
UNIT 6 PRINCIPLES OF LETTER WRITING

Structure

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6.0 OBJECTIVES

After reading this unit, you should be able to:

- explain the basic principles of business correspondence;
- describe the format and arrangement of a business letter and
- write various supplements to a business letter.

6.1 INTRODUCTION

Letter writing is an important and effective tool in clinching an issue almost in every field. Although talking and discussing an issue over the phone is helpful, it has some limitations. The most important being the time constraint and involvement of only two persons. On the other hand, in the form of a letter, you put some proposal or argument concrete in hand, which may be deliberated upon and given due thought in a relaxed manner. However, a letter may act in both ways – while a nicely drafted and appropriately worded letter may be helpful in achieving your objective, a poorly drafted and inappropriately worded letter may act as a spoiler and make your job more difficult. It has been rightly remarked that, “a letter reveals something about your personality that a machine cannot do. Your style of writing, choice of paper and words all say something about you as an individual.” In fact, office letters are silent ambassadors of a business enterprise. The correspondence is the most important channel through which various business enquiries, negotiations, purchase orders, debt recovery, complaints, redressal of grievances, etc. are made. In view of this, it is utmost important that a business letter is drafted carefully in such a manner that it conveys your feelings and purpose in a concrete and precise manner, but at the same time, it should not offend the feelings of the recipient and encroach on his precious time unnecessarily. There are certain principles of letter writing and the good writers should try to follow these principles while writing a business letter. In this unit, you will be acquainted with the basic principles of business correspondence and the format and arrangement of business letters.

6.2 BASIC PRINCIPLES OF A BUSINESS LETTER

To convey any message effectively, business letter writing needs the application of certain communication principles. They provide guidelines for the content and style of presentation. A business letter should be written keeping in view the following basic principles of business correspondence.

- 1) **Clarity and Coherence:** In order to be effective, a good business letter should be concise, precise, relevant, concrete and consistent. Be clear about what you want to say and then say it clearly. Difficult words requiring the use of dictionary, flowery expression and poetic language should be always avoided. The words used should not be vague or ambiguous. The letter must convey to the recipient the exact meaning which the writer wants to communicate. The clarity of a letter, to a great extent, depends upon its unity or coherence. Therefore, a letter should be written in a logical manner and reflect consistence of thought. One thought should follow another in a proper sequence. An orderly arrangement of the subject is necessary and the same should be expressed in appropriate words. It is better to use short sentences and short paragraphs that are easier to read. “Send telegrams, not essays.”

- 2) **Consideration:** The writer of the letter should place himself in the position of the reader and give a consideration as to what does he need. Emphasise on “you-attitude” instead of “I-attitude”.

Example: -

Improper: We sold 4000 dozens of handkerchiefs of this description last month.

Proper: You and other businessmen like you bought 4000 dozens of handkerchiefs of this description in the last month.

- 3) **Brevity:** A good business letter should be concise and exact. Economy of words is possible only if the writer of letter has extensive vocabulary at his command. A long letter containing irrelevant matter gives a poor impression of the writer and also of the business house. But for the sake of conciseness, completeness or clarity should not be sacrificed. The letter must explain in full what it all desires. “Be conscious that the reader does not have much time”.
- 4) **Courtesy and Friendliness:** The tone of the business letter should always be courteous and polite. While drafting a business letter bluntness should never be regarded as a sign of strength. On the contrary, a poor image is bound to result from an offensive attitude conveyed through the letter. Courtesy is like the oil which removes friction and creates goodwill. Courtesy should not be restricted to obligatory words like “Thank you” or “please”. There must be politeness even in declining a proposal. Words like “please” and “kindly” always bring positive response. However such words ought to be used without sacrificing one’s self-respect and dignity.
- 5) **Conciseness:** A business letter should be concise and direct, written in simple language with a natural flow of words. Wordy phrases and high flow expressions should be avoided. The letter should not contain quotations, or words which are pedantic (bookish) and which sound artificial. Business people are very busy and may be irritated by unnecessary lengthy letters. Therefore, one must focus directly on the message.

- 6) **Correctness:** A business letter should be grammatically correct and factually accurate. Incorrect information and inaccurate facts conveyed through a letter are bound to make the position of the writer vulnerable. The addressee, may stop further dealings with the writer of the letter. In letters of enquiry, orders, complaints, references, etc. information given should always be correct and exact. If, for some reason, it is not possible to communicate the necessary information, the reason may be clearly stated in a polite language.
- 7) **Completeness:** A business letter should include all the necessary facts and background information that supports the message being sent. An enquiry which does not contain necessary particulars, or explanation which is partial, is never appreciated. An incomplete letter may compel the receiver to make further correspondence on the subject involving waste of time or prompt him to act according to his own judgement which way lead to disputes.
- 8) **Originality:** Originality of form, expression and style are often necessary to make business letters more appealing, particularly for sales promotion, and on special occasion, such as introduction of a new product. Indeed, with changing times, old and stereo-typed forms and expressions have been replaced by more appealing forms, expression and style of presentation of matters in business letters. For instance, the layout of the contents of a letter is often intended to mark-out significant lines. New phrases are used in place of old ones, and a conscious attempt is made to give a personal touch where necessary.
- 9) **Neatness:** A neat and tidy letter, clearly typed or written on a reasonably good paper with proper paragraphing makes a letter attractive to the reader. Any overwriting, rubbing or cutting of expressions, improper spacing between paragraphs etc. do not create a favourable impression. So the appearance of a business letter should be impressive, neat and tidy to the maximum extent possible.
- 10) **Effectiveness:** The ultimate goal of a business letter is the desired response in a positive manner within a reasonable time. Obviously, delayed or negative response shows the ineffectiveness of the letter. The time and stationery used in writing such letters involve wasteful expenditure. Thus, effectiveness may be regarded as the most essential feature for a business letter.

Proof Reading: Though proof reading is not an essential part of writing a letter, it is a very important precautionary aspect of business correspondence. A good letter can be ruined by careless attitude towards grammatical and typing errors. Thus, wrong spelling of names, incorrect numbers typed, and failure to enclose specified items need to be corrected before a letter is signed. Proof-reading is essential for correcting grammatical mistakes, errors of spelling and typing errors. Indeed, proof reading is a double check on competences.

Ten commandments for writing a good business letter are:

- i) Write as you would talk.
- ii) Be courteous and friendly.
- iii) Be natural.

- iv) Learn to visualise your reader and be helpful.
- v) Keep an open mind. Appreciate your reader's point of view.
- vi) Practice real diplomacy.
- vii) Be willing to admit mistakes.
- viii) Write clearly and to the point.
- ix) Tell your readers what they want to know.
- x) Dramatise your letter/Show them reasons.

6.3 FORM AND ARRANGEMENT OF A BUSINESS LETTER

6.3.1 Form of Letter

The form and wordings of business correspondence determine its attraction value. A good appearance of the letter creates a positive impression on the mind of its receiver or reader. Hence, the following points should always be kept in mind while writing letters:

- 1) **Paper:** Paper of good quality and standard size should be used for all official correspondence. Proper care should be taken to avoid over-crowding or over-decoration while printing the necessary particulars regarding the receiver's name, address, phone number, telex no. etc. Nowadays the use of fullscap paper for office correspondence has become outdated. Instead, a standard size paper is used for writing letters.
- 2) **Typing:** All office letters should be neatly typed by an efficient typist. Usually, official letters are typed in single space between lines and double space between the paragraphs. One duplicate copy of each letter is needed for office record.
- 3) **Margin:** Proper margin on the left and right hand side of the letter as well as adequate space at the top and bottom of the letter make the letter more appealing and attractive. Usually, a standard space is provided on the left hand side and on the right side of the paper.
- 4) **Folding:** Folding of letter is done according to the type and size of envelop that is used for sending the letter. Nonetheless, as far as possible, minimum number of folds should be made to keep the attractiveness of the letter intact.
- 5) **Envelopes:** Size of the envelope to be used depends upon the size of the letter as well as the number of sheets or enclosures. Usually, the name and address of the addressee are printed on the back of the envelope. Some firms also get their logo, monogram, brand message or brand name printed on the envelopes.

Window envelopes may be used to save the time of typing the name and address of the party for whom it is meant. The letters are folded in such a way that the full address typed on the letter-paper is visible through the window on the envelope. For this purpose, it is necessary to type the full name and address of the party in the letter.

- 6) **Address on Envelop:** Full name and address of the party should be written or typed on the envelope. Abbreviations for street, village, district, city or country must be

avoided as far as possible. If pin code of the city is known, it is always better to type it correctly for quicker delivery.

The address of the sender is also typed on the envelope so that in the event of non-delivery, the letter may be returned to the sender and does not go to the dead-letter office. When the letter is sent by Book Post, Under Certificate of Posting, Registered Post or Speed Post, the same should be clearly indicated on the letter as well as on the envelop.

