: Write in shorthand and practice 5 Lines each:

1. Heard, borrowed, answered, dreamed, End.
2. Pilot, Support, Edited, endless, signed
3. Thousand, retired, solid, hamlet, select

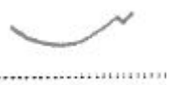
Experiment 25: Grammalogues and practice one page each

Cannot		Gentleman Gentlemen		Particular		opportunity	
child		building		told		tried	
trade toward		towards		hand		under	

Doubling of Strokes

The addition of the syllable -tr or -dr or – thr or in common words -ture is indicated by **doubling the length of the preceding stroke.**

Examples

Fighter  Neither 

Tender  Further 

Doubling of straight strokes

Straight strokes with an initial attachment / hook or with a final hook or joined diphthong are doubled for the addition of – tr – dr, - thr, ture.

Examples

Sector  Wonder 

Doubter  Tutor 

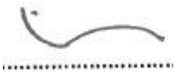
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Strokes MP/MB

The Double consonant of MP/ MB is doubled for the addition of – er, **when not initially or finally hooked**.

Examples

Bump  Vamp 

Bumper  Vamper 

Stroke NG

The stroke ng is doubled for the addition of – kr, -gr

Examples

Inker  linger 

Alternatives for MPR/MBR

Alternative forms for mpr, mbr are

i) Double length form 

ii) Hooked form 

The Hooked form is used when mpr, mbr immediately follows an upstroke or K and in all other cases, the double length form is used.

Slumber  Hamper  Cumber 

Tamper  Chamber. 

Alternatives for NG – KR, NG - GR

Alternative forms for NG – KR, ng- gr are

i) Double length form 

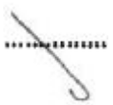
ii) Hooked form 

The Double length form is used initially and when following a circle or an upstroke. In all other cases, hooked form is used.

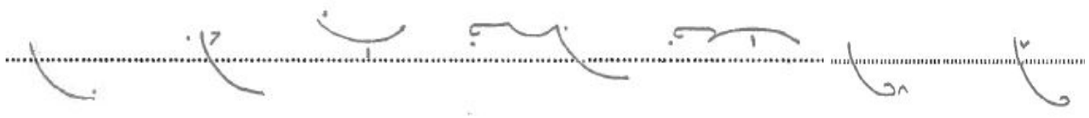
The Doubling Principle in Phraseography

In Phraseography, for the indication of the words **their**, **there**, doubling principle is employed.

In their  I know there is 

upon their  has to be there 

Experiment 26A: Read, Copy and transcribe and practice 5 lines each.

1. 

Experiment 26B: Write in shorthand and practice 5 lines each.

2. Spider, Painter, Godfather, builder, Cylinder, Rounder.

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Experiment 27: Read, Copy and transcribe and practice 5 lines each.



1.

Grammalogues and practice one page each

Chaired		Cheered		Sent	
Third		Short		Spirit	
Yard		Word		Rather/writer	
Wonderful-ly		therefore		School/schooled	
Practice Alternatives for NG – KR, NG - GR					
Anchorage		Sinker		Hunger	
Drinker		Canker			

Stroke L

The Stroke l, is doubled for -tr only, when standing alone or with only a final circle attached.

Examples

Letter	Letters
Alter	Alters

But for -dr, -thr hooked form is used.

Examples

Leader. Leather.

Past tense

The past tense word is written with the halving principle.

Examples

Conquered Mattered.

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Doubling Principle not employed

When a vowel follows final – tr, - dr etc. because a final vowel requires a final stroke for the vowel sign.

Examples

Flatter	Flattery	Winter
Wintry	Anger	Angry

Grammalogues and practice one page each

Word	Stroke
from	
very	
there, their	
more. remarked	
mere, Mr.	
nor	
near	
surprise	

Word	Stroke
surprised	
Sure	
pleasure	
they are	
been	
general-ly	
within	
southern	
northern	
behalf	
advantage	
difficult	

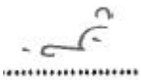
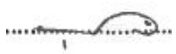
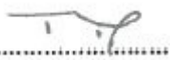
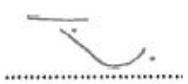
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PREFIXES, SUFFIXES, INTERSECTIONS AND CONTRACTIONS

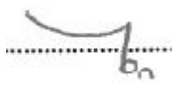
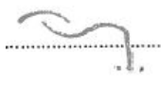
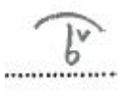
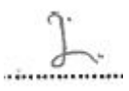
Introduction

A part of a word joined in the beginning of a stroke, it changes the meaning of the word.

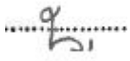
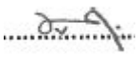
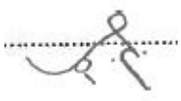
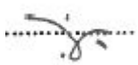
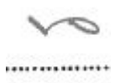
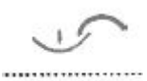
It is called prefixes. In word's beginning with prefix, the position of the outline is governed by the first vowel after the prefix.

Prefix	Explanation	Strokes
1. Initial Com – or Con	Initial com – (or comm -) or con – (or conn -) is expressed by a **light dot written at the beginning of the following stroke.**	Combine  Commence  Congratulate  Connection 
	In a few words clearer outlines are obtained by writing the prefixes fully	Commotion  Commission  Consul  Connote 
2. Accom -	Accom (or accommo-) is represented by **stroke k, joined or disjoined**	Accommodation  Accompany 

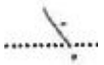
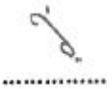
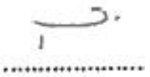
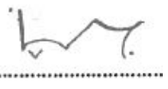
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3. Medical com-	Medial com-, con-, cum-, or cog -, either in a word or in a phrase, is indicated by **disjoining the form immediately following the com** -, etc., This can be applied after a dash logogram when this is written upward, but not when it is written downward,	Becomingly  Welcoming  incompetent  circumference  On the Committee  Should Commence 
4. Intro -	Intro – is expressed by **ntr, stroke**	 Introduce Introspection 
5. Magna -	Magna-, Magne- or Magni – is expressed by a **disjoined m**.	 Magnanimity Magnetize 
6. Trans -	Trans – may be contracted by omitting the 'n' Sometimes the full outline is preferable as for clearer understanding	 Transfer Transmit  Transcend 
7. Self -	Self- is represented by a **disjoined circle s** written close to the following stroke in the second-place vowel place.	 Self defence Self - made 

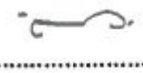
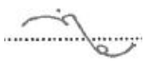
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8. Self – con – or Self – com-,	Self – con – or Self – com is indicated by a **disjoined circle S** written in the position of the con – dot;	Self – control  Self – Confident 
9. In before str, skr & H(up)	In – before the circled strokes is expressed by a small hook written in the same direction as the circle,	Instrument  Inhabit  Inscriber 
	Negative words: The small hook for "in" is never used in negative words i.e., for 'not' for clearer understanding full stroke of 'n' is used.	Hospitable  Inhospitable 
	Words which have the prefix il.im,in,ir, un are written according to this rule but for differentiating the positive and negative words, it is written in the upward and downward form.	Resolute  Irresolute  Resistible  Irresistible 
10. Logograms	Logograms joined or disjoined may be used as prefixes or suffixes.	Almost  Understand  Unimportant 

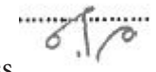
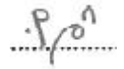
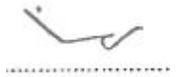
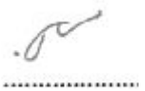
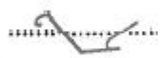
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Suffixes		
Suffixes	**Explanations**	**Strokes**
1. ing	The stroke ing – is always written. But when an awkward joining would result, it is written as a dot. It is written as in	
Writing dot ing.	a. After light straight downstrokes and downward 'r'	Paying  Hearing 
	b. After circle 'ns' after k and 'g' hooked for f and v and after an upstroke finally hooked	Prancing  Coughing  Waning 
	c. After a half – length or a double – length stroke where no angle would be obtained by the use of the stroke	Brooding  Muttering  Fielding 
	d. Generally, after a contracted logogram	Remembering  Coming
Dot ing – not employed	The dot ing – cannot be used medially, therefore the stroke ing is written fully	Admiring  Admiringly 

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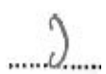
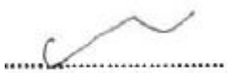
2. ings -	1. Wherever – ing would be represented by a dot – ings is indicated by a dash	Etchings  Plottings 
3. Ability-, ility, arity, - ority, - elty.	These similar terminations are expressed by disjoining the stroke immediately preceding the termination.	 Formality  Barbarity  Novelty  Majority
4. Logical – Ly -	Logical and logically are expressed by a **disjoined J**.	 Genealogical
5. – ment - contracted form of 'mnt'	- ment is as a rule expressed by 'mnt'  If the previous form does not join easily,the contracted form is used.	 Sentiment  Agreement  imprisonment  commencement
6. – Mental – ly – ity	These terminations are expressed by a **disjoined 'mnt'** 	 Fundamental-ly
7. – ly	- ly is expressed by stroke L joined or disjoined or the hook 'l' is employed	 Chiefly  Friendly  Deeply

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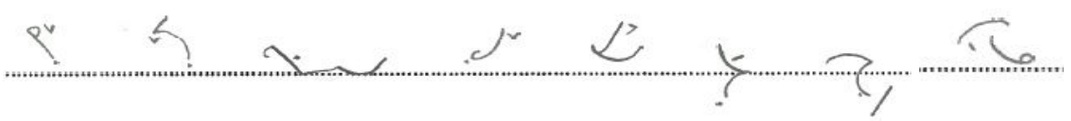
8. – Ship	- ship is expressed by a joined or disjoined stroke 'sh'	Friendship  Leadership 
9. Fullness and lessness or lousness	These are expressed by a **disjoined 'ls'**	Heedlessness  Sedulousness 
10. – ward, - wart, -wort, - yard.	These suffixes are expressed by a half – sized 'w' and 'y'	Backward  Stalwart  Brickyard 

Suffixes in compound words

Compounds of here, there, where etc., are written as follows:

	In	On	At
Here			
There			
Where			

Experiment: 28: Practice of prefixes and suffixes (write 5 lines each.)

1. 

2. Tying, Fearing, Chairmanship, Playfulness

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3. Singularity, opposing, Frankly, sentimentally

4. 

5. Clerkship, webbing, loving, lodging

6. Shaking, castings, vainly, smelting.

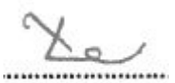
7. Speaking, dis- joining, craving.

INTERSECTIONS, MONETARY UNITS AND ROUND FIGURES.

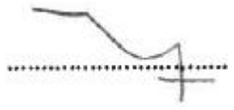
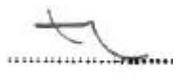
The use of Intersection:

It is the method of cutting one stroke through another for a distinctive and rapid indication. Where intersection is impracticable the method of writing one stroke in close proximity to another is adopted.

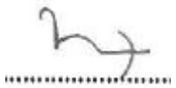
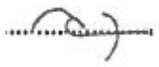
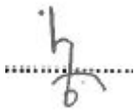
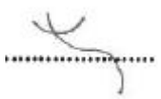
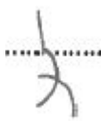
Words

1. 'P' is employed to represent 'party'	**1.** Birthday party	
	2. Children's party	
2. 'pr' is employed for 'Professor'	**1.** Professor Jackson	
	2. Professor Peake	
3. 'B' is employed to represent 'bank, bankment, bill'.	**1.** Bank bills	
	2. Sea embankment	
	3. Finance bill	

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4. 'T' is employed to represent 'attention'	**1.** Best attention	
	2. Careful attention	
5. 'D' is employed to represent 'department'	**1.** Government department	
	2. Electrical Department	
6. 'k' is employed for company, council, capital, captain.	**1.** Barber & co	
	2. Cabinet council	
	3. Share capital	
	4. Captain of the ship	
7. 'kr' is employed as 'colonel' corporation.	**1.** Colonel Jackson	
	2. Investment corporation	
8. 'G' is employed for government	**1.** British Government	
	2. Government official	
9. 'F' is employed to represent 'form'	**1.** Entry form	
	2. Form of Government	

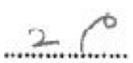
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10. 'Th' is employed for 'authority' 'month'	**1.** Legal authority	
	2. For a month	
11. 'S' is employed to represent 'society'	**1.** Dramatic society	
	2. Medical society	
12. 'M' is employed for 'mark' 'major'	**1.** Auditors mark	
	2. Mark of respect	
	3. Major General	
13. 'N' is employed to represent 'national'	**1.** National affair	
	2. National finance	
14. 'R' is employed for arrange -d- ment	**1.** Better arrangement	
	2. It was arranged	
15. 'Ray' is employed for railway, require, required, requirement	**1.** Metropolitan Rly	
	2. Railway Company	

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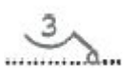
MONETARY UNITS AND ROUND FIGURES

Figures one to seven, and the figure nine are represented by shorthand outlines. All other numbers, except round numbers are represented in the ordinary way.

Words	Strokes
5 billion	
Four thousand	
12 hundred	
5 million	
6 crores	
2 lacs	

Monetary Units

The principle monetary units are represented by their sound of the strokes after / before the round figures.

Words	Strokes
Rs. 200	
300 £ (pounds)	
1000 dollars	

Contraction

A contraction is defined as a shorthand sign containing not less than two strokes, in which one or more of the consonants of the word are **omitted.**

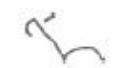
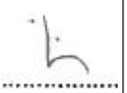
Contractions are formed in the following:

Ways:

1. Using the first two or three consonants
2. Omitting a medical consonant or syllable.
3. Based on a short form
4. By intersecting strokes
5. Omitting the first syllable.

Omission of consonants

(i) Where 'P' is very slightly sounded it may be omitted.

Prompt  attempt 

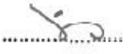
Assumption 

(ii) 'K' or 'g' is omitted between 'ng' and 't' or between 'ng' and 'sh' when a vowel does not occur after 'k' or 'g'.

Punctual 

Distinct 

(iii) Medial 't' immediately following circle s, may be omitted in many words, and in phrases.

Postman 

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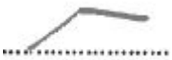
mistake  tasteful 

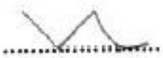
most important 

your last letter  .

(iv) By employing the first two or three strokes of the full outline (final omission)

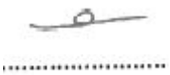
Peculiar 

regular 

perform 

(v) By medial omission

Satisfactory 

executive 

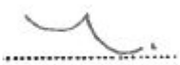
(vi) By using Logograms

Thankful  something 

(vii) By intersections enlarge 

misfortune 

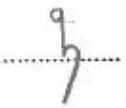
(viii) Dot – ing may be generally used after contractions

Informing 

enlarging 

Omission of N

Passenger  Danger 

stranger 

Omission of R

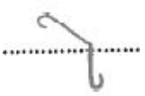
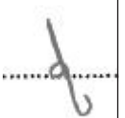
Demonstrate  Ministry 

Omission of – ect

Expect  object 

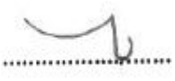
respect 

Omission of Kt before – ive

Productive  Destructive 

Omission of K before shun

Production 

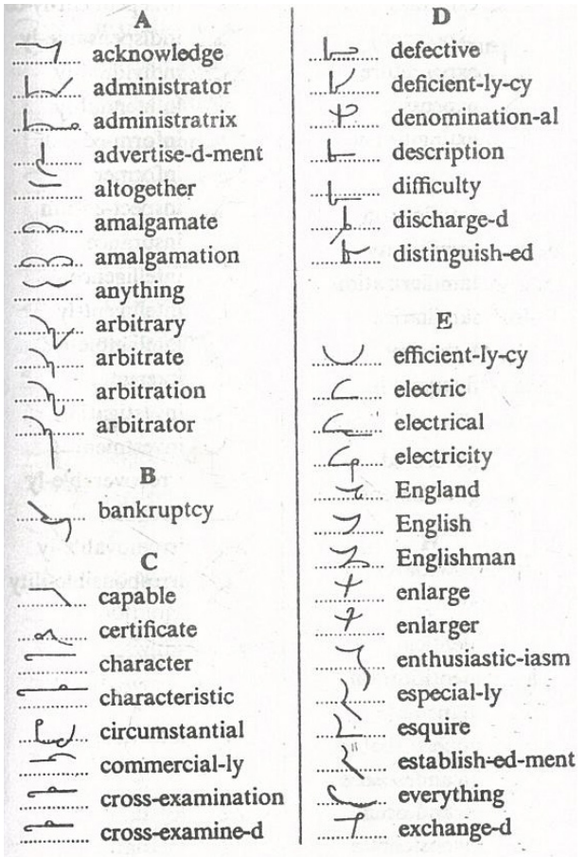
introduction 

Destruction  objection 

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SPECIAL LIST OF CONTRACTIONS (Experiment 29 & 30)



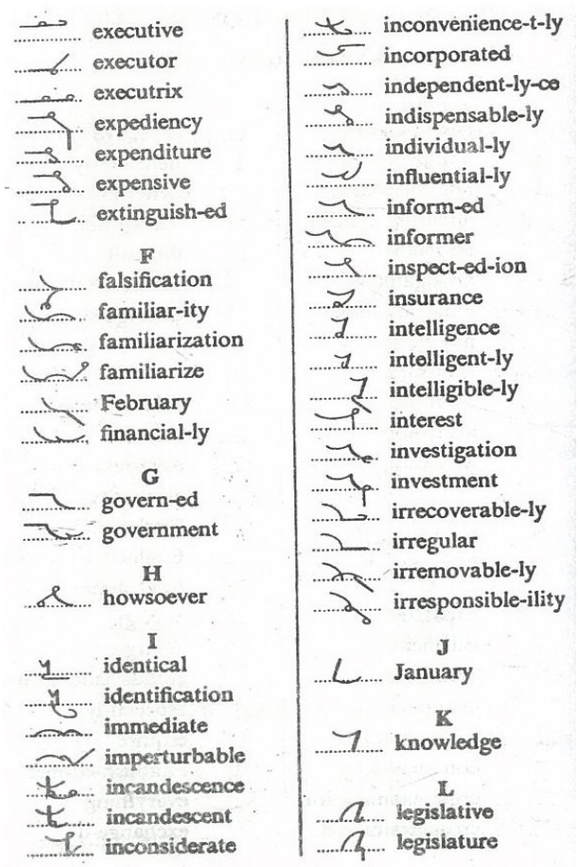
A
acknowledge
administrator
administratrix
advertise-d-ment
altogether
amalgamate
amalgamation
anything
arbitrary
arbitrate
arbitration
arbitrator

B
bankruptcy

C
capable
certificate
character
characteristic
circumstantial
commercial-ly
cross-examination
cross-examine-d

D
defective
deficient-ly-cy
denomination-al
description
difficulty
discharge-d
distinguish-ed

E
efficient-ly-cy
electric
electrical
electricity
England
English
Englishman
enlarge
enlarger
enthusiastic-iasm
especial-ly
esquire
establish-ed-ment
everything
exchange-d



executive
executor
executrix
expediency
expenditure
expensive
extinguish-ed

F
falsification
familiar-ity
familiarization
familiarize
February
financial-ly

G
govern-ed
government

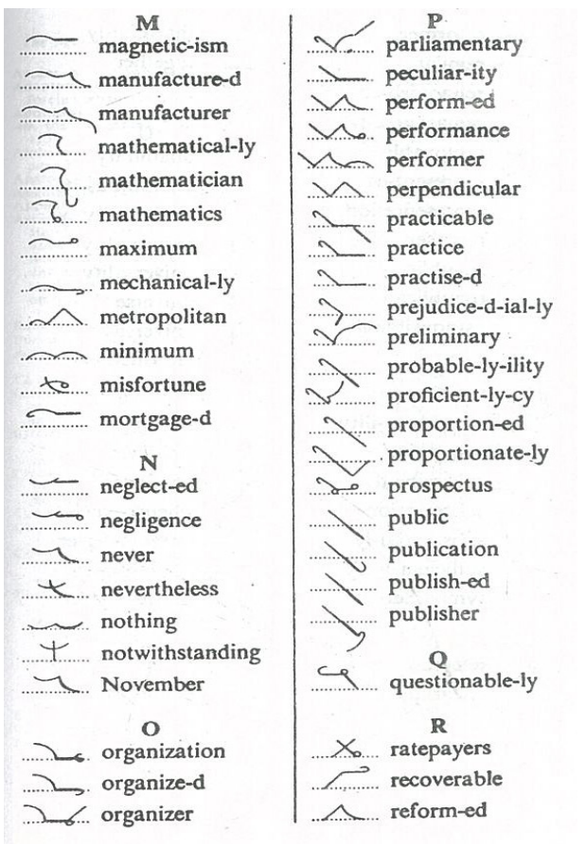
H
howsoever

I
identical
identification
immediate
imperturbable
incandescence
incandescent
inconsiderate
inconvenience-t-ly
incorporated
independent-ly-ce
indispensable-ly
individual-ly
influential-ly
inform-ed
informer
inspect-ed-ion
insurance
intelligence
intelligent-ly
intelligible-ly
interest
investigation
investment
irrecoverable-ly
irregular
irremovable-ly
irresponsible-ility

J
January

K
knowledge

L
legislative
legislature



M
magnetic-ism
manufacture-d
manufacturer
mathematical-ly
mathematician
mathematics
maximum
mechanical-ly
metropolitan
minimum
misfortune
mortgage-d

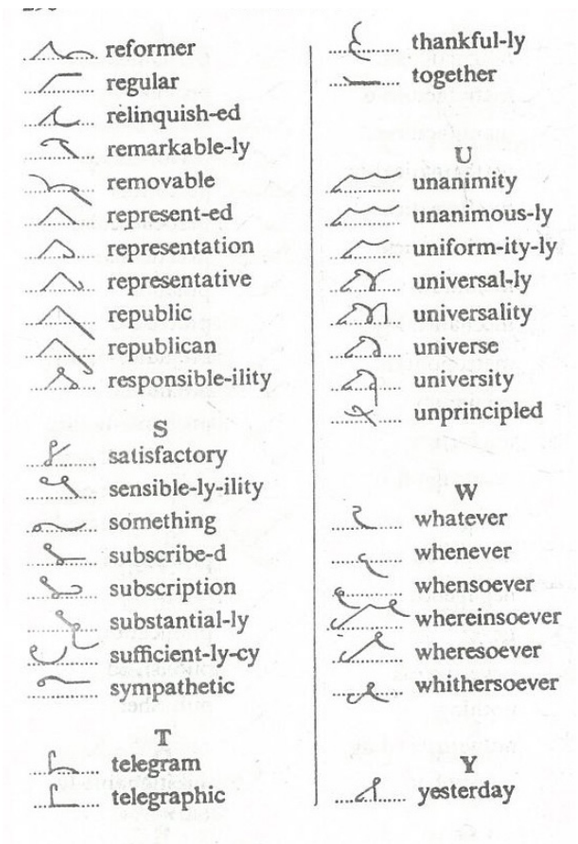
N
neglect-ed
negligence
never
nevertheless
nothing
notwithstanding
November

O
organization
organize-d
organizer

P
parliamentary
peculiar-ity
perform-ed
performance
performer
perpendicular
practicable
practice
practise-d
prejudice-d-ial-ly
preliminary
probable-ly-ility
proficient-ly-cy
proportion-ed
proportionate-ly
prospectus
public
publication
publish-ed
publisher

Q
questionable-ly

R
ratepayers
recoverable
reform-ed



reformer
regular
relinquish-ed
remarkable-ly
removable
represent-ed
representation
representative
republic
republican
responsible-ility

S
satisfactory
sensible-ly-ility
something
subscribe-d
subscription
substantial-ly
sufficient-ly-cy
sympathetic

T
telegram
telegraphic
thankful-ly
together

U
unanimity
unanimous-ly
uniform-ity-ly
universal-ly
universality
universe
university
unprincipled

W
whatever
whenever
whensoever
whereinsoever
wheresoever
whithersoever

Y
yesterday

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NOTE TAKING TECHNIQUES AND TRANSCRIPTION

TASK 1: Take down the following passages in SH and transcribe into longhand using computer. Compare with the key and practise.

Experiment 31

Dictation 1

Madam, I draw the attention of the Government to an alarming Press report appearing in a section of the Press/ that the Textile Ministry has recently decided to abolish the stautory minimum price for raw jute from the next season.// Madam, there is a difference between the statutory minimum price and the minimum price. If a statutory minimum price is /// announced, there is an obligation on the part of the Government to enforce that price, but if a mini- mum price (1) is announced, there is no such obligation. Government, it seems, has come to the conclusion that there is no necessity / to enforce a statutory minimum price for raw jute which is an important crop in the Eastern region of the // country.

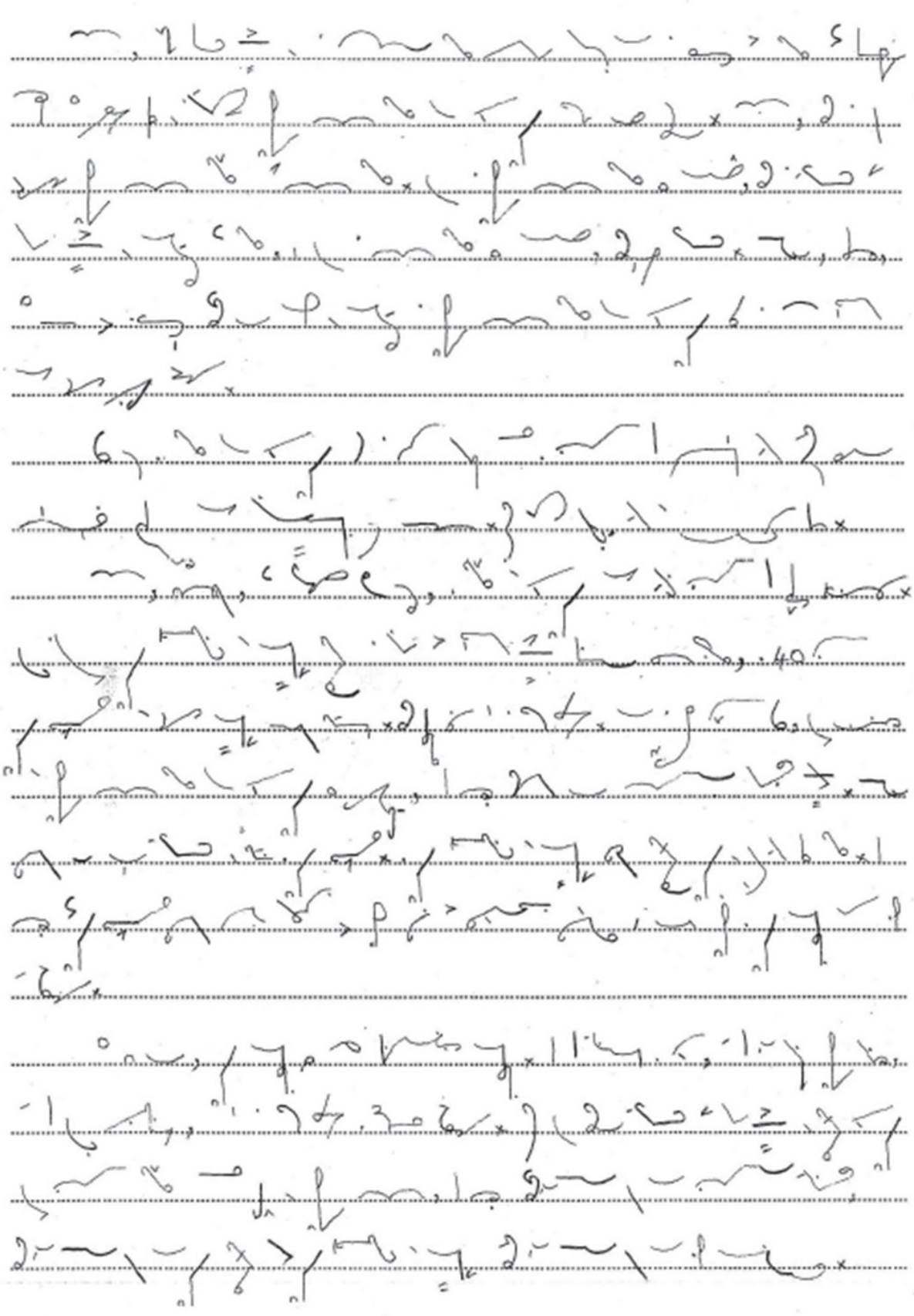
This year the price for raw jute was a little better because the market had looked and up and there /// were certain ominous developments in Bangladesh economy. There was also boosting up of international demand.