Check Your Progress A

- 1) What do you mean by effectiveness of a business letter?

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- 2) Explain, “send telegrams not essays.”

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- 3) What do you mean by coherence of the language. Give an example.

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- 4) In what context, “Be conscious that the reader does not have much time.” has been used?

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- 5) State whether following statements are “True or False” ?

- i) In a business letter poetic language should be avoided.
- ii) Originality makes a business letter more appealing.
- iii) Delayed response shows the ineffectiveness of the letter.
- iv) In a business letter wordy phrases should invariably be used.
- v) The form of business correspondence determines its attraction value.

In the previous two sections, you learnt about the basic principles of a business letter. Now you will study how different sections in a letter are arranged.

6.3.2 Arrangement or Parts of a Letter

The contents of a business letter should be arranged in a scientific manner so as to make it more effective and attractive. On the basis of custom, experience and exigencies, a regular form and structural arrangement of a business letter has been evolved over the years. A well structured business letter contains several parts which are outlined below:

1)	Heading	Name of the Company/ Firm Address Telegraphic Address: _____ Telex: _____ Fax: _____
2)	Date
3)	Inside Address (addressee)
4)	Salutation
5)	Main Body
6)	Complimentary Close or subscription
7)	Signature

- 1) **Heading:** It consists of sender firm's name, address complete with pincode, Telephone Numbers, Telegraphic Address, (if any), Telex Fax number etc., printed on the letter paper in ornamental blocks so as to give an attractive appearance. Date is also printed on the right hand side of the paper. An illustration is give below:

G O U R I S H A N K A R & C O M P A N Y
530 Chandni Chowk
Delhi-110006

Telegraphic Address: SCALE, DELHI Telephone Numbers.....

Telex : SHAN IN 239826

Fax : 011-22325458

Code: A.B.C. (5th Ed.) Dated : 20.....

Reference No.

Punctuation: The punctuation in the above example should be carefully noted:

- i) No full stop is placed after the name of the firm.
- ii) All the items appearing on the left hand side begin at the same distance from the margin.
- iii) A colon is put after Telegraphic Address, Telephonic Numbers, Telex, Fax, Code No. and Date after which the relevant word or number is put.
- iv) No full stop is used at the end of each.

- v) The address of the firm may either be given just under the name of the firm or on the right hand side of the paper. It should be complete with number of shop or flat, number of the floor (if any) of the building, street name, and the name of the city with pin code. Name of the country is also mentioned if the correspondence is with a foreign addressee.
- vi) A comma is placed after the number of shop, floor, building and street. The name of the city is written in capital letter smaller than the one used for the name of the firm. A full stop is put after the pin code.
- vii) Where address is printed under the name of the firm, the telephone numbers may be given just opposite the telegraphic address, on the right hand side.
- viii) Leaving a little space, date is given on the right hand side with two blanks to be filled later.
- ix) While writing date, the American style is now used quite often. The month is stated first and then the date and year, are given in figures, such as 'January 23, 2020'.

As per English style, date is given first followed by the month in letters and then year in figures e.g. 23 January, 2020. The practice of writing date like '24-9-2020' or '24-IX-2020' should not be followed for then one may have to count as to which is the ninth month.

- x) As far as possible, advertisements on the letter paper, however small they may be, should be avoided. Such advertisements do not give a favourable impression of the sender.
 - xi) Every official letter should have a proper 'Reference Number' and therefore, the word 'Reference Number' or 'Ref,' with blank space for writing, is printed on a letter paper just after the printed heading.
- 2) **Insider Address:** In business letters, sender's address is written on the left hand side of the page just after the printed heading of the letter paper. The correct address to be used while writing to any company or individual, should be that which the latter uses on its stationary or advertisement.

It should be kept in mind that the address on the envelope should be the same as the inside address. It must be written in three or four lines, distinctly giving the name of the firm, then the number of shop or office, and the street name, and finally the name of the city with pin code. The name of the country should also be given if the address is that of a foreign country.

Every line of the address should commence from the margin. Commas should be placed after each distinct aspect and each line, while a fullstop be put after the city pin code, e.g.,

Messars Ramdas
65, Bunder Road,

Mumbai – 400 003.

Writing inside address is useful in many ways:

- i) In case the address on the envelop, is not correct, the Dead Letter Office can find out the right address from the body of the letter and redirect it to the addressee.
- ii) In a big business house, the person who writes the letter does not despatch it. This work is done by the junior clerk, usually known as Despatch Clerk. He can write the address on the envelope from the inside address, in the absence of which he would have to trace the same from the correspondence file and waste time in finding out the same.

Besides, the following rules regarding courtesy should be carefully observed in writing addresses:

- i) Messers is prefixed to the name of a firm or company if the name begins with a personal, name e.g., Messers Sohan Lal & Co. But if the name is impersonal the prefix 'Messers' should not be used. In such cases article 'the' may be prefixed to its name. Writing 'Messers' before 'the' is a common mistake and should be carefully avoided.
- ii) When a firm or company is titled with the names of ladies, the word 'Mmes' (abbreviation of the French 'Mademes') should be prefixed to the name, as in Mmes Sara Smith and Lucy John.
- iii) Mr. (especially for foreign nationals) or Shri is used before the name of an individual e.g. Shri Shyam Prakash. Sometime Esquire or Esq. is written after the name but it should not be used when writing Mr. or Shri is prefixed to the name. For instance, 'Mr. David Johnson Esqr.' is wrong.
- iv) Title of honour like 'Padmashri' or Padmabhushan' should always be written before the name of an individual addressee. University degrees are usually avoided but if they are to be written, they should be given after the name.
- v) For a person holding a titled position, proper prefix must be used along with his name thus 'Professor' before the name of a University Professor, 'Dr.' before the name of a medical practitioner and names of those holding doctoral degree in science, or philosophy, or literature, 'Capt.' before the name of a person holding a commission in the army or 'Rev.' or 'Rt. Rev.' before the name of clergyman according to his position in the Church.
- vi) When writing the address of a lady, the prefix 'Ms.' is now most commonly used for both married and unmarried ones. 'Shrimati' is used if a married lady is to be addressed in a typical Indian Fashion. If unmarried, 'Kumari' may be used.

It is a common practice in business correspondence to invite the attention of a particular person to the letter. The letter is addressed officially, but below the heading, or at the right hand side, after the address of the firm, the following words are added:

Attention: Mr. A. Pasha.

Or

Att. Mr. A. Pasha.

- 3) **Subject:** It is a statement in brief indicating the matter to which the letter relates. It attracts the attention of the receiver and helps him to know what the letter is about.

Example: Subject: Your order No. D318/8 dated 12th May 2020.

- 4) **Opening Salutation or Greetings:** Salutation is the counterpart of personal greetings to the addressee in social life. In order to avoid crowding of the letter, three to five spaces should be allowed below the last line of the inside address, to write the opening salutation. This is mostly used in official correspondence.

The opening salutation depends upon the writer's relation with the addressee or his status as compared to the addressee. The oldest form of salutation is 'Sir' or 'Dear Sir'. If a firm is being addressed, **Dear Sirs** or **Gentlemen** should be used. Do not write 'Dear Gentlemen'. Another usage 'Shrimanji' is also seen quite often these days. The saluting words like Dear Mr., Dear Miss, Dear Mrs., are written to give personal touch to the correspondence or when the writer is closely known to the addressee. These words show intimacy between the two and gives the business letter a personal touch and good impression. In the salutation, capitalize only the first letter of the first word except for proper names and titles, e.g.

Dear Mr. Richardson

My dear Mr. Richardson

My dear sir,

- 5) **Main Body of the Letter:** A business letter is composed of various parts. This is the core and the most important part of a business letter and, therefore, needs to be written very carefully. Again, for convenience, this part is divided into several paragraphs such as the introducing para, middle ones and the concluding para. These paragraphs can be numbered also.

Moreover, the body of the letter should be written in several paragraphs so as to achieve the desired objective of the letter. For this, the following sequence should be pursued:

- i) Attention : It should compel reader's attention.
- ii) Interest : It should arouse interest by enthusiasm and originality of the subject.
- iii) Desire : It should stimulate and sustain the interest to the point of finalizing the business for which the letter is actually intended.

We may now discuss the above three paragraphs.

- i) **The Introductory Part:** The opening paragraph serves as an introduction to a letter. In this part, attention of the reader should be drawn to the previous correspondence.

For Example: - With reference to your letter number dated, your attention is drawn to the new brand of LCD.

In large organisations there are separate departments to deal with different matters. Therefore, separate letters should be written to deal with the respective subjects such as asking for business reference, placing an order, or introducing a new product, etc. This will result in prompt subject-wise response.