Madam, you must remember, (2) that over the last several years, the price of raw jute in the open market had declined enormously. Even after/ the Jute Corporation of India purchasing a part of the crop and the Government taking some steps, the 40 lakh// jute growers of Eastern India could not be protected. There is distress sale on a very large scale. In a /// situation like this, if the enactment of statutory minimum price for raw jute is withdrawn, it means there will be (3) no marketing operations by the Government, Government will be under no obligation to protect the jute growers. The Jute Corporation / of India will not be purchasing jute to push up its price. it means that the jute growers will be left // absolutely to the sweet will of the hungry wolves who now constitute the jute industry of our State and /// of this country.

As you know, jute industry is the most delinquent industry. It had offended the law, had not (4) paid the statutory payments,and had even retrenched, on a very large scale the workers of this country. Therefore if/ there is no obligation on the part of the Government to purchase raw jute if the market price goes down// to statutory minimum, it means that there is not going to be any marketing operation, there is not going to /// be any jute purchase by the Jute Corporation of India and there is not going to be any State intervention.

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Dictation 1 Key



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Dictation 2

Madam Deputy Chairman, at the outset, I would like to thank our Finance Minister, Shri Tiwari for submitting a Budget / which is more "rural oriented", more "growth oriented" and more "people oriented" than the Budget submitted by our Prime Minister // last year. These concessions, measures and programmes do not amount to say that the Ministry of Finance have been abreast /// with the situation and aware of the needs of the nation. As rightly commented by one economist, Mr. Tiwari's maiden (1) Budget is a good exercise in public relations but not so good in public finance.

The Budget document has been/ prepared in such a way as to appear that it contains more concessions than tax burdens. Not because the Minister // had dropped the proposal of imposing taxes due to drought but because he had indulged in pre-Budget exercise.

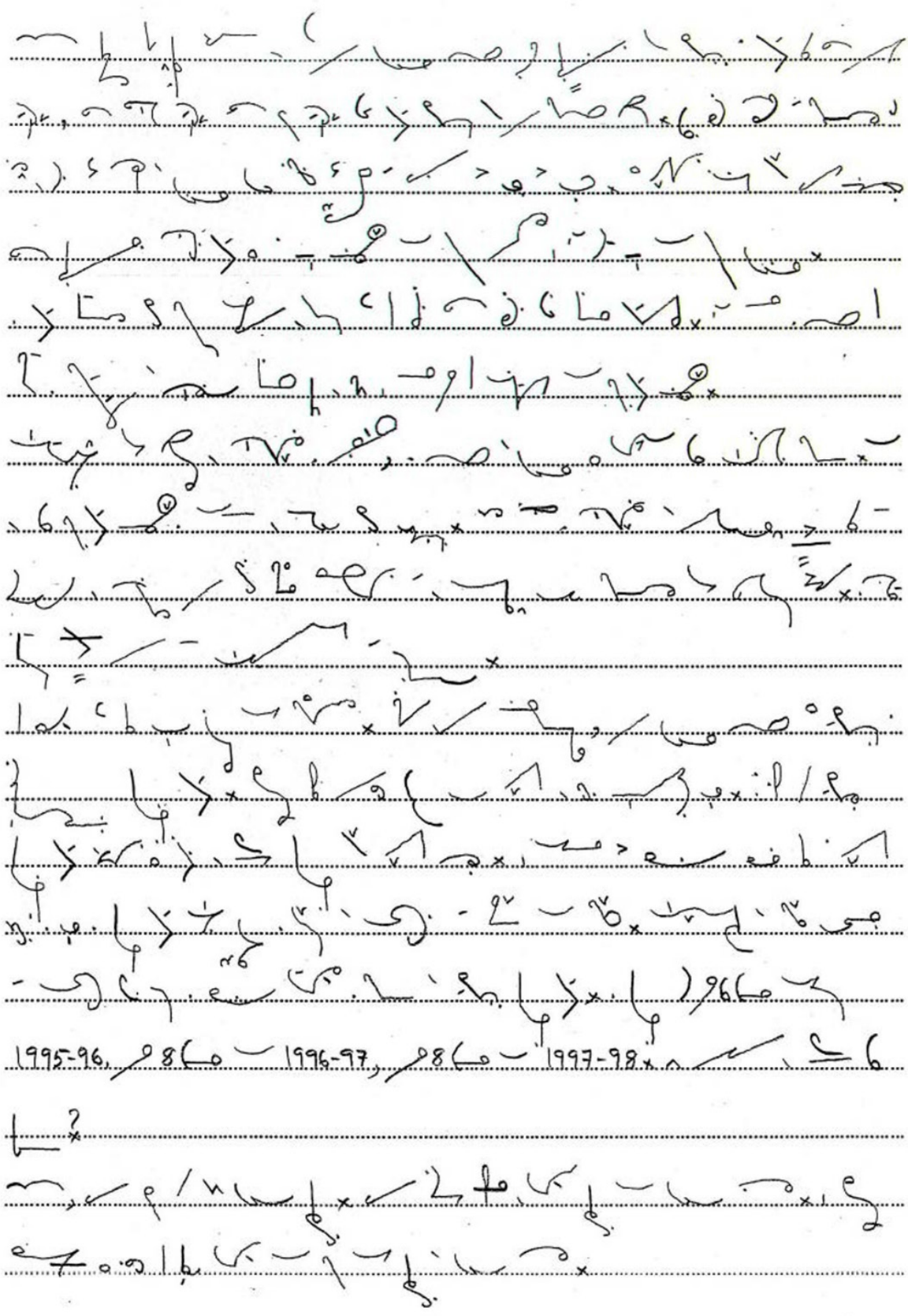
Unfortunately /// for the last few years to mobilise the resources, the Minister of finance is following this unhealthy practice. Owing to (2) this pre-Budget exercise the income to Government has been underestimated. I am not against the mobilisation of revenues / to the Government which is quite essential to implement our plan targets successfully and to introduce new programmes for the // welfare of the country. The methods adopted by the Government are quite unwarranted and irking.

It shows that it has /// no confidence in the Parliament. Contrary to our expectations, our Finance Minister has submitted an astronomically deficit Budget. As far (3) as the States are concerned, they have no right to print currency notes. A State which submits a deficit Budget / ultimately is compelled to overcome the deficit by right means. But in the case of the Centre since it has // a right to print the notes the deficit Budget only fuels the fire of inflation and hike in prices. Unmindful /// of price increase and inflation every year the Centre follows the practice of submitting deficit Budget. The deficit was Rs 6,000 crores in (4) the year 1995-96, Rs 8,000 crores in 1996-97, / Rs 8,000 crores in 1997-98. How are we to overcome this difficulty?

Madam, we speak // much about financial discipline.We ask the State Governments to follow the discipline in financial matters. But as far /// as the Central Government is concerned, it does not follow any principle in the discipline of financial matters.

practical.indd 204 2/16/2023 1:33:15 PM

Dictation 2 Key



practical.indd 205 2/16/2023 1:33:15 PM

Dictation 3

As far as General Insurance is concerned, I would like to mention here that it does not exactly relate to / the rural insurance. But I must mention here because just yesterday I reviewed this programme of Adults for the cases // of motor vehicle accidents, I know how much hardship sometimes people feel who are victims of these motor vehicle accidents /// have to undergo in order to get some compensation. Now GIC has decided and has already held some (1) Adalats where there is interface and victims are paid immediately and this has created tremendous benefit and we want to / extend this.

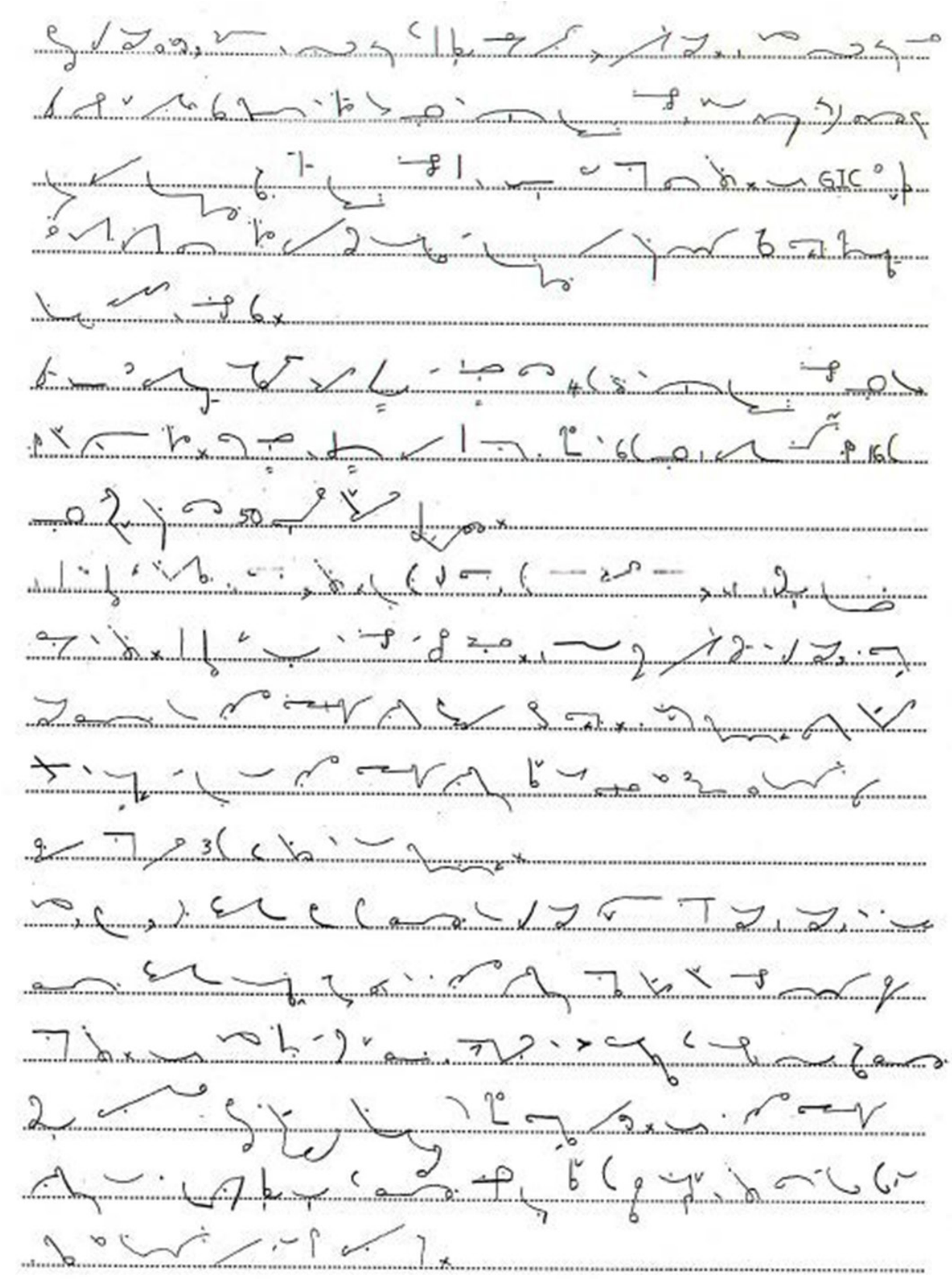
Just to give what we have done in this regard between January and August more than 4,000 // complaints of motor vehicle accident cases have been settled by Lok Adalats. From August to December we had kept the /// target of 6000 cases but we have actually settled 16000 cases and thereby paid more than Rs.50 (2) crores by way of disbursement.

But it all depends on the parties to agree to the compensation. If they do/ not agree, they can always go to the court but there is no fixed scale of compensation. It depends on // the nature of accident and circumstances of the case. But going through the rural thrust of general insurance, a group /// insurance scheme for landless agricultural labour all over the country has been created. The entire premium will be borne by (3) the Government of India and if any landless agricultural labourer dies in the course of his work his family straightway / will get Rs 3, 000 without payment of any premium.

I must, however, say that we have several other schemes// for general insurance like cattle, insurance. hut insurance, a new scheme that we have introduced and if the hut of // a landless labourer gets burnt, by accident, immediately he will get some compensation. If his cattle die, he will get compensation. (4) Now I must admit and there I seek the co-operation of all the Hon'ble Members that in respect of many/ of these schemes, there is no awareness as far as potential beneficiaries or target groups are concerned. Now a landless // agricultural labourer, in a village does not know that schemes exist, if he dies, though /// he is entitled to compensation, more often than not, the members of his family are not at all aware of it.

practical.indd 206 2/16/2023 1:33:15 PM

Dictation 3 Key



practical.indd 207 2/16/2023 1:33:15 PM

Dictation 4

I would like to conclude on this note that we have made substantial progress of which all of us must / be proud. The Governemnt should be proud and the people of this country should be proud of it. The Opposition //also should have deserved a measure of credit because many of their suggestions are taken by us and we will /// continue to do that. Now, we must keep on implementing this and on this implementation, your involvement is necessary. But (1) what is more important is that in the heat of political argument, we should not create a climate of despondency / which is entirely unjustified. We should not reduce the faith of our people in themselves because these are their achievements // and if we face these challenges with confidence, our people will definitely overcome the great challenges ahead and we shall /// succeed.