- ii) **The main Communication:** The next part of the letter should deal with the main subject matter. It should be divided into two or more paragraphs if necessary, to deal with the whole matter systematically. As far as possible, abbreviations referring to product, pricing, quotations, persons, cities, dates, etc., should be avoided. The length of each paragraph will depend on the nature of the subject matter and topics dealt with.
- iii) **The Closing Paragraph:** The concluding paragraph should be suitably worded so as to sustain the addressee's interest from beginning to the closing paragraph.

Phrases like 'Hoping to be favoured with an early reply', or 'Thanking you in anticipation', have lost their appeal and do not convey anything. Hence, they should be avoided. 'Please reply soon' or 'We await your reply' are simple and appealing expressions which may be used instead. Conclude with terms like 'Thanking you', 'With regards'.

- 6) **The Complimentary Close:** This is an expression of regard or respect which the letter writer wants to convey to the addressee and formally take leave. In fact, it is a kind of hand-shake and should be consistent with the introductory salutation. For example, when for salutation it is 'Dear Sir', the complimentary close will be 'Yours faithfully'. The complimentary close corresponding to the usual salutation are given in the Chart.

Salutation	Complimentary Close	Nature of Correspondence
Dear Sir	Yours faithfully	Business Letter
Gentlemen	Yours truly	
Dear Mr.....	Yours truly	
Dear Madam	Yours very truly	
	Truly yours	
	Yours sincerely	Government or Semi-Government
	Sincerely yours	
Sir, Madam	Your obediently	
	Yours respectfully	
	I am, We are	
	I remain, We remain	

Like salutations, complimentary close in the case of Members of Parliament, Mayor, etc. are special ones, which should be appropriately used.

- 7) **Signature:** Signature forms the last part of a letter. It is not typed. It is always written in hand writing. As the signatures are mostly illegible, it is customary to type

the name of the signatory below his signature. The following is a specimen of an individual signature:

Yours faithfully,

D.N. Jha

(D.N. Jha)

The rules for putting the writer's signature on the letter vary from writer to writer. For instance, in the case of a sole trader, the proprietor signs his own name or under the name of the firm, e.g.,

For D.H. Mehta & Co.

Harish Chander
Proprietor

In case of partnership, the name of the firm is typed and below this any partner, who is authorised to do so, puts his signature, also signifying that the signatory is a partner e.g.,

Ahmad Ali and Co.

Ahmad Jan
Partner

When a lady puts her signature, it is now a common practice to use the letters Ms. As prefix along with the name, without in any way showing the distinction whether the signatory is a married or unmarried lady. For instance,

Ms. Rekha Sehgal

An employee of the firm like manager or secretary, cannot sign for the firm himself. In case he is legally authorised, by power of attorney, to sign for or on behalf of the firm, he should sign as follows:

Per. Pro. D.N. Mehta & Co.

K.C. Agarwal
Manager

'Per procuration' or Per Pro.' or P. Pro.' or PP implies that the signatory is legally authorised, by power of attorney, to sign in this way. If the signatory is not authorised by power of attorney to sign, he must simply write 'For' before the name of the firm and sign as follows:

For D. N. Mehta & Co.

K.C. Agarwal
Manager

It is important to remember that if the employee puts his name and then his official designation, he would be deemed to have written the letter in his personal capacity. This should not be done. For instance,

K.C. Agarwal
Manager
D. N. Mehta & Co.

It is wrong.

Routine letters may be signed by a clerk who embosses the Firm's name with a rubber stamp and puts down his initials below it, adding 'Per' or 'By' before his name, thus:

D. N. Mehta & Co.
By B. B. J.

In the case of joint stock companies, letters are generally signed by the secretary or manager. The Managing Director generally signs all important letters. Whoever the signatory is, he must show that he is signing for and on behalf of the company by putting down **For** or **Per Pro** before the name of the company or to signify that he is ordinarily authorised or authorised by power of attorney to sign on behalf of the company. Junior executives or departmental head may also sign in the same manner but they should indicate the section or department to which they are attached.

In any case, the signatory bears the responsibility for the correctness of the contents of the letter. So one should sign letters after reading the contents carefully.

6.4 SUPPLEMENTS TO THE ARRANGEMENT OF THE LETTER

Besides the main content of a letter, there are a few supplements which should also be noted carefully. Each supplement either adds to or supplements the information, or further strengthens its presentation and completeness. These are discussed below:

- 1) **Enclosures:** Very often one or more documents are required to be sent along with a letter. In such a case it should be indicated on the left hand corner of the letter by writing the word 'Enclosures', 'Encl;' or 'Encls' noting against it the number of documents enclosed. If the enclosures are important, their nature is also briefly mentioned as for instance:

Encl. One Copy of Invoice.

The despatch clerk must ensure that all the enclosures indicated in the letter are attached to the letter.

- 2) **Copy Circulation:** This is required where copies of letter are sent to persons other than the addressee.

For Example:

CC: (i) The Chairman
BSES
(ii) The Secretary,
Ministry of Energy

- 3) **Post Script (P.S.):** If something is written after the completion of letter, it is known as Post Script or P.S. Only important and urgent information, not known earlier, should be written as post script. As the P.S. is a part of a letter, it must bear the initials of the writer below it. If we have to write more than one P.S., it is better to rewrite the whole letter and not spoil the compactness of the communication.

For Example:

P.S.: We provide two years warranty with all purchases.

- 4) **Margin and Indentation:** As mentioned earlier, margin on both sides as well as at the top and bottom gives a better look to the letter and makes it attractive to hold and read. The typist should take care of the requirement at the time of typing. Moreover, if more than one page is used for a lengthy letter, extra care should be taken to see that identical margins are provided on each page.

Indentation is used mainly in two situations:

- i) **For marking out the significant lines of the ‘inside address’:** While writing the ‘inside address’, the name of the addressee, the number of the house or shop, the name of the street, and the name of the city, are indented to facilitate quick spotting by the reader.
- ii) **For marking out the beginning of each new para:** In the body of a letter, the first line of each paragraph should be indented a little from the margin, and the first line of each paragraph should begin exactly at the same distance from the margin.
- 5) **Identification Marks – Initials:** The writer and the typist of the letter are required to put their respective initials so as to bear the responsibility of their work. Initials may also be typed, for instance K.C. R.S. means Karam Chang has written the letter and Ram Sahai has typed the same.

Check your Progress B

- 1) What do you mean by Post Script?
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- 2) Explain one responsibility of the signatory of a letter.
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3) Write a sample heading of a business letter.

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4) What do you mean by complementary close? Give an example.

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5) State whether the following statements are **True** or **False** ?

- i) Salutation is the counterpart of personal greetings to the addressee in social life.
- ii) Signature is always written in hand writing.
- iii) In the case of Joint Stock Companies, letters are generally signed by the Junior Officer.
- iv) Supplement strengthens the presentation and correctness of the letter.
- v) Salutation is the core of a business letter.

6.5 LET US SUM UP

Business letter writing is an art which needs something more than ordinary letter writing. To be effective, it should be governed by certain basic principles of correspondence. The basic principles of business letter are: clarity and coherence, consideration, brevity, courtesy and friendliness, conciseness, correctness, completeness, originality, neatness and effectiveness. Furthermore, before signing the letter, it is better to do proof reading so that grammatical or spelling mistakes, if any, can be corrected. Such types of mistakes create poor impression about the sender.

Ten commandments should be followed while drafting a business letter.

From the point of view of the writer and the addressee, the business letter should be brief, clear, complete and exact so that there is prompt understanding and a positive response.

For creating a good impression in the minds of the addressee, the letter needs to be written in a systematic manner. Simplicity and courtesy should run throughout the letter. Paper of good quality and standard size should be used for all official correspondence. Letters should be neatly typed with proper margin. A well-structured business letter consists of the heading, inside address, salutation, the main body, complimentary close and the signature of the writer. The body of the letter should be divided into paragraphs so that the sequence in thoughts and messages is maintained. In every letter, the writer of the letter or the authorised person should put his/her signature at the end of the letter.

Lastly, a business letter is complete only if the enclosures, if any, are attached to the letter. Also, if there is any last minute information to be added, it should be incorporated as post script.

6.6 KEY WORDS

Salutation: Form of greeting while addressing an individual or a firm or company.

Complimentary close: Formal expression of respect or regard of the letter writer towards addressee, written just below the body of a letter.

Supplements: Documents enclosed or information included after the main body of the letter.

6.7 ANSWERS TO CHECK YOUR PROGRESS

A 5 (i) True, (ii) True, (iii) True, (iv) False, (v) True

B 5 (i) True, (ii) True (iii) False, (iv) True (v) False

6.8 TERMINAL QUESTIONS

1. List and explain the principles of business communications.
2. “A good letter is one which is clear and brief”. Comment.
3. Briefly discuss the arrangement of a business letter.
4. Explain the importance of salutation and complimentary close in a business letter. Illustrate both as used in business letters.
5. What purpose does indentation serve in a letter? Why are margins necessary?
6. Why should enclosures be mentioned on the body of the letter? Give two examples of enclosures which may have to be attached to a business letter.

UNIT 7 BUSINESS CORRESPONDENCE -I

Structure

- 7.0 Objectives
- 7.1 Introduction
- 7.2 Business Letters
 - 7.2.1 Essentials of a Business Letter
 - 7.2.2 Style of a Business Letter
- 7.3 Planning the Letter
- 7.4 Kinds of Business Letters
 - 7.4.1 Letters of Enquiries, Quotations, Orders and Acceptance
 - 7.4.2 Letters of Claims, Complaints and Adjustments
 - 7.4.3 Agency Letters
 - 7.4.4 Status Enquiries
 - 7.4.5 Banking Letters
- 7.5 Let Us Sum UP
- 7.6 Key Words
- 7.7 Answers to Check Your Progress/Exercises
- 7.8 Terminal Questions/Exercises

7.0 OBJECTIVES

After studying this unit, you should be able to:

- describe the essentials and style of a business letter;
- plan a business letter and
- write different kinds of business letters effectively.

7.1 INTRODUCTION

As studied in unit 6, a modern businessman is required to write letters every now and then. For instance letters are written for purchase and sale of goods, collection of debts, payment of dues, making enquiries, placing orders, despatch of goods, appointment of agent, distributors, etc. Larger the business, greater is the volume of correspondence. In this unit, you will study different kinds of business letters. You will also study the composition and style of writing the above letters effectively.

7.2 BUSINESS LETTERS

As you know, commercial correspondence is an integral part and an instrument of carrying on business. The image of an organization depends on what impression is conveyed through the business letters. These letters help to bridge the gap between two parties. Therefore, business letters should be written carefully and in such a manner that they are able to communicate the purpose effectively. They should be straight forward, free from bias and

prejudice, courteous and impressive to invite positive response. Therefore, while drafting such a letter the essentials of a business letter should be kept in mind.

7.2.1 Essentials of a Business Letter

Following are the essentials of a business letter:

- 1) **Clarity of thought:** Every business letter should depict clarity of thought from each of its sentence. It should clearly express the meaning which the writer wishes to convey. The writer should have a good command over the language.
- 2) **Unity of subject matter:** Each business letter is written with some definite purpose in mind. Therefore, before writing a letter the writer must know the purpose or the subject matter of the letter. A letter should explain only one subject matter.

If more than one messages are to be conveyed, separate letters should be written. However, where one message is supplementary to the other, the same letter may be used. In large organisations different business matters are handled by respective sections. Thus the principle of unity of subject mailer is taken care of to a large extent.

- 3) **Exactness and brevity:** Businessman, both as a writer or a receiver of a letter, has little time for unnecessary details. Hence, long sentences or flowery language expressing no meaning should be avoided. Each sentence should be brief and must tell exact information only. Repetition of words and messages make the letter boring, monotonous and unattractive. It results in delayed or even negative response. Therefore, the letter should exactly convey what is asked for, it should be brief and to the point.
- 4) **Politeness and courtesy:** The letter should be courteous and polite. It pays to be polite and courteous in all situations. In commercial correspondence it has a special importance as the written letter not only conveys a message but it is also an instrument of image building. Even in cases of disagreement and difference of opinion, expression of courtesy should be maintained. It shows the upbringing and educational background of the writer and leaves a good impression on the mind of the reader.
- 5) **Convincing and effective:** A business letter should be convincing and effective. It should convince the reader that the writer is sincere and honest and is interested in mutual benefit to both the parties. All the statements made should be true. Untrue statements may help for a while but once it is detected, the whole image will be spoilt.
- 6) **Appealing and attractive:** The first impression lasts longer. Thus, a business letter should appeal to the eyes of the reader when he holds it for the first time. Only when the letter is appealing to the eyes that the reader would like to go through the entire letter. Good stationery, decorative typing, systematic paragraphing, easy language and expression, and objective of mutual advantage are the tools which make letters appealing and attractive. A businessman acquires this proficiency through knowledge, experience and self-discipline. A continuous exercise of learning and its application should be carried out by each business letter-writer. Innovative appeals may be exciting but that should be used carefully in commercial correspondence.

- 7) **Neatness:** Do not make spelling mistakes and do not do overwriting.

7.2.2 Style of a Business Letter

Each business letter should have a proper format. All the essentials like heading, inside address, salutation, body of the letter, complimentary close, and signature, when systematically arranged, make the business letter a piece of attraction. Apart from a proper format the business letter should be written in a particular style, which is modern and scientific. Proper style prompts the reader to go through the letter and leaves an impression on the mind of the reader. The following points should be kept in view while writing business letter.

- 1) Correct statement
- 2) Direct approach
- 3) Use of active voice in construction
- 4) Avoidance of obsolete language

Let us learn them one by one.

- 1) **Correct statement:** Whatever is stated in a business letter should be factually correct. Overstatement and exaggeration should be avoided for it may give a poor image of the writer and his firm. An example in this regard is given below:

Poor Style: We fully assure you that such mistake will never be repeated in future.

Better Style: We assure you that we shall do our best to avoid such errors.

- 2) **Direct Style:** As far as possible the writer should follow a direct approach. There are many who write letters in the past participle tense particularly in the last paragraph of the letter. This shows an indifferent attitude of the writer towards the addressee and lead to estrangement rather than warmth of relation between the two parties.

An illustration of the same is given below:

Poor Style: Assuring you of our extreme desire to serve you, we are, etc.

Better Style: 'We shall be happy to serve you' or 'We shall be grateful for your cooperation'.

'Thank you in anticipation' is a defunct style and it has no place in modern day business letters. Rather, a courtesy note or a 'thank you' should be written as and when some favour is done by any party.

- 3) **Use of active voice in construction:** Wherever possible, active voice should be used in a business letter. Passive voice shows an indifferent approach which is likely to be misunderstood as lack of interest.

- 4) **Positive construction:** Positive statements are usually preferred in business letters. Negative construction implies a round-about method of expressing an opinion and involves use of unnecessary words and space. This looks awkward at times and, therefore, should be avoided.

For example:

Poor Style: 'If you do not execute the order by the end of this month we shall take a legal action'.

Better Style: 'Please execute the order at the earliest to avoid inconvenience'.

- 5) **Avoidance of obsolete language:** Over the years many stock words and phrases have been developed which are in common use in commercial correspondence even now. Inclusion of such words and phrases reduces the originality of a letter. Wherever possible, new words and phrases should be used to convey the message. This is possible if the writer has a command over the language and vocabulary.

The point can be illustrated as follows:

Poor Style: 'Yours of September 8.....'

Better Style: 'Your letter of September 8

Another example may be:

Poor Style: Our Mr. Om Prakash Sehgal will call upon you soon.

Better Style: Our representative Mr. Om Prakash Sehgal will call upon you soon.

In short, efforts should be made to develop an original style of writing a business letter so as to make it more attractive and meaningful.

7.3 PLANNING THE LETTER

In the previous two sections, you studied essentials of a business letter and its correct style. Now you will learn how a business letter is planned.

A business letter should be planned before it is written. Planning of a letter is as important as planning of any other activity. Properly planned letter is more effective and invites positive response. A letter which is not planned may not provide the information sought or may provide the information which is not asked for. In both the cases the information has no effect. Three steps are to be taken to plan a successful letter.

- i) Assembling relevant facts;
- ii) Selecting right approach; and
- iii) Clarity of information to be provided.

Let us discuss all these one by one.

i) **Assembling Relevant Facts:** The first step in planning a letter is to collect the facts relevant to its contents of the information to be provided, e.g.

- the person to whom the letter is to be addressed;
- the policy of the company as to whether the letter is to be written on behalf of the company;
- previous correspondence on the matter with the person;
- the reasons for writing the letter;
- information need of the letter.

For example, if you want to enquire about a particular product you must know the information required. It is on that basis that the enquiry should be made so as to get the necessary information in full and not only a part thereof.

ii) **Selecting the right approach:** There are basically three approaches any of which may be adopted to start letters:

a) **Direct approach:** In this case, the writer comes to the subject matter straightaway without giving any prelude or introduction.

e.g. request for samples may begin as follows:

“Will you please send us _____

b) **Indirect approach:** This type of approach calls for an explanatory or introductory paragraph in the letter. This approach is followed when unpleasant or disappointing news is to be conveyed. The purpose of this paragraph is to prepare the reader for what follows.

c) **Persuasive approach:** In this type of letter also an introductory paragraph is required. The purpose of this letter is to arouse the interest of the reader. Persuasive approach is usually followed when the writer wishes to sell his product or idea. This type of letter must gain attention, arouse interest, create a desire for the thing or idea to be sold and finally it must prompt the reader to take the action recommended by the writer.

iii) **Preparing a Plan:** Before a letter is actually written, the writer must have clearly thought what is to be written in the letter. He must write down the points and then arrange them in a logical sequence. This will make letter writing very easy and less time consuming. Moreover the reader will be able to understand it better.