I am surprised that he should put this type of a question. Let me say this that whatever debt (2) servicing we are honouring is not out of borrowing and it is not 50 percent. It is roughly 20 /per cent of our own money that we earn out of exports, invisibles, tourism and so on and so forth//and this money also if we have borrowed, we have borrowed from the IMF in the earlier period/// up to 1984.

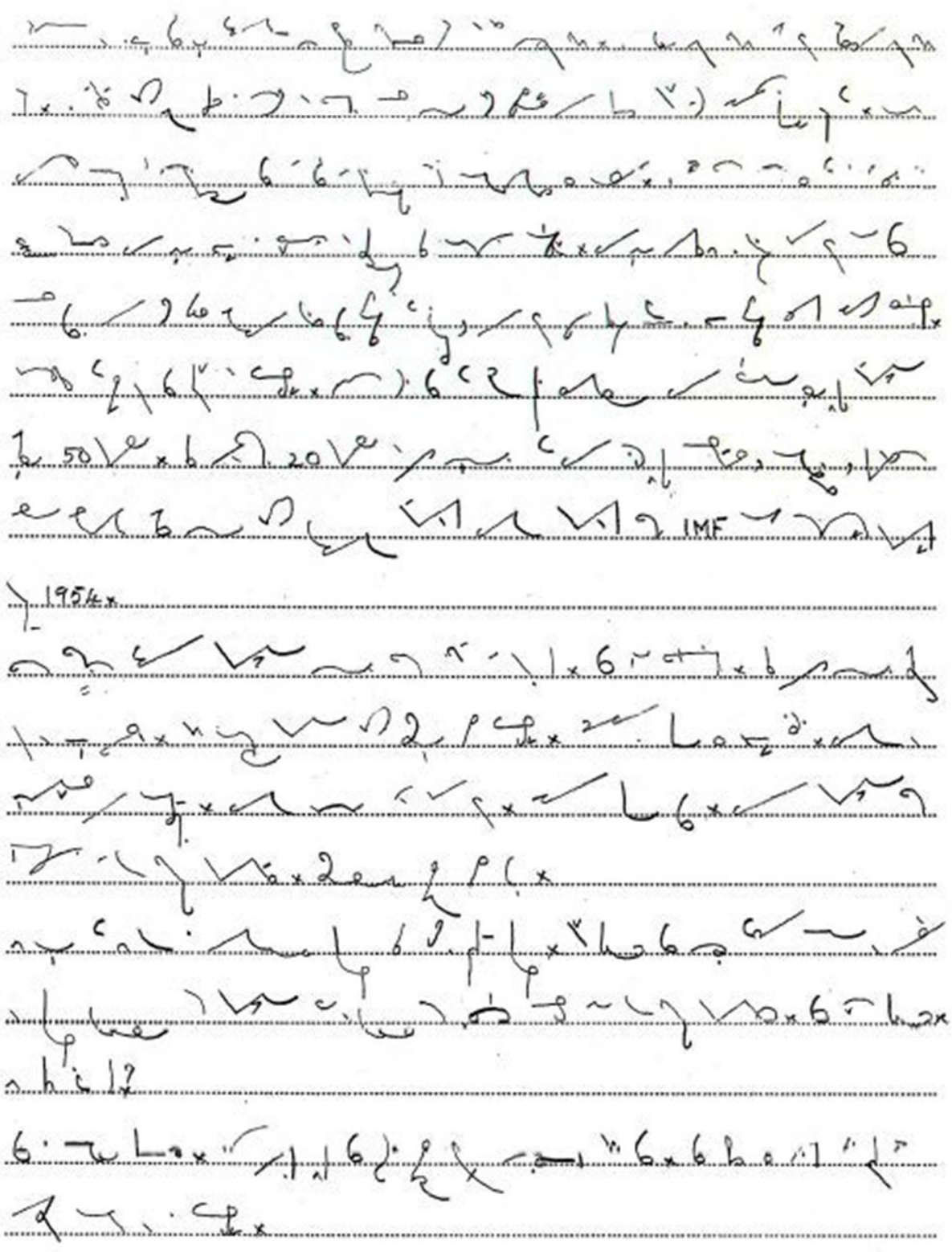
Mr. Verma said that we are borrowing money from abroad and paying it. This is (3) not correct. It is our own money and it has been put to good use. About internal borrowing also, there / is no such question. What are we doing is to create assets. We have to modernise our industry. We have // to improve the lot of our people. And we are doing these. We are borrowing very cautiously and for productive/// purpose. There is no reason why he should have such a thinking.

You know that you have a revenue deficit (4) which is larger than the total deficit. By definition this means that you are going to resort to deficit financing / or borrowing in order to finance your consumption expenditure and not for productive purposes.This is my definition. How do // you convert it.

This is a Government document. I will read out this so that he may not have further /// misgivings about this. This statement is laid on the Table of Rajya Sabha, in reply to a question.

practical.indd 208 2/16/2023 1:33:15 PM

Dictation 4 Key



practical.indd 209 2/16/2023 1:33:15 PM

Dictation 5

I am very happy that the Hon'ble Minister has announced various incentives to the farmers. I talked to some of / them. But it seems some confusion is being created some- times and I give you the example of Tamil Nadu. Our // Hon'ble Member and Congress President of Tamil Nadu. Our // Hon'ble Member and Congress President of Tamil Nadu had gone to Tamil Nadu and he accused Mr. Singh of working /// inside the Government as an agent of the capitalist and imperialist forces and exploiting the situation. And he further said (1) that the last two Budgets, presented by our Prime Minister and the Finance Minister have sought to correct the distortions / and deviations. What I am trying to say is that somebody else present- ing the Budget, it is the Congress Budget. // What I would say is that there is a certain direction, whether it is presented by Mr. Singh or by /// somebody else. The essential thing is that it should be beneficial to the people.

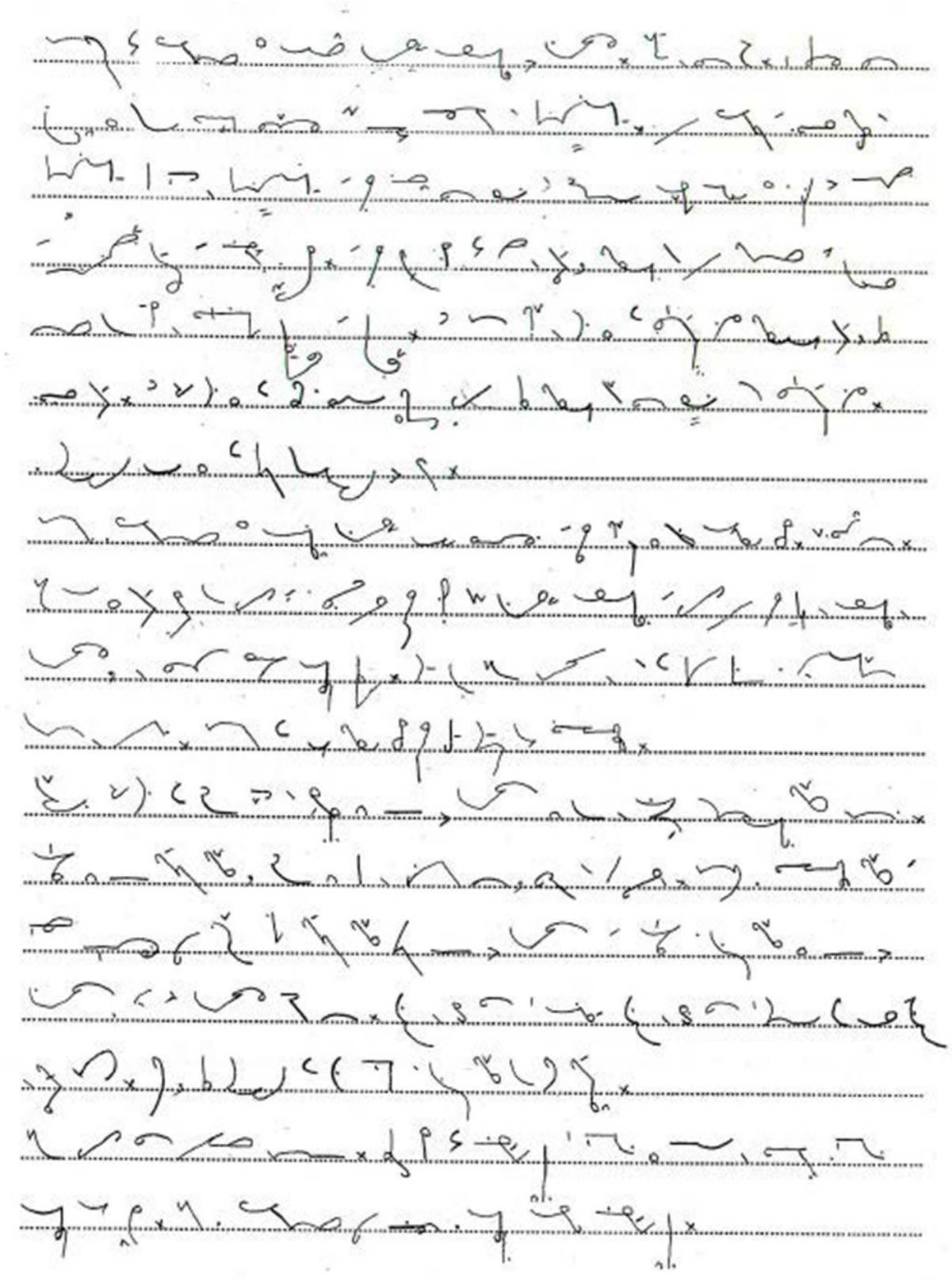
I am happy the Hon'ble Minister (2) has introduced various new schemes and he has tried to do his best in the present circumstances. I congratulate him. / I think in his Budget speech, for one and a half hours he was stating about the various incentives and // one hour he devoted to incentives to farmers, to small-scale industry, etc. So, if I have to refer to /// all that, it will take a long time for me to repeat. I am happy that under the present circumstances, he (3) had done so much for the agriculturists.

Finally, I would say that whatever kind of subsidy you give to the/farmer you, have to ensure remunerative prices to him. Unless you give proper price, whatever you do to help him, // will not be of much use. I am sure the agriculture prices and costs commissions will arrive at the proper /// price which should be given to the farmer, and unless a fair price is given to the farmer the lot of (4) the farmers cannot be improved. They have to spend more or inputs, they have to purches also. Therefore, it is essential that the they get a fair price for their produce.

I have one more request to make. It has been said that the export duty on coffee is going to /// cripple the coffee industry in the South. I hope the Honourable Minister will exempt the industry in respect of export duty.

practical.indd 210 2/16/2023 1:33:15 PM

Dictation 5 Key



practical.indd 211 2/16/2023 1:33:16 PM

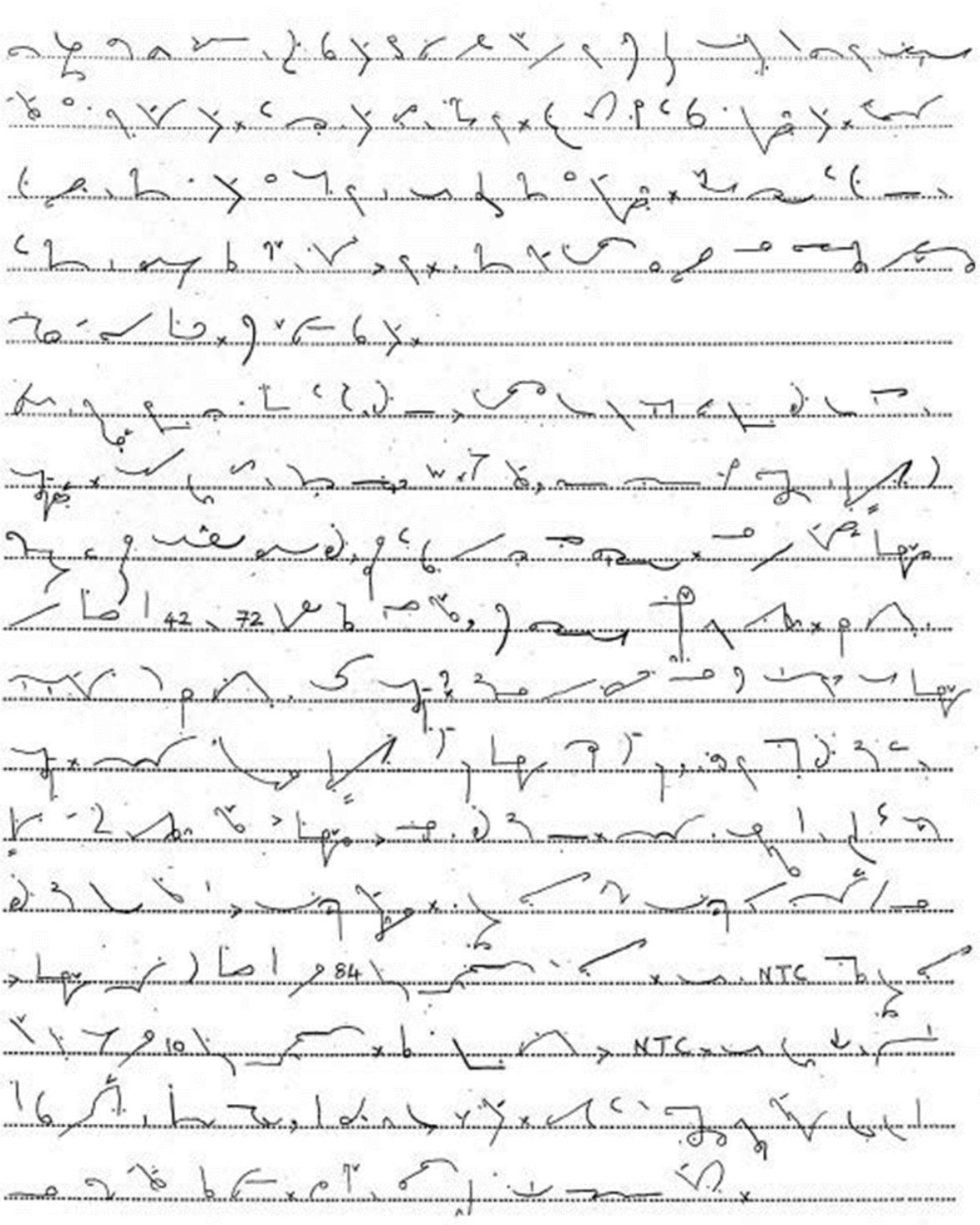
Dictation 6

Mr. Vice-Chairman, Sir, First of all, I would like to say that this budget has been well received by / our people and therefore it was interpreted by some people, including the Opposition, as a pre-poll Budget. That means // the Budget wants to attract the people. They have also said that this is a populist Budget. Formerly they used /// to term a / Budget as anti-people, but now it has been termed as populist. I do not know the (1) meaning that they give to that term, but certainly it has tried to appeal to the people. The term pro-farmer / is used because agriculture requires emphasis and greater attention. Therefore, I welcome this Budget.