Thus before actually writing a letter one must think about:

- a) the purpose of the letter,
- b) the person to whom letter is addressed,
- c) making the letter interesting,
- d) contents of the letter,
- e) the first paragraph to attract attention, and
- f) making the letter sound natural.

Check Your Progress A

- 1) State the three steps to be taken to plan a letter.

- 2) What is meant by indirect approach of writing a letter? When is it usually adopted?

- 3) Fill in the blanks:

- i) Business letters should explain only _____ subject matter.
- ii) Repetition of any message makes the letter _____
- iii) The writer should use _____ voice while writing a business letter.
- iv) _____ approach is usually used when the writer wishes to sell his product.
- v) Properly planned letters invite _____ responses.

7.4 Kinds of Business Letters

There are various circumstances in which business correspondence becomes necessary. Depending on the nature of circumstances business letters may be of various kinds which may be classified into the following general types:

- 1) Letters of Enquiries, Quotations, Orders and Acceptance
- 2) Letters of Claims, Complaints and Adjustments.
- 3) Agency letters
- 4) Status Enquiries
- 5) Banking letters

The list is not exhaustive. Also there may be various types of letters under each head.

Let us now discuss the nature of these letters.

7.4.1 Letters of Enquiries, Quotations, Orders and Acceptance

Letters of Enquiry: Letters of enquiries are generally addressed by prospective buyers to possible suppliers of goods to seek information regarding availability of goods and the terms and conditions of supply. A letter of enquiry may include full description of the goods required with specifications of the goods. Or the letter may be a request to the supplier to send the catalogue and price list of the goods traded by the supplier.

Enquiry letter may be either solicited or unsolicited. The solicited letter of enquiry is in response to an advertisement inviting the reader to write to certain department for further information. It should be very brief and state the requirement clearly. The unsolicited letter of enquiry is that in which the writer takes the initiative in asking for information. The questions asked should be specific and direct.

Specimen of unsolicited Letter of Enquiry requesting a Catalogue/ Price list to be sent.

R. K. Khanna & Sons,
143. Asaf Ali Road,
New Delhi - 110 002

January 22, 2020

Messers Dhani Ram Seva Das
22, Abdul Rehman Street,
Bombay - 400 003

Dear Sir,

We have seen your advertisement in the last issue of monthly 'Garments'. We shall be grateful if you kindly send us a copy of your latest catalogue and price list of ready made garments for ladies and children. We are regular exporters of garments to the Middle East and African countries and expect to place fairly substantial orders with you at regular intervals. We shall appreciate a quick response from your side.

Yours faithfully,

Raj Kumar Khanna
Partner

Letter of Quotation: When an enquiry is received about goods from any prospective buyer, a letter of quotation has to be sent in reply. Business quotations should be prepared giving complete information as to the nature and quality of goods, the time and mode of delivery, price per unit of weight or measurement, charges for packing, transportation and other services, and terms of payment i.e. whether on cash or credit or against acceptance.

Specimen

Dhani Ram & Seva Das
22, Abdul Rehman Street,
Bombay 400 003

January 31, 2020

Messers Raj Kumar Khanna & Sons
143, Asaf Ali Road,
New Delhi – 110 002.

Dear Sirs,

As per your letter dated January 22, 2020, we are pleased to enclose herewith a copy of our catalogue and a copy of quotations for your perusal and record.

You will find from the enclosed documents that our designs are new and prices are very competitive. Service charges are also reasonably low.

We have received fresh stock last week only and, therefore, quality-wise also we hope to give you the latest and most satisfying products.

Yours faithfully,

Dhani Ram Seva Das

Encl: Catalogue and quotations.

Specimen of Letter giving specific quotations

Dhani Ram & Seva Das
22, Abdul Rehman Street,
Bombay-400 003

January 31, 2020

Messers Raj Kumar Khanna
143, Asaf Ali Road,
New Delhi – 110 002.

Dear Sirs,

As per your letter dated January 22, 2020, we are pleased to enclose herewith the latest copy of our catalogue and price list for your perusal and record.

Though our prices are fixed, 10% discount will be given on all quoted prices if cash is paid on delivery of documents through the bank. A credit of 30 days is allowed from the date of receipt of documents provided a bank guarantee is furnished in advance. Cost of packing, transportation, and insurance will be borne by us.

We hope you will find these quotations quite reasonable, and place your order at the earliest.

Yours faithfully,

Dhani Ram Seva Das

Encl: Catalogue and Price List.

Letter for Placing an Order

When a business firm places the purchase order with supplier, it is called an “Order Letter”. The letter should provide detailed particulars about the goods desired as well as the terms of purchase.

Specimen of Order

Ram Nath Bholā Shankar
25, George Town,
Allahabad

April 10, 2020

Messers A.K. Das & Sons
2, Colootola Street,
Kolkatta – 700 073.

Dear Sirs,

Thank you very much for your quotations for readymade garments received here on April 8, 2020. We find the quality and prices satisfactory and are pleased to place herewith an order for the following item:

1. 100 pcs. Baba suits of different colours for children
– Item No. 27 of the Catalogue - @ Rs. 240 each.
2. 200 pcs. Ladies house coats
– Item No. 49 of the Catalogue - @ Rs. 405 each.

Please despatch the goods by Railway Parcel and send the Railway Receipt duly endorsed in our favour and drawn upon our bankers namely, Bank of India, Allahabad, for the invoice value after deducting 3% cash discount.

Kindly treat the order as urgent as we have to meet outstanding demands.

Yours faithfully,

Ram Nath Bholā Shankar

Letter of acceptance of order: After the order has been received it should be acknowledged by the supplier with a letter welcoming the customer and expressing pleasure in serving the order.

Specimen

A.K. Das & Sons,
2, Colootola Street,
Kolkatta - 700 073

Dated: 20 April 2020

Messers Ram Nath Bhola Shankar,
25, George Town,
Allahabad

Dear Sirs,

We acknowledge receipt of your letter dated 10th April 2020 and thank you for your order for garments for ladies and children.

We have booked the order in accordance with your instructions and assure you its prompt execution, in any case, not later than 27th April 2020.

We hope you will find our garments satisfactory and look forward to an enduring connection with your firm.

Yours faithfully,

For A.K. Das & Sons
M.K. Das
Manager.

Letter intimating supply of goods

As and when an order is acknowledged and confirmed the supplier starts making arrangements for execution of the orders. When the goods have been despatched, a letter is addressed to the buyer intimating him that the goods have been despatched. The buyer is also informed about the mode of transport and the date by which the goods are expected to reach the destination.

Specimen

A.K. Das & Sons
2, Colootola Street
Kolkatta -700 073

Dated: 26 April 2020

Messers Ram Nath Bhola Shankar

25, George Town,
Allahabad

Dear Sirs,

We have dispatched today by Railway Parcel:

100 pcs. Baba suits for children @ Rs. 240 each.

200 pcs. Ladies house coats @ Rs. 405 each.

in accordance with your order dated 10 April 2020. The Railway Receipt duly endorsed in your favour and drawn upon Bank of India, Allahabad, for the invoice value Rs. 20,370.00 (Rupees twenty thousand three hundred seventy only) after deduction of 3% cash discount, is enclosed, and we await your remittance.

We are happy to welcome your patronage and hope that we shall continue to enjoy it to our mutual advantage.

Yours faithfully,

For A.K. Das & Co.
M.K. Das
Manager.

Encl: R/R, Invoice

7.4.2 Letters of Claims, Complaints and Adjustments

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

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

Letters of claims and adjustments are written to the suppliers of goods when there are defects in the goods received. Such letters are also written to Railways, Roadways, Postal, or Insurance Authorities when the goods are lost or damaged in transit.

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

Specimen of Letter of Complaint regarding defective goods

Lucknow Potter House,
32, Latosh Road,
Lucknow - U.P

March 27, 2020

The Khurja Potteries,
3, Main Road,
Khurja (UP)

Dear Sirs.

We took delivery of the two parcels sent by you last week vide invoice No 453 dated Feb. 3, 2020 on opening the parcels, we found that two Tea Sets were broken possibly on account of bad packing. Kindly send us replacement or a credit note for the same. The broken sets are lying with us and whenever your representative visits us, he can inspect the same and decide on their disposal.

We shall appreciate early action on the matter.

Yours faithfully,

for Lucknow Pottery House
Shahabuddin
Partner

Reply to the above letter

The Khurja Potteries,
3, Main Road,
Khurja (U.P)

April 10, 2020

Lucknow Potter House,
32. Latosh Road,
Lucknow (U.P)

Dear Sirs,

We regret to note from your letter dated March 27, 2020, that two tea sets of the last consignment sent to you were found broken. We are sending a fresh consignment to replace the two sets. We hope that you would find them in order.

We regret the inconvenience caused to you in this regard and assure you that every effort will be made to prevent such deficiencies in future.

We hope to receive further orders in the near future.

Yours faithfully,

for Khurja Potteries
Nuruddin
Partner

Letter of Complaint to the Railways

12-A, Asaf Ali Road,
New Delhi - 110 002

July 13, 2020.

The Superintendent,
Railway Parcel Section.
New Delhi Station,
New Delhi.

Dear Sir,

This is to inform you that on June 18, 2020, we consigned one parcel addressed to Mr. B.D. Gupta, Mall Road, Meerut, vide Railway Receipt No. 786 dated 18.6.2020 from New Delhi Station issued by that office. The Railway Receipt was duly sent to our customer.

Yesterday, we received a complaint from Mr. B.D. Gupta, that the parcel had not yet reached its destination. We shall be grateful if you kindly make enquiries at your end and let us know the result.

An immediate attention in this matter will be highly appreciated.

Yours faithfully,

Hukum Chand Gupta

7.4.3 Agency Letters

Business firms which do not find it suitable or convenient to open branches decide to establish agency relationships with other business firms in different towns and cities. On the one hand, it helps to expand business, and on the other costs of operation and maintenance of branches are saved.

Establishment of an agency usually takes a definite course. A business house, on its own may apply to a manufacturer or supplier for an agency explaining its financial resources, business connections, area and scope of operations, guarantee of business, rate of commission, including del credere commission, requirement of sole agency or otherwise, and finally the business references.

The objective should be to provide the relevant information so as to help a positive decision by the prospective principal.

If the manufacturer supplier is convinced about the particulars of the applicant, enquiries will be made regarding the financial position and business dealings of the applicant from the referees. On receipt of satisfactory replies from the referees, the draft agreement or form is sent for completion and signature and agency is given to that firm. On the other hand, if the manufacturer or supplier is not convinced, a letter of regret is sent.

Request for Agency

145, Abdul Rehman Street.
Bombay

January 2, 2020

The Fine Brass Goods Manufacturing Co.,
2, Thathera Street,
Moradabad (U. P.)

Dear Sirs,

Sub: Request for Agency

In response to your advertisement for appointment of agents for your products in Mumbai, we are pleased to offer our services in this regard.

Our firm has been doing business in Moradabad, utensils for more than thirty years. We are the premier suppliers of utensils in Mumbai and feel confident that we shall be able to push the sale of your products in this area. For the present, we assure you a minimum business of Rs. 2 lakhs per month.

We charge 5% commission and 2% del credere commission on gross sales and guarantee all payments within a period of 90 days from the date of receipt of consignment. All other expenses will be reimbursed by the principal. Our bankers are Bank of India, Crawford Market Branch, Mumbai, who can give a guarantee on our behalf to the extent of Rs. 15 lakhs.

References may be made to Messers Zakaria Shahid & Co., Thathera Street, Moradabad, and Messers Abdullah Brothers, Faizan Nagar, Moradabad, regarding the financial integrity and standing of our firm. We shall do our best to promote your business in the Mumbai market and hope that you will find it possible to entrust the representation of your firm to us.

Yours faithfully

For New Deal Utensil Suppliers
Ahmad Bartanwala
Partner

Enquiry about Financial Status of a prospective Agent

2. Thathera Street.
Moradabad (U.P.)

January 15, 2020

Messers Abdullah Brothers,
Faizan Nagar,
Moradabad. (U.P.)

Dear Sirs,

Messers New Deal utensils Suppliers, Mumbai has requested us to appoint them as our agents and has assured us a business of Rs. 2 lakhs per month against three months credit. They have given your name as referee to vouch their integrity in business dealings.

We shall be extremely grateful if you kindly give us your experience of dealing with them specially about their promptness in payment. Please rest assured that any information given by you shall be kept in strict confidence and will not be conveyed to any person under any circumstances.

Assuring you of our cooperation in similar situations.

Yours faithfully.

for Fine Brass Goods Manufacturing Co.
R.K. Khanna
Partner

Favourable Reply to the Enquiry

Faizan Nagar.
Moradabad.(U.P.)

January 25, 2020.

The Fine Brass Goods Manufacturing Co.,
2, Thathera Street,
Moradabad (U. P.)

Dear Sirs,

Kindly refer to your letter dated January 15, 2020 regarding the business dealings and financial status of Messers New Deal Utensil Suppliers, Mumbai.

We are pleased to inform you that we have been dealing with the said firm for the last ten years. During this period our volume of business with them has multiplied manifold. Moreover, they have been good paymasters all through this time have never given any reason for complaint. We, therefore, highly recommend their name and hope that you will find them a valued agent in course of time.

Yours faithfully,

For Abdullah Brothers
S.M. Abdullah

Partner

Appointment as Agent

2, Thathera Street,
Moradabad (U.P.)

February 1, 2020

The New Deal Utensil Suppliers.
145, Abdul Rehman Street,
Mumbai - 400 001.

Dear Sirs.

Sub.: Appointment as Agents.

We are glad to inform you that we would like to appoint you our Sole Agents for the Mumbai region, as per your request dated January 2, 2020. Your name has been highly recommended and we hope that we shall also establish good business relations in times to come.

To begin with we quote below the prices of various novelty items which have been recently manufactured by us.

1. Silver Candlesticks Small Size @ 1000/- per piece.
2. Brass Flower Vas Medium Size @ Rs.2000 per piece.

You will be allowed 5% commission on sales plus 2% del credere commission as per our terms.

Kindly fill the enclosed Form of Agency and send the same by return post.

We are sending, by separate post, our latest catalogue and price list of products. We shall appreciate if the sale of the above mentioned items is pushed through. Also enclosed will be some advertising material which will help you in achieving this end. Kindly acknowledge receipt of all the papers.

Assuring you of our best cooperation.

Yours faithfully,

for The Fine Brass Goods
Manufacturing Co.
R. K. Khanna
Partner

Unfavourable reply to an Enquiry about a prospective Agent

Faizan Nagar,
Moradabad. (U.P.)

January 25, 2020

The Fine Brass Goods Manufacturing Co.,
2, Thathera Street.
Mordabad.(U.P.)

Dear Sirs,

Regarding your enquiry about the New Deal Utensil Suppliers, Bombay, vide your letter dated January 15, 2020, we are to inform you that we have been dealing with the said firm for the last three years but our experience is not very good. Unfortunately, they always offer one or the other excuse to delay payment. We offered them many concessions and expected that they would increase the business in due course of time but, instead, the business has gone down. Rather, we are on the look out for some other suitable agents.

Please note that this information is being conveyed to you in strict confidence and should be kept extremely confidential.

Yours faithfully,

for Abdullah Brothers
S.M. Abdullah
Partner

7.4.4 Status Enquiries

Enquiries about the credibility, financial standing and dealings of business firms, customers and clients are quite often necessary to be made. For this purpose confidential letters are sent either to known referees or to other business houses and institutions which may have dealings with the firms. It is expected that all these letters as well as replies to the same are written in good faith and utmost care is taken to keep the information confidential. Under no circumstances element of bias or malice should be apparent from these letters. No exaggeration should be made while conveying a favourable opinion. Where an unfavourable reply is given, it should be written in polite language. If it is decided not to convey an unfavourable opinion, suitable reasons should be given while sending a noncommittal reply. It should always be remembered that similar enquiries may also be made about the firms' own dealings and it would not like others to give a biased opinion. The objective should be to give straight forward opinion about other firms without in any way spoiling ones own image and business relations.

Letter requesting a reference

5, Bhagirath Place,
Chandni Chowk,
Delhi - 110 006.

February 10, 2020.

The Speedy Fans Co.,
Main Bazar,
Hapur.

Dear Sir,

Thank you very much for your order dated February 2, 2020, for 10 pieces of Khaitan Table Fans – A quality – on credit for two months.

As you are dealing with us for the first time, we shall be grateful if you kindly furnish us either a bank guarantee or a Delhi reference known to us as is the usual practice. In the meantime, we shall, however, give our best attention to execute your order.

Yours faithfully,

for The Fast Fan Dealers
M.K. Das
Partner

Reply of the above

The Speedy Fans Co.
Main Bazar.
Hapur .

February 20, 2020

The Fast Fan Dealers,
5, Bhagirath Place,
Chandni Chowk,
Delhi – 110 006.

Dear Sirs,

Thank you very much for your letter dated February 10, 2020.

We are glad to give below the name and address of the Delhi firm wherefrom you can make enquiries about our business dealings:

Messers R.K. Khanna,
343, Sadar Bazar,
Delhi-110006.

If satisfied, please arrange to execute our order at the earliest as the summer season is approaching and we shall need these fans for our customers.

Yours faithfully,

For The Speedy Fans Co.
Ram Dulare
Partner

Request for opinion

5, Bhagirath Place,
Chandni Chowk,
Delhi - 110 006.

February 28, 2020

Messers R.K. Khanna,
343, Sadar Bazar,
Delhi-110006.