Just now the previous speaker // made an attack that although the concession given to the farmers have to be noted, yet bigger concessions have gone /// to industrialists. Anyway, if you want to remain ignorant about the actual position, you can make such criticism, but Tiwariji(2) was very careful when he was announcing certain concessions, he said that these are meant against smuggling. Because our polyester / textiles are taxed at 42 to 72 per cent of its cost price, therefore smuggling the excise duty should be reduced. Is it helping the monopoly, or is /// it helping the national industry? Workers are starving because they are unemployed in the textile industry. Immediately afterwards Tiwariji saw (3) to it, Textile Ministry saw to it, the concerned people getting concession were called to Delhi and asked to reduce / the price of the textiles to the extent the concessions were given. Immediately the newspapers had to advertise that the / entire concessions were being passed on to the intermediate producers. The filament yarn or the intermediate raw material which comes /// to the textile mill was taxed at Rs.84 per kilogram of yarn. Now the NTC gets (4) filament yarn by paying only Rs 10 per kilogram. It is a big help to the NTC. Now / if you do not want to look at this reality but condemn the Government, if you do not want to look at this reality but condemn the Government, it shows you have the old// approach. We think that all criticism should be considered properly; /// even if it comes from the opposition, it is welcome. Let us try to hammer out a common economic policy.

practical.indd 212 2/16/2023 1:33:16 PM

Dictation 6 Key



practical.indd 213 2/16/2023 1:33:17 PM

Dictation 7

In this connection I would like to mention about the circulation of money. The aggregate money circulated was of the / order of Rs. 7,000 crores, which has increased to about Rs. 80,000 crores. Therefore, you can very // well understand the impact of all these things. Now much is being talked about the deficit of Rs.7,000 /// crores. I do not like to enter into it now. But what is that which is causing me anxiety?

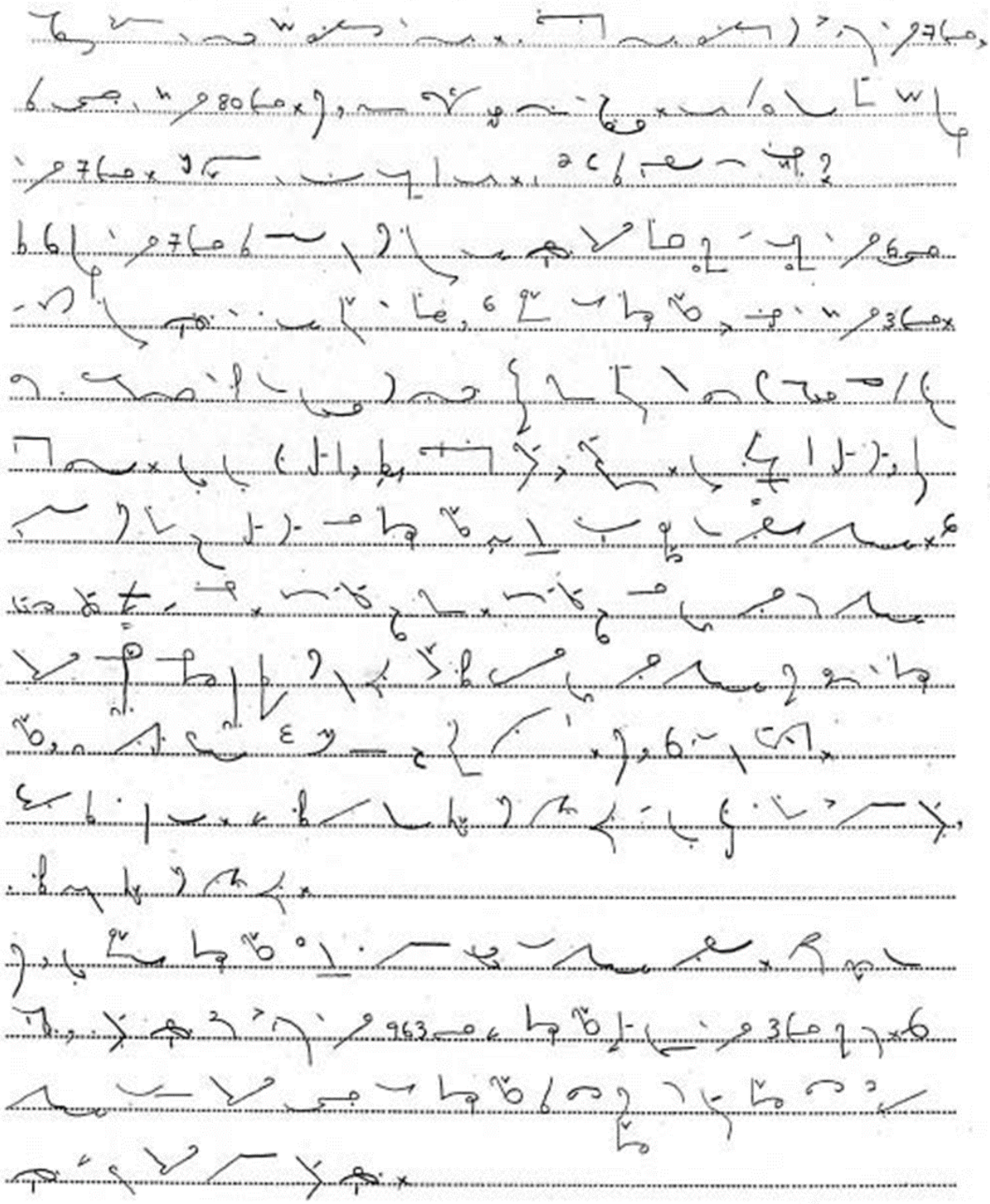
It is(1) this deficit of Rs.7,000 crores which is going to be there after the new imposts by way of / taxes, direct and indirect of Rs. 600 crores and also after the imposition of a new type of taxation, // that is hike in the administered prices to the extent of about Rs. 3,000 crores. Sir, the Hon'ble Minister /// of State for Finance was mentioning that it was the practice adopted by some other Governments against which they have (2) got something. Even if they had done it, it is not the correct approach to the problem. If the Janata Government / had done so, it was wrong on their part to have done so because administered price should not become another // instrument for raising the revenue. That is the fundamental position which the Government should accept. I am opposed to this /// practice. I am opposed to this because, if you raise your rev- enue by way of Excise Duty, Customs Duty etc. (3) they are to be shared by the States whereas if you raise revenue through the system of administered prices, you / retain everything with you and I shall come to that aspect later on. Therefore, this is not to be followed. //

That way it is a different thing. But the States are being deprived of their legitimate share and if they /// had been a part of the regular Budget, the States should not be deprived of their legitimate share.

Therefore, even (4) hiking the administered prices has be- come a regular phenomenon in revenue raising. Last year, you might have noticed, the Budget / imposts were of the order of Rs. 963 crores but the administered prices touched the figure of Rs. 3,000 // crores during the year. This is the revenue income by way of increase in the administered prices which is more /// than three times, or four times more than what we imposed on the people by way of regular Budget imposts (5/ 400 words)

practical.indd 214 2/16/2023 1:33:17 PM

Dictation 7 Key



practical.indd 215 2/16/2023 1:33:17 PM

Dictation 8

Mr. Vice- Chairman, Sir, I welcome the general budget as a balanced one amidst our very tight resources position owing / to the natural calamities for consecutive years. While it manifests greater concern for upliftment of our poor, it does not // disappoint any section of the society. Sir, I do not want to go into the details but would raise some /// important points.

Sir, after all, India lives in its villages. A sound agricultural economy will give boost to the purchasing (1) power of the village masses, and their growing demand for consumer goods will flourish our industry. The upliftment of the / rural poor would be the greatest tribute to Bapuji. Added to this, the recent appeal of the Prime Minister to // raise the farm productivity will definitely help us not only to tide over the prevailing effects of unpreceedented drought but /// also to build safeguard against future calamities.

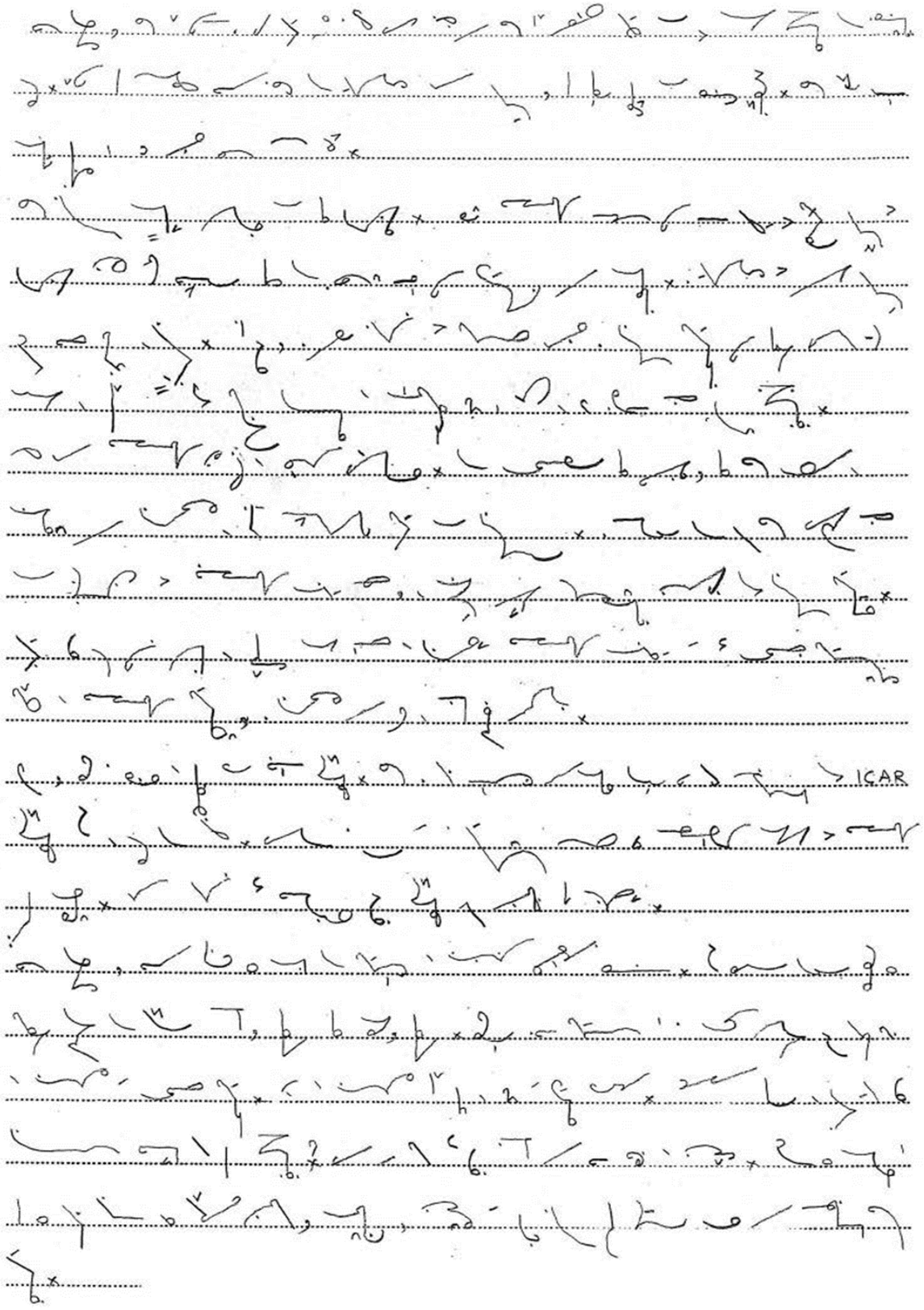
Most of our agricultural lands consist of small holdings. For increasing its yields, (2) it is very necessary to enthuse our farmers to adopt co-operative approach in farming. The Government have to be very / watchful against any escalation of the agricultural input costs, to ensure real remunerative margin for the farm produces. Budget this // year will lead to decline in the cost of various agricultural inputs and with the increased procurement prices of agricultural produces, /// the farmers are sure to get considerable relief.

However, there is a sense of dissatifaction in our agroscientists. (3) Sir, the Pay Commission recommendations have not yet been implemented for the ICAR scien- tists although two years have passed. We have / a young and a popular Minister who is exclusively in charge of the Agricultural teaching institutions. I will appeal that // the grievances of these scientists should be redresed at the earliest.