Dear Sirs,

The Speedy Fans Co., Hapur, has given your name as referee for enquiry about their business dealings. We shall be glad if you kindly furnish us information about their credit worthiness and other business operations. It will help us in making up our mind to enter into business relations with them. Please rest assured that the information supplied by you will be treated as strictly confidential and complete secrecy will be maintained.

Assuring you of similar service from our side in future.

Your faithfully,

for Fast Fan Dealers
M.K. Das
Partner

Favourable Reply

343, Sadar Bazar,
Delhi - 110006

March 8, 2020

The Fast Fan Dealers,
5, Bhagirath Place,
Chandni Chowk,
Delhi - 110 006.

Dear Sirs,

We acknowledge receipt of your letter dated February 28, 2020 with status enquiries about Speedy Fans Co., Hapur.

In this regard, we would like to inform you that we have been doing business with the above referred firm for the last five years. They have always been prompt in making payment. They have also taken extra care to promote our goods as a result of which our sales in that area has increased considerably. As they have good warehousing facility available at their disposal, even large orders are handled efficiently.

We trust this information will help you in determining their business standing.

Yours Faithfully,

for R.K. Khanna & Co.
R. Khanna
Partner

Unfavourable Reply

343, Sadar Bazar.
Delhi - 110 006

March 8, 2020

The Fast Fan Dealers,
5, Bhagirath Place,
Chandni Chowk,
Delhi - 110 006.

Gentlemen,

With reference to your letter dated February 28, 2020, we regret to inform you that though Speedy Fans Co., Hapur, is an old business firm, it has not been able to establish its reputation. We have been doing business with them for the last three years and have experienced irregularity in their payment schedule quite often. Our sales in that area has not shown any progress during this period.

We trust that you would keep this information strictly confidential.

Yours faithfully,

for R.K. Khanna & Co.,
R. Khanna
Partner

An Indifferent Reply

343, Sadar Bazar,
Delhi - 110 006.

March 8, 2020.

The Fast Fan Dealers,
5, Bhagirath Place,
Chandni Chowk,
Delhi - 110 006.

Dear Sirs,

In reply to your letter dated February 28, 2020, we are to inform you that our dealings with Speedy Fans Co., Hapur, have been strictly on cash basis and, therefore, we are not in a position to give any opinion on their credit worthiness.

Yours faithfully,

For R.K. Khanna & Co.
R. Khanna

7.4.5 Banking Letters

Customer-Bank relationship depends on mutual trust and confidence. Besides operating various types of deposit and loan accounts, the banks offer many services to their customers and charge small amounts, for the services under advice to the customers. These may include collection of bills, dividend warrants, etc. issuing drafts, letters of credit making tax payments, safe custody of valuables and so on. Customers are expected to write to the Bank for specific services or leave standing instructions for services to be valid till further information. Customers are also expected to honour their commitments with their banks.

Letters written to banks should be brief and exact.

Unnecessary detail and superfluous information should be avoided. Usually the following types of letters are written by customers:

- 1) Issue of Letter of Credit
- 2) Letters for collection of Cheques
- 3) Letters for Issue of Drafts
- 4) Letters giving standing instructions
- 5) Letters for overdrawn accounts
- 6) Letters advising payment of bills

Request to Bank to issue Letter of Credit

D.K. Dutta & Company
20, Fraser Road,
Patna

16th May 2020

The Manager.
Metropolitan Bank,
Patna Main Branch,
Patna.

Dear Sir,

I intend to undertake a business tour shortly in Mumbai and nearby industrial areas to explore new markets for the products handled by us. I shall be thankful if you kindly issue circular Letters of Credit on your branches in Mumbai, Maharashtra in my favour, for an amount not exceeding Rs. 200,000 (Rupees two lakhs only), to remain valid for two months from the date of issue.

You may debit this amount together with your usual charges to our Current Account with you.

Yours faithfully,

S. Dutta,
Manager

Letter asking for credit facility

52, Chandni Chowk,
Delhi- 110 006

10 April, 2020

The Manager,
Grindlays Hank Ltd.,
Chandni Chowk.
Delhi - 110 006.

Dear Sir,

We wish to inform you that we are to import Industrial Machinery from Messers Kesser Industriele, 2 Ludwig Strasse, Frankfurt, West Germany. The copies of Import License and Foreign Exchange Permit issued by the Reserve Bank of India in our favour, are enclosed herewith for your perusal and record.

We request you to kindly issue a Letter of Credit in our favour for an amount of U.S.\$ 10,000/- (Ten Thousand US Dollars only) and intimate your Agents in Frankfurt, under advice to us. On receipt of your confirmation, we shall duly inform our suppliers in West Germany.

Yours faithfully,

for Agarwal Machinery Co.,
D.N.Agarwal
Partner

Encl: 1) Import License
2) Foreign Exchange Permit

Letter for delay in collection of cheques

203, Kushal Bazar,
Nehru Place,
New Delhi - 110 019

May 24, 2020.

The Manager,
Bank of India,
Nehru Place.
New Delhi - 110 019

Dear Sir.

We deposited the following two cheques in your Bank on May 9, 1993, to be credited to our Current Account No. 0015 001700 C P after collection..

1. Cheque No. 345670 dated 2.3.2020 drawn on State Bank of India, New Delhi, for Rs. 5,000/-
2. Cheque No. 5431798 dated 5.4.2020 drawn on New Bank of India, New Delhi, for Rs. 6.900/-.

Going through the statement received from you, we find that these cheques have not yet been credited. We shall be grateful if you kindly look into the matter and do the needful under advice to us.

Yours faithfully,

for Wajidsons Pvt. Ltd.
K. Shankaran
Chief Accounts Officer

Letter countermanding payment

246, Sadar Bazar.
Delhi - 110006.

June 7, 2020.

The Manager,
United Commercial Bank,
Sadar Bazar,
Delhi - 110 006.

Dear Sir.

We have issued a cheque No. 0786543 dated June 2, 2020, in the name of Messers Ram Parshad & Co., Karol Bagh, New Delhi, for Rs. 3,000/- only. We have been informed by the party that the above mentioned cheque has been lost. Please stop payment of the cheque and inform us if it is presented for collection.

Yours faithfully,

Badar Alam
Savings Bank
Account No. 05984.

Letter for Issue of Demand Draft

749, Bhagirath Place,
Chandni Chowk,
Delhi - 110 006.

June 8, 2020

The Manager.
Allahabad Bank,
Chandni Chowk,
Delhi - 110006.

Dear Sir,

Kindly issue a Demand Draft in favour of Messers Rati Ram & Co., Kanpur, for Rs. 2,700/- (Rupees two thousand and seven hundred only) and debit the amount with your charges to our Account with you.

Yours faithfully,

For Radhey Mohan & Co.,
Mohan Lal
Partner

Standing Instruction to Bank

Telstar Company
Pvt. Ltd.
209, Navroj Bhavan
New Delhi - 110 018

Dated 20th February 2020

The Manager,
Punjab National Bank,
Vikaspuri
New Delhi - 110018.

Dear Sir,

Sub: Standing Instruction

Please credit the amount of monthly pension to the Savings Accounts of the following retired employees of our Company as per details given below:

	Savings A/c No	Amount of pension
1. Shri Hari Prasad Bansal	7523	Rs. 32,500/-
2. Shri Deo Kishan Pathak	8133	Rs. 33,400/-

The respective amounts may be credited to the Savings Accounts on the 1st of every month beginning March, 2020 until further instruction, and the same debited to our Current Account.

Yours faithfully,

for Telstar Co. Pvt. Ltd.,
N.R. Bisht
Manager

Letter for collection of Bill of Exchange

Jagdish Narain Sumer Chand,
514, Raghbir Nagar, Bharat Bhawan,
New Delhi - 110018

The Manager,
Dena Bank,
Hari Nagar Branch,
New Delhi - 110 018.

Dear Sir,

Enclosed please find a 90 days Bill of Exchange dated 10th December 2020 for Rs. 20,800/- drawn in our favour by M/S Sareen & Sons had accepted by M/S Karan Bros., D-47 Malviya Nagar, New Delhi - 110 017, which may be collected on maturity and the proceeds credited to our Current Account No. C/40721 less usual collection charges.

Yours faithfully,

For Jagdish Narain & Sumer Chand
S.K. Sahai
Partner

Encl: Bill of Exchange

Letter for Overdrawn Account

Eureka Paper Mills Ltd.
A-24, Tilak Park,
Nagpur

Dated: 14th March, 2020

The Manager,
Central Bank of India,
Shivaji Nagar,
Nagpur

Dear Sir,

I am writing to inform you that we have today issued cheques amounting to Rs. 54,610/- (Rupees Fifty four thousand six hundred ten only) in favour of parties against our Current Account No. CP/6711 with your Bank. Although the balance in our account may not fully cover the amount of these cheques, I would request you to honour the cheques as a temporary accommodation in view of our long association with your Bank.