Mr.Vice - Chairman, greater attention is needed for promotion /// of animal husbandry sector. Although certain financial assistance is presently available for buying cattle, etc., its insurance, etc. There is (4) no concrete programme on a national level to have better breed of animals and increased productivity. Lot of animals die / due to drought and floods in our country. What are we doing to fill up this vacuum created by different // calamities? We should remember that these cattle are great friends of mankind. Whatever is invested on it is paid back/// to us by way of labour, nutrition, manures and even after death, so many things are extracted form their bodies.

practical.indd 216 2/16/2023 1:33:17 PM

Dictation 8 Key



practical.indd 217 2/16/2023 1:33:17 PM

Dictation 9

Some of our friends on the other side always complain that adequate resources are not being extended to the States / and Union Territories. In this connection I would like to mention that as per the revised estimate for the current // year, net resources transferred to States and Union / Territories stand at Rs.24000 crore. But as regards the /// Budget estimate for the next year Rs 26000 crores are proposed to be transferred to States and Union (1) Territories. That means, an increase of 5 per cent over the revised estimate and 13 per cent over the Budget / estimate for the current year.

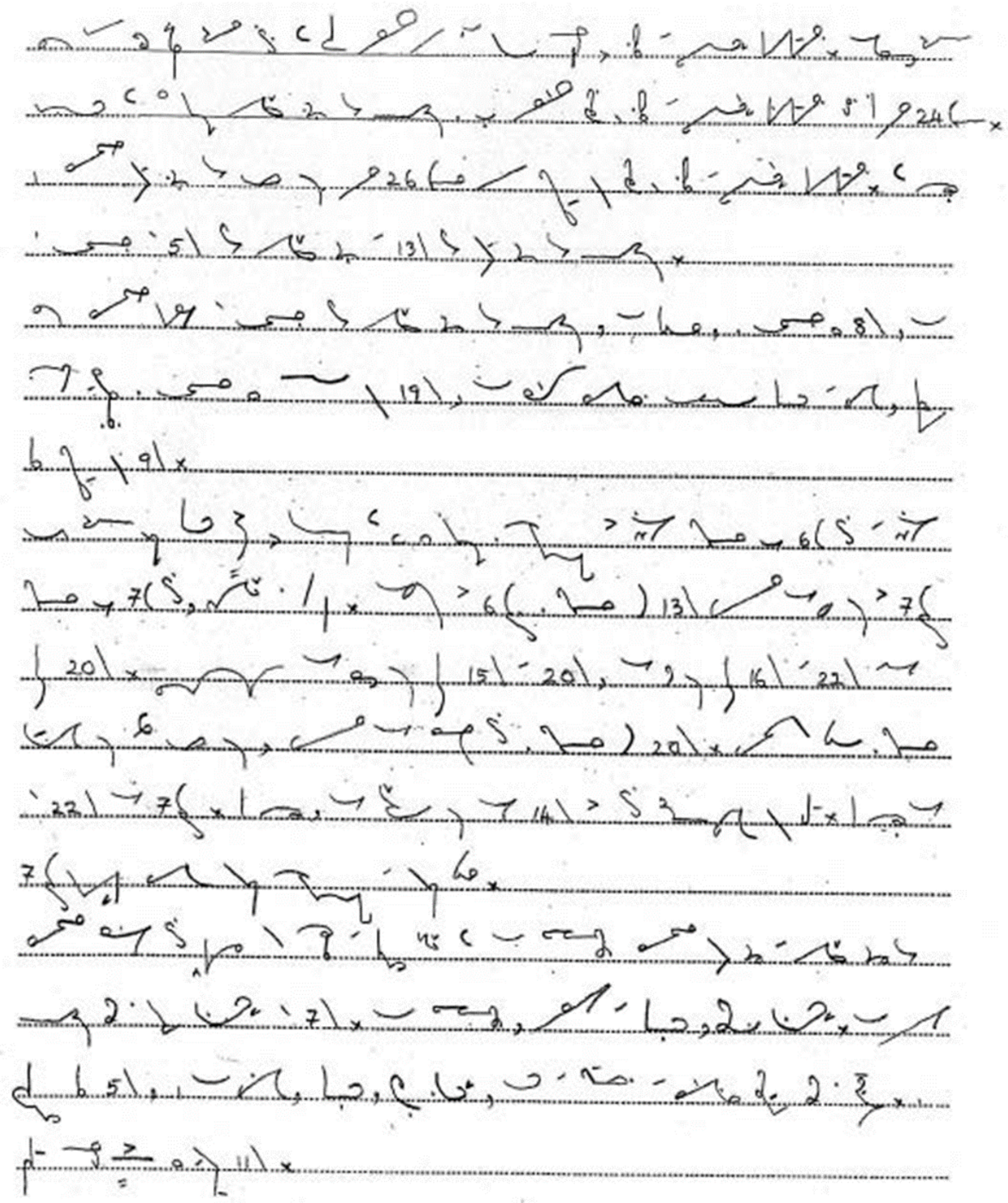
Sir, as regards the percentage of increase over the revised estimate for the current year, // in defence, the increase is 8 per cent, in major subsidies the increase is going to be 19 per cent,/// in social service including education and health, etc., it is proposed to be 9 per cent.

Now, I would like (2) to draw the attention of the House to the fact that when you compare the implementatin of the annual progress / under the Sixth Plan and annual progress under the Seventh Plan, you will find a large difference. In the first // year of the Sixth Plan the progress was 13 per cent whereas in the first year of the Seventh Plan /// it was 20 per cent. Similarly in the seond year it was 15 per cent and 20 per cent, in (3) the third year it was 16 per cent and 22 per cent and in the fourth year, that is / the next year, whereas in the Sixth Plan the progress was 20 percent. We will be achieving a progress // of 22 per cent in the Seventh Plan. It means, in the final year only 14 per cent of /// the Plan work will have to be done. It means in the Seventh Plan period, we have better implementation and (4) better achievements.

As regards Central Plan outlays by Ministries and Departments I find that in Agriculture as regards Budget Estimates / and Revised Estimates for the current year there is an upward variation of 7 percent. In Agriculture, Research and // Education, there is no variation. In Rural Development it is 5 per cent, but in Health, Education, Civil Aviation, Information /// and Broadcasting and Surface Transport there is a shortfall. The total expenditure of the Government is up to 11 per cent.

practical.indd 218 2/16/2023 1:33:17 PM

Dictation 9 Key



practical.indd 219 2/16/2023 1:33:18 PM

Dictation 10

Now I will take this opportunity to draw the attention of the Government to the fact that we find day / in and day out that very many strikes are taking place in various parts of the country. These strikes by // workers and employees take place because of disparity in wages, in emoluments. Workers want more wages, more emoluments. Today the /// DTC workers are on strike in Delhi. No doubt, the Government has been able to help the public (1) by putting very many buses, private buses and other buses from other States. But the strike is always near success. / As I said, in banks, in Government offices, in factories strikes take place. As I said the cause is the // wage disparity. Every year I have suggested to the Government and I take this opportunity to reiterate my request that /// there must be a national wage policy. So long as you do not have a national wage policy, you cannot (2) dispense with these strikes and these direct actions by organised trade unions.

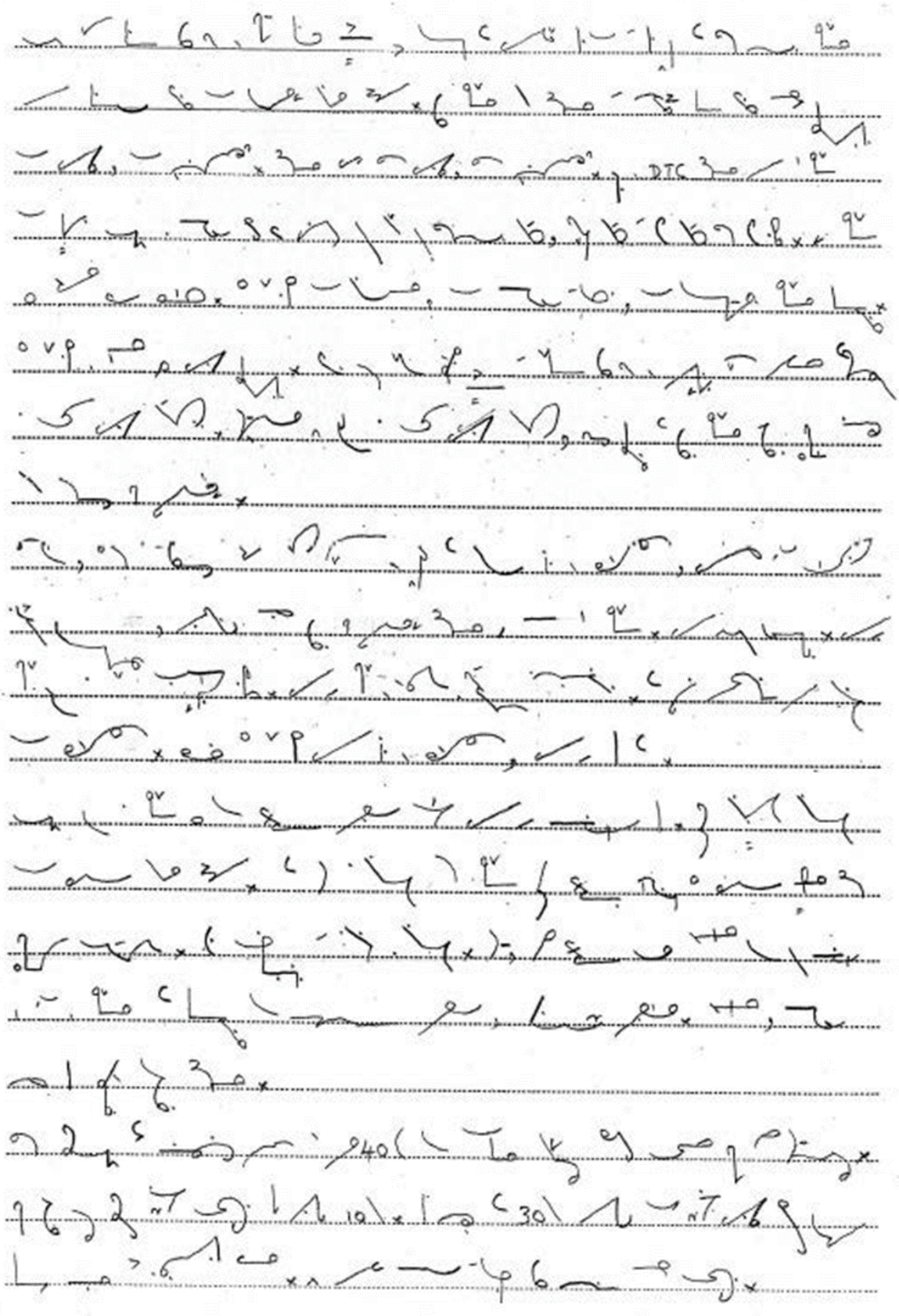
Moreover, Sir, in this connection I would also / like to point out that being committed to socialism, we must not unleash avoidable victimisation, repression against these trade union // workers who go on strike. We should not be vindictive. We should try to have a negotiated settlement. We should /// try to solve the problem amicably. That will reflect our faith in socialism. Since as I said, we are committed (3) to socialism, we should do that.

No doubt if a strike is for political reason only, we should ignore it. / There was s Bharat Bandh in certain parts of the country. That was a bandh or strike which was politically // motivated as certain State Governments were directly involved. They instigated and abetted the bandh. So, such political things, of course, /// have to be ignored, but not the strikes that take place for economic reason, genuine reasons. Of course, Government must (4) do justice for these workers.

Sir, there is no doubt that the exemption limit of Rs 40000 for income-tax payers / has not been increased during the last so many years. During all these years there has been annual inflation // at the rate of 10 per cent. It means 30 per cent reduction in the actual wages has been there /// if we take the case of the salaried class. How are you going to offset this impact because of inflation?

practical.indd 220 2/16/2023 1:33:18 PM

Dictation 10 Key



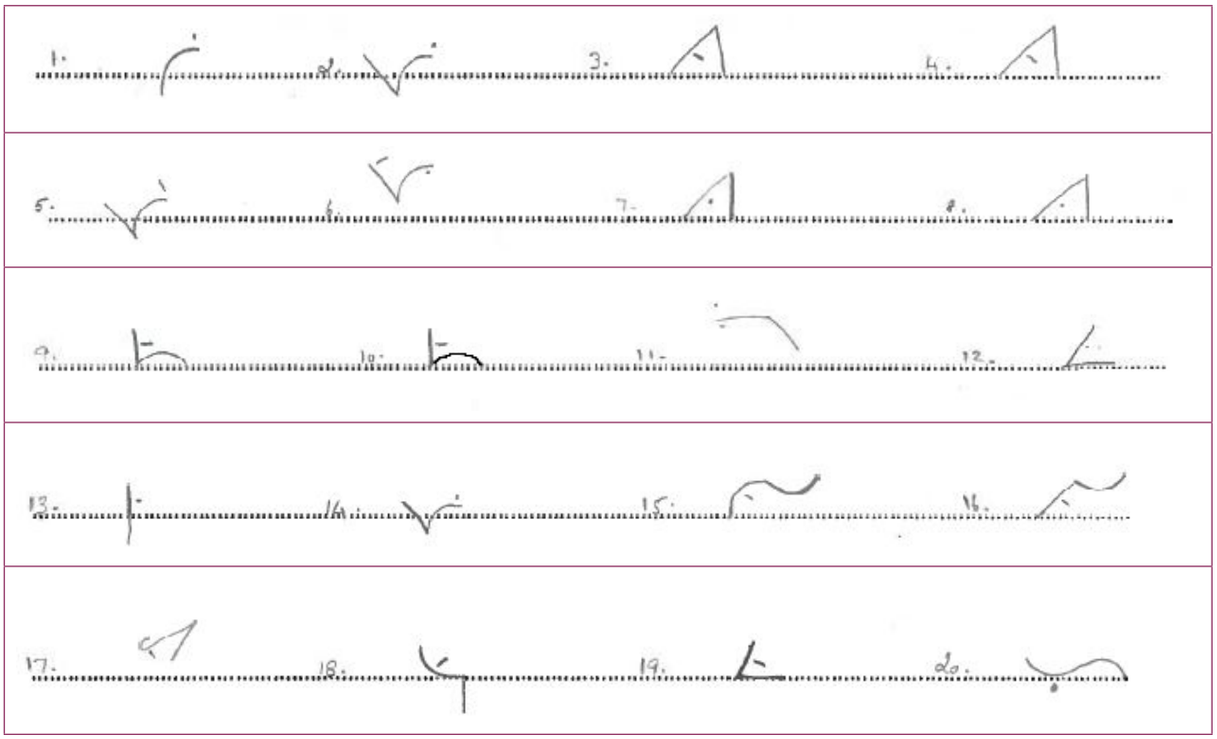
practical.indd 221 2/16/2023 1:33:18 PM

ANSWER KEY

Experiment 3:

1. Talk	**4.** Get	**7.** Cool	**10.** Chalk
2. Call	**5.** Keep	**8.** Pool	
3. Boat	**6.** Goal	**9.** Loop	

Experiment 4:



Experiment 6B:

1. I - may - be with- you on-Monday the fourth of-May.

2. How do-you-like-the new book?

3. I - shall-be happy to see you tomorrow if- you- can come.

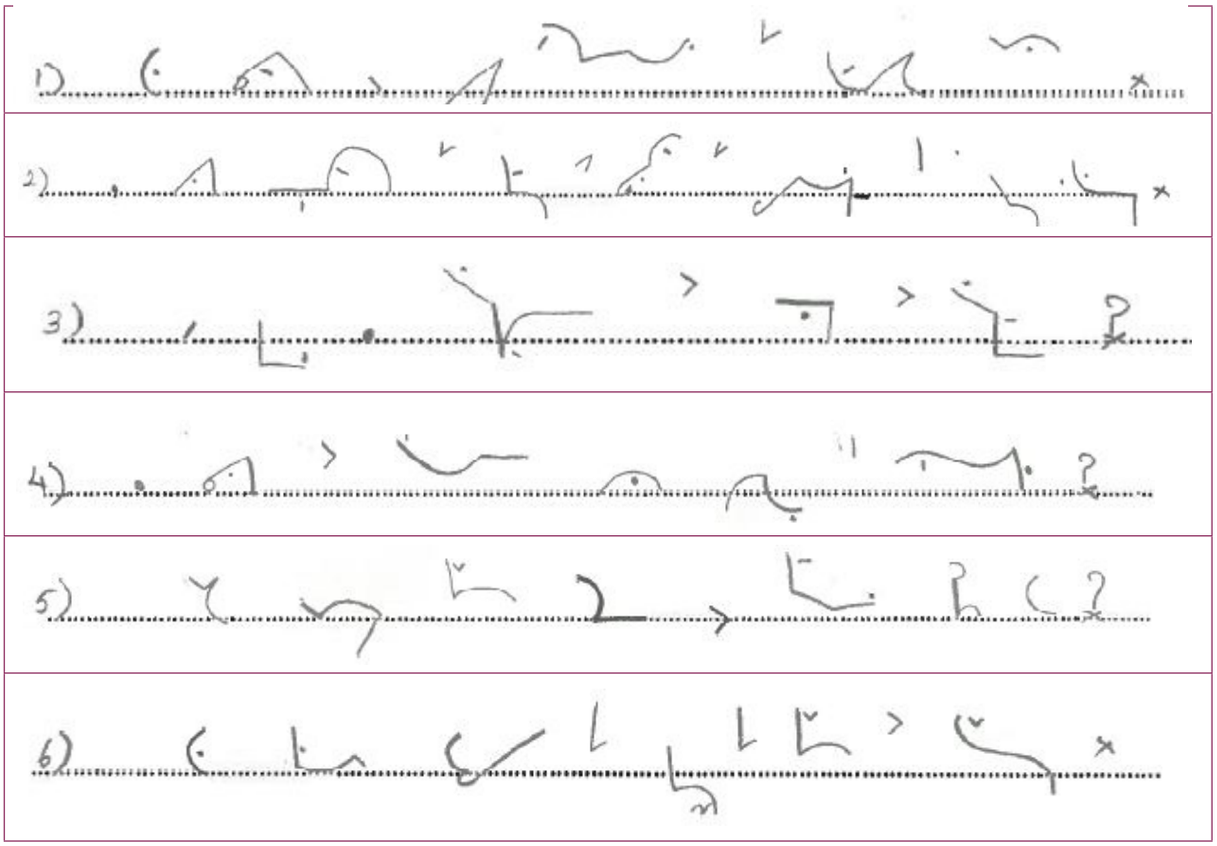
4. I -think-you-will enjoy -the ride,and you- may take a fair share of -the game.

5. Repair of the road to the ferry should make a difference.

6. They had to take a different route to the Health.

practical.indd 222 2/16/2023 1:33:18 PM

Experiment 6C:



Experiment 7:

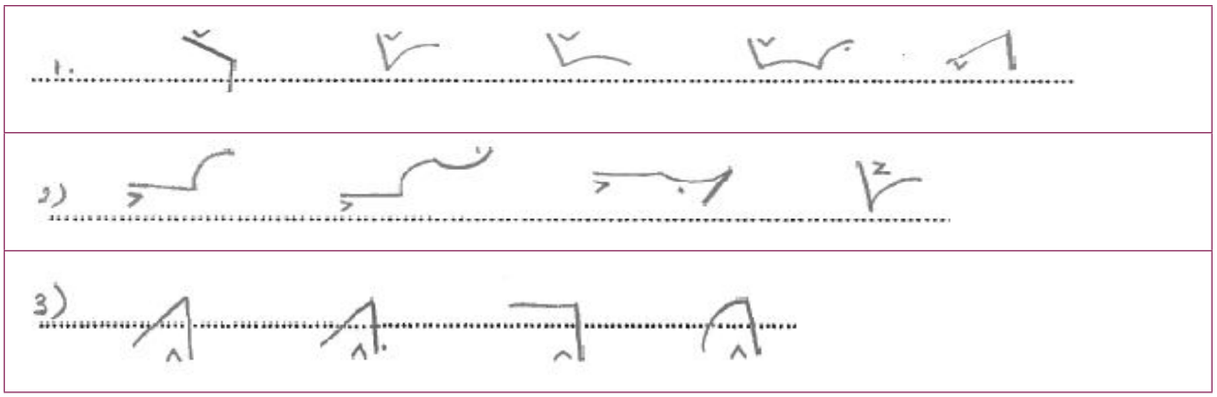
1. Piracy, Die, Dial, Dyke, Shy, Shire.

2. Boy, Boiling, boiler, toil, toiler.

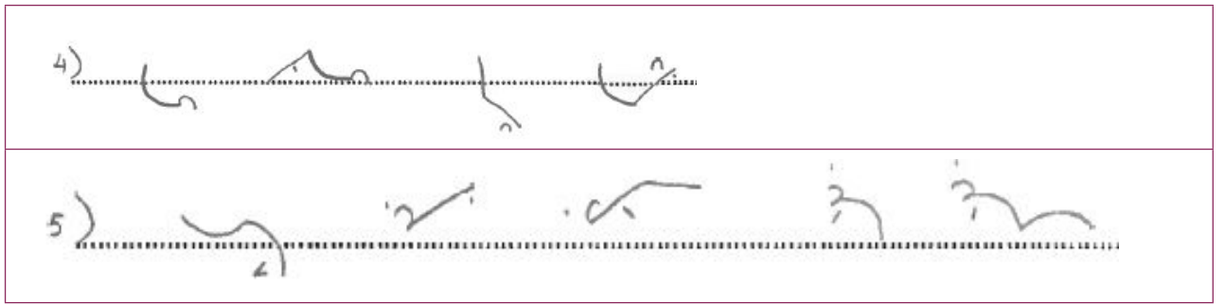
3. Outlaw, County, Puny, due, endue, beauty, duke.

4. Oil, Oiled, now, idler, icy, value, valued.

Experiment 8A:



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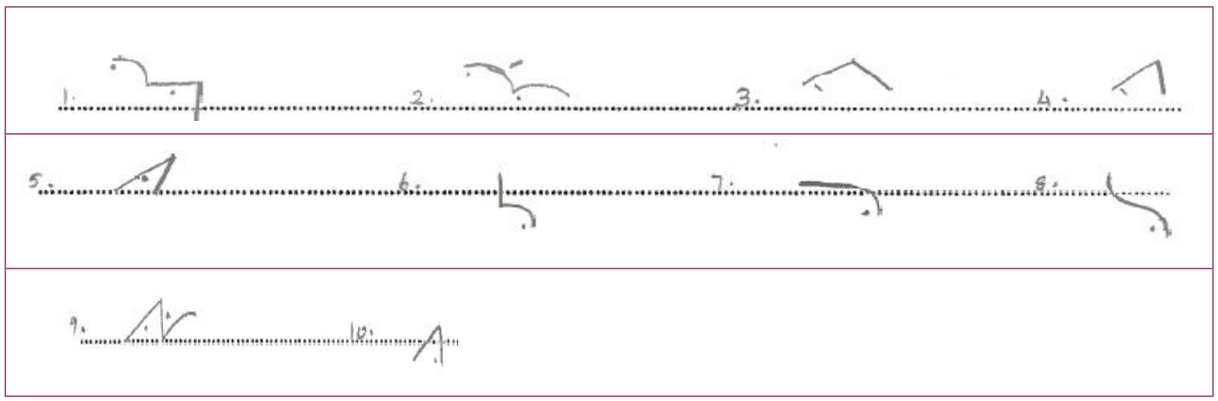


Experiment 8B:

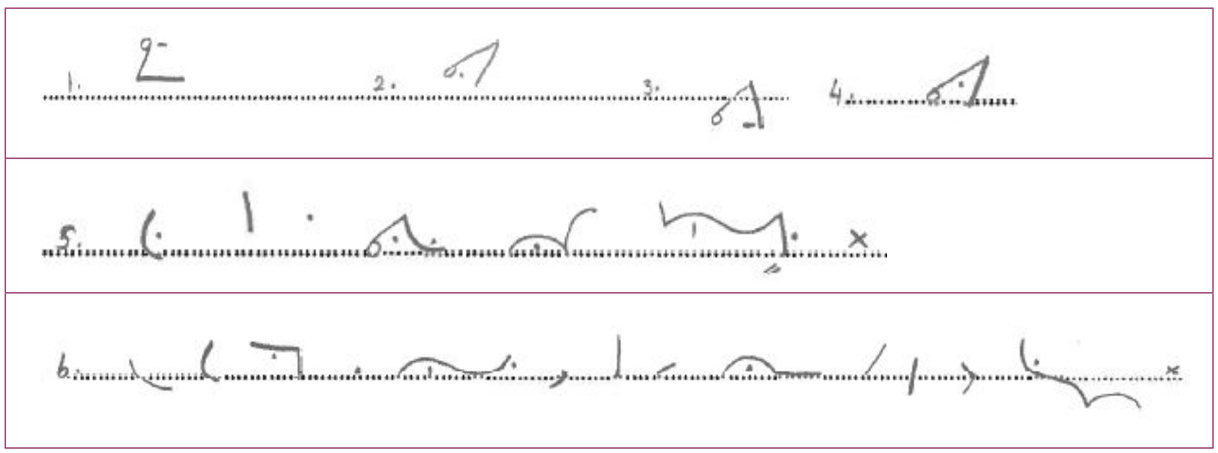
1. Lay, Layer, gaiety, theory, borrower, meander, burying.

2. Laid, re-enter, amiable, fluent, lower.

Experiment 9:



Experiment 10:



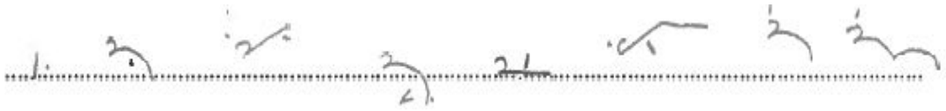
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Experiment 11A:

1. wire, wiry, worse, worry, walk, walker

2. Womanish, work, well, wealth, weld, welfare.

Experiment 11B:



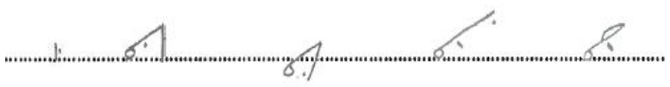
Experiment 12A:

1. Trash, blush, spacious,cherish, sherry, lash.

2. Fresh, Hue, high, hackney, hog, behave, hare.

3. Mishap, Apprehend, downhill, manhood, Perhaps.

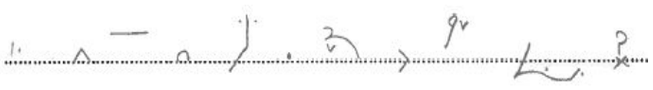
Experiment 12B:



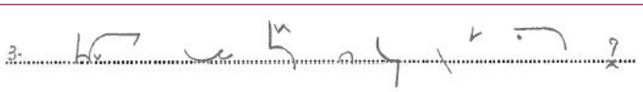




Experiment 12C:







4. Do you feel it right to give the boy so much money?

5. He should go and see the large ship lying beyond the buoy.

6. Do they assume the china to be genuine ?

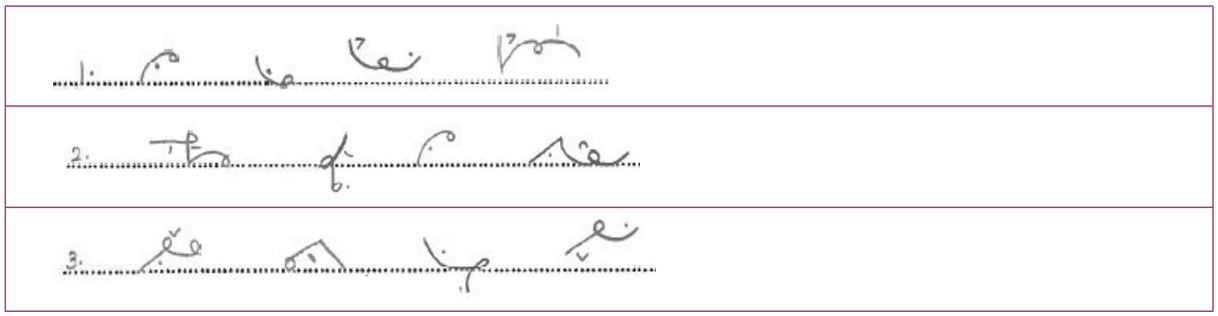
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Experiment 13A:

1. Spice, sight, passage, desks, oxides, vessels, senseless, savings, news, sings.

2. Dusty, tasty, excuse, wiser

Experiment 13B:

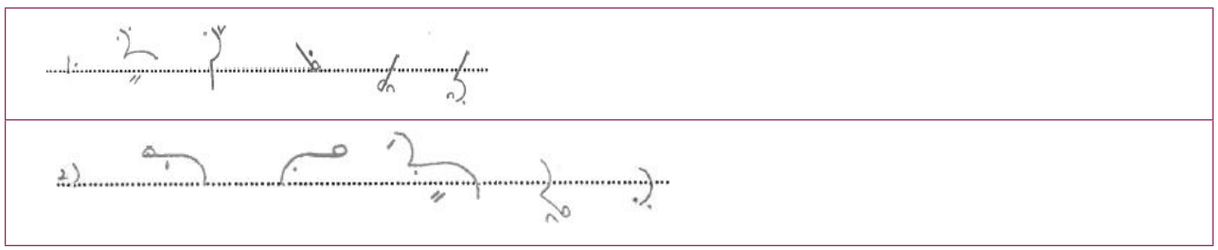


Experiment 14A:

1. Acids, asks, daisy, rosy, jealously, noisy, assume.

2. Pious, sea, sleep, slope, seeks, seeds, sails.

Experiment 14B:

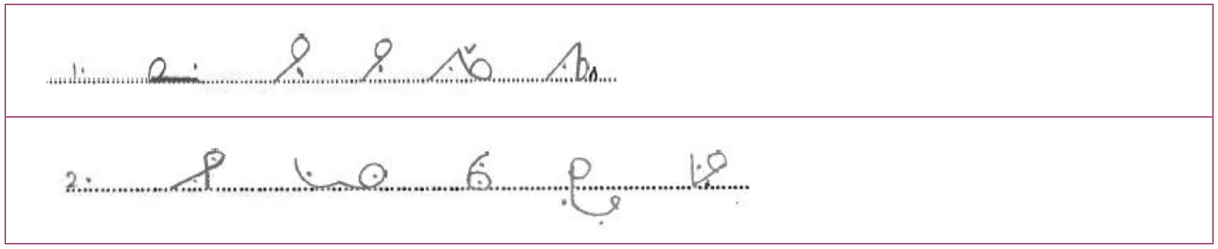


Experiment 15A

1. Switch, basis,doses, cases, supposes, success, noses, excessive.

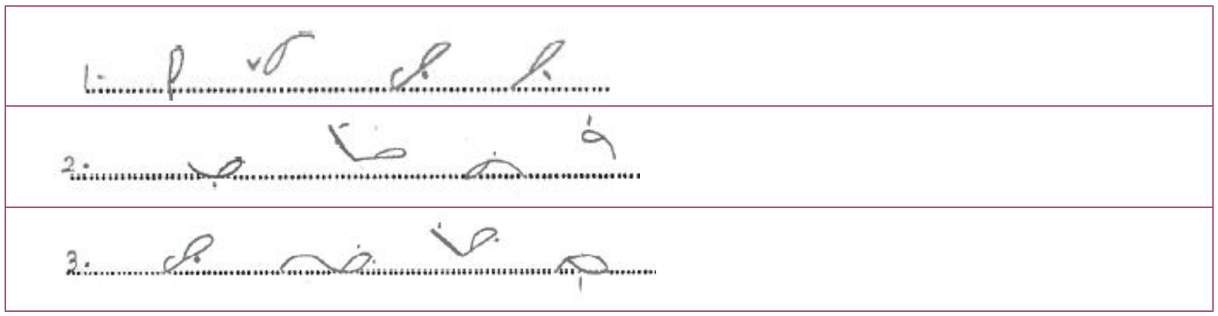
2. Emphasize, census, insist, excess

Experiment 15B



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Experiment 16:



Experiment 17 A:



Experiment 17 B:

1. Prayed, bright, brighter, trial, cry, cried.

2. Crowd, figure, tiger, cheaper, taper, shrewd, shrink.

3. Flow, fledge, camel, official.

Experiment 18 A:



Experiment 18 B:

1. Leisure, treasure, fissure, specialize, official.

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Experiment 19 A:

1. Offer, offering, ever, every, ether, either, fry, fro, free.

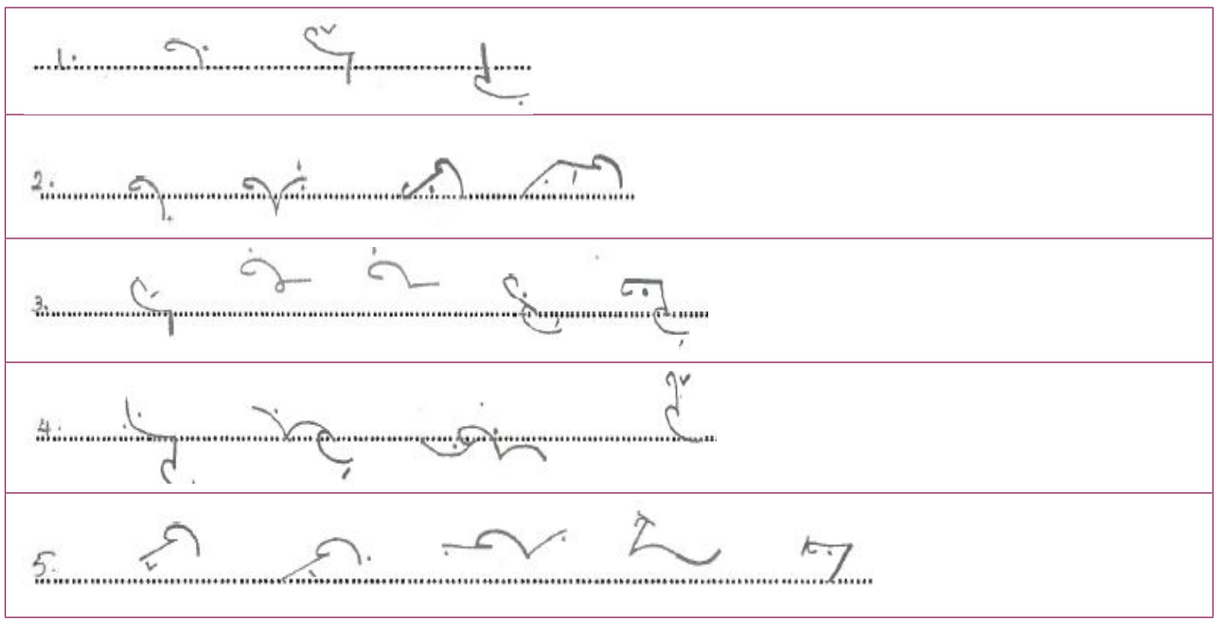
2. Frame, throb, thrash, tether, driver, otherwise, lever, river, ruffle.

3. Fly, Flier, flow, floor, bevel, travel, traveller, arrival, privilege.

4. Parallel, dark, darkness, church, sharp, sharply.

5. Purchase, occur, nullify, fulfill, literature.

Experiment 19 B:

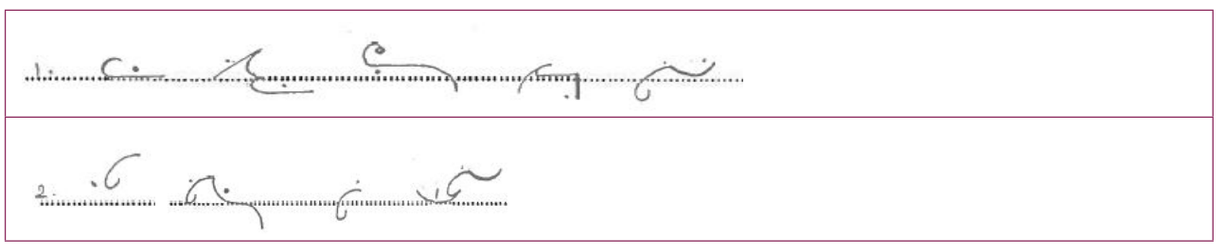


Experiment 20 A:

1. Quick, quicker, quiet, request, requisition, quire.

2. Weld, Wealth, Well-known, unveil, dweller.

Experiment: 20 B:



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Experiment: 21 A:

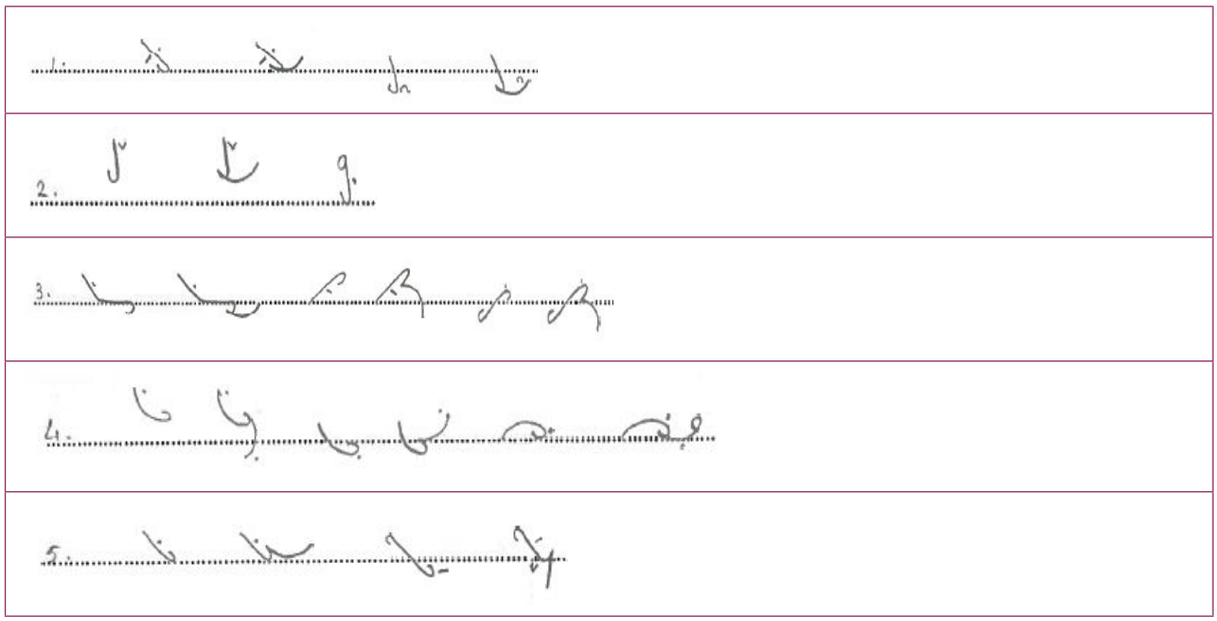
1. Pun, Bone, tone, done, chain, Jane.

2. Pawning, Pawnshop, toning, regaining.

3. Refine, shine, Ocean, mean, meaning.

4. Proving, toughen,traffic, driving, divide, dividing.

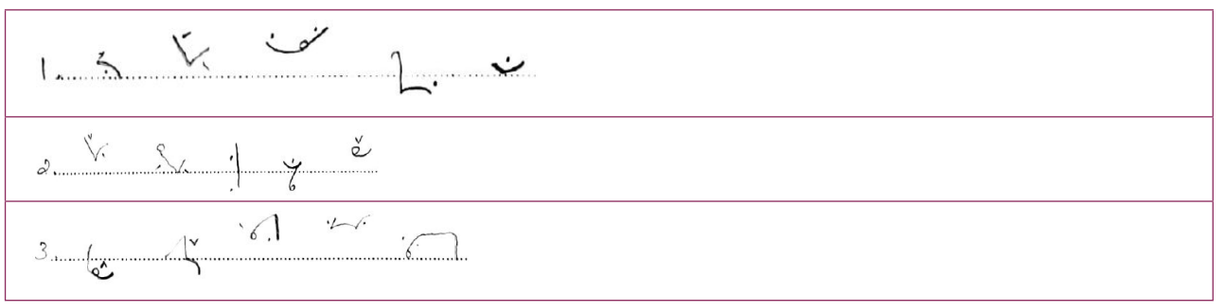
Experiment: 21B:



Experiment: 23:



Experiment: 24:

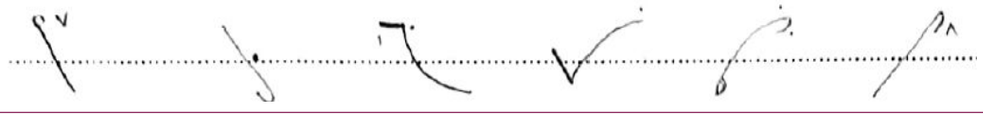


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Experiment 26A:

1. Fitter, avoider, another, grand-father, grandmother, founder, finder.

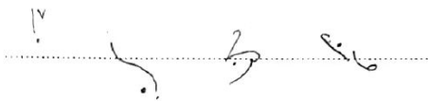
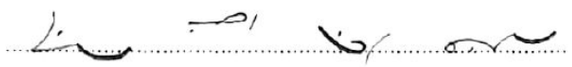
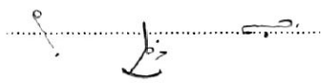
Experiment: 26B:



Experiment 27:

1. Timber, rinker, moulder, lier, slander, inventor.

Experiment 28:

1.spying, hiring, breaking, shining, joining, folding, mythological, lawfulness
2. 
3. 
4. adoringly, sparing,sparingly, sweepings, possibility, brutality
5. 
6. 
7. 

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