The necessity of overdrawing our account has arisen as payments due from some parties on account of contracts executed by us have not been received in time. This has resulted in a temporary shortage of cash required to meet our commitments to some suppliers.

However, we expect to receive payments within a week and we undertake to deposit Rs. 74,000 (Rupees Seventy four thousand only) in cash within a weeks time to meet this temporary overdrawn.

Under the circumstances, we hope you will accommodate us by allowing overdrawn of our account for this short period.

Yours faithfully,

For Eureka Paper Mills Ltd.
K.N.Bhat
General Manager

Check Your Progress B

- 1) What should the receiver of a complaint letter do after he receives such a letter?

- 2) Name the letters written by the business firm before a firm is given an agency.

- 3) What is a letter for standing instruction?

7.5 LET US SUM UP

As the modern business involves dealing with quite a number of agencies, detailed communication is possible only through letters. Since letters are so integral and important, they should be written properly so that the communication is effective, positive and proper. While writing a business letter, it is necessary to follow basic essentials. For example, a business letter has to have clarity of thought, it should be brief explaining only one subject, polite, convincing, appealing and attractive. It should have a certain style, should avoid superfluous language, and unnecessary explanations. Therefore, in order to incorporate the above mentioned essentials, the business letters should be properly planned after assembling relevant facts.

A business letter should incorporate factually correct statement and should be written in direct tense. As far as possible, active voice should be used in a business letter. Passive voice shows an indifferent approach which is likely to be misunderstood as lack of interest. Positive statements are usually preferred in business letters. Efforts should be made to avoid obsolete language and phrases. Wherever possible, new words and phrases should be used to convey the message.

While planning a business letter, first the relevant facts should be assembled. Depending on the circumstances and the subject, appropriate approach, namely direct approach, indirect

approach and persuasive approach should be followed. Before a letter is actually written, the writer must have clearly thought what is to be written in the letter. He must write down the points and then arrange them in a logical sequence. This will make letter writing very easy and less time consuming.

The businessman writes numerous letters. Some letters like letters of enquiry, quotations, orders, acceptances etc. are specific letters written to a particular firm keeping in mind what he has to buy or sell. Apart from this there are bound to be complaints and adjustments in business dealings. A businessman writes such kinds of letters to its clients, railways, insurance agencies etc. Every businessman appoints an agent to sell his product. Before an agent is appointed his business dealings and credit worthiness is to be enquired. A businessman writes such kinds of letters also, which are commonly known as agency letters.

Banks, now-a-days, apart from opening the Bank accounts give numerous services i.e collection of cheques, retirement of bills, furnishing bank guarantee etc. A businessman writes banking letters also to utilise the different kinds of services provided by the banks.

7.6 KEY WORDS

Agency Letters: Any written communication regarding the business dealing of a firm with another firm acting as its agent.

Banking Letters: Letters written to Bank for utilising some financial services offered by the Bank.

Business Letters: A letter written by a businessman for seeking or a giving a business information.

Quotations: A document furnishing information about the quality and prices of goods, cost of packing, transportation, time of supply and other services.

7.7 ANSWERS TO CHECK YOUR PROGRESS EXERCISES

A 3 i) one ii) boring iii) active iv) persuasive v) positive

7.8 TERMINAL QUESTIONS/EXERCISES

Questions

- 1) What are the essentials of business letters?
- 2) What are letters of claims, complaint & adjustments and to whom are they written?

Exercises

- 1) Write a complaint from Hari Ram to the Railway Authorities, Bareilly, that a railway parcel sent to his address has not reached.

- 2) Ram & Co., Bombay received a consignment of goods from a firm in Ahmedabad. The consignment is damaged in transit, apparently due to bad packing. You are required to write a letter on behalf of the consignee to the consignor demanding compensation for damages.
- 3) Messers Biswas & Co., Jaipur, wants to have an agency of the Delhi Boot Factory, Delhi. Draft the necessary letter from Messers Biswas & Co.
- 4) Write a letter to Messers Ramchandani & Co. Ajmer, enquiring from them about the status of Mr. B.R. Tolani of their city, who wants to enter into business with you and is asking a credit of Rs. 50,000/-
- 5) Write a favourable reply to an enquiry regarding the means, business integrity and general reputation of a merchant whose circumstances are well known to you.
- 6) Write a letter, as manager of your firm, to your bank enquiring why the cheque of Rs. 1,000/- was dishonoured while there were sufficient funds in your account.
- 7) Write a letter to your bank requesting them to pay annual subscription of Rs. 1,000/- to your club out of your current account.



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UNIVERSITY

UNIT 8 BUSINESS CORRESPONDENCE – II

Structure

- 8.0 Objectives
- 8.1 Introduction
- 8.2 Publicity and Public Relations
- 8.3 Letters to Editors
- 8.4 Postal Services
 - 8.4.1 Telegraphic Communication
 - 8.4.2 Remittance Services
 - 8.4.3 Mail and Postal Services
 - 8.4.4 Business Reply Cards and Envelopes
 - 8.4.5 Post Box and Post Bag Facilities
 - 8.4.6 Postal Life Insurance
 - 8.4.7 India Post Payments Bank
- 8.5 Let Us Sum Up
- 8.6 Key Words
- 8.7 Terminal Questions/Exercises

8.0 OBJECTIVES

After studying this unit, you should be able to:

- know the services provided by the postal authorities;
- write letters to editors and
- utilise these services effectively.

8.1 INTRODUCTION

A farsighted business house is always interested in imaginative publicity in order to establish and maintain good public relations. It should make full use of all the resources available at its disposal to achieve this objective. However, public relations cannot be built up in a day or two. Continuous effort is needed to establish stable contacts and build up strong ties with the customers. This can be done only by way of good communication skills. Letter writing is one of the ways of communicating ones ideas. Writing letter to the editor of newspapers and magazines is a convenient means of expressing personal view on some specific social or business problems. These letters, when published show different approaches to particular situations and offer an opportunity to suggest a new solution to problems. The post offices and postal services play an important role in the day to day operation of business. Communication of messages, transmission of money, despatch and delivery of letters, packages and parcels of goods, facilities of post box and post bag, are important requirements of every business which are available through the postal services at low rates.

Post office provides two important services to Indian citizens: Postal Life Insurance (PLI) and India Post Payments Banks (IPPB). Under PLI scheme, it provides life insurance with low premium, whereas, under IPPB, banking services are provided through net banking.

In this unit you will learn how public relations are developed and maintained, how publicity material should appear before the consumers/people. You will also learn how letters to the editors are written and what are the different services provided by the postal authorities.

8.2 PUBLICITY AND PUBLIC RELATIONS

Communication addressed to the public to make a favourable impression on the public mind and develop public relations is known as publicity. Publicity and public relations are important tools in the hand of management to promote business activities. These are closely inter-related as well as inter-dependent. Effective publicity generates better public relations and good public relations serve as useful publicity for the organisation and its work. It is, therefore, necessary that these tools should be used carefully because there is a danger too that they may backfire e.g., poor publicity may spoil public relations and vice versa.

Customer satisfaction is generally the basic objective pursued by every business house. Customer satisfaction implies that he should not only have the feeling that he has acquired a product or got a service, but he should also have the sense of fulfilment psychologically that he has made a good purchase and that money spent has been properly rewarded. Publicity material and good public relations provide this satisfaction and develop customer loyalty.

Written and printed publicity material lasts longer. It should, therefore, be prepared and presented in a persuasive manner. Aggressive selling of an idea through publicity material does not bring the desired effect in most cases. Rather, the reader hesitates to respond positively.

Public relations need to be nursed carefully and continuously. Thus, publicity material should appear regularly before the target (persons) in an effective manner. Long intervals may reduce or totally eliminate the effect of earlier efforts.

The following principles are usually kept in view while developing publicity material and public relations:

- i) Attractive presentation;
- ii) Persuasive material and
- iii) Regularity of presentation

All three of these principles are necessary. One should not be sacrificed for the other as each of these supplements other.

To start with, the publicity material for a business house may appear in the following forms which may be addressed to present or prospective customers. They would also put the foundation of good public relations of further development.

- 1) Press advertisements;
- 2) Handbills;
- 3) Circular letters;
- 4) Catalogues and price lists;
- 5) Miscellaneous.

1) Press Advertisements

Advertisements in newspapers and magazines occupy an important place in the sales efforts of a business house. This kind of publicity reaches all those persons who cannot examine the product at the place of the manufacturer/supplier. If the copy of advertisement is attractive, it holds the attention of the reader and turn them from a mere reader into a prospective buyer. Though such advertisements, if made through popular dailies or weeklies or monthlies, are costly but proportionately they are cheaper as they reach a large number of People.

Press advertisements not only convey the message but also help to educate the people which ultimately lead to favourable public relations. It is, however, necessary that honesty of purpose should always be kept in mind i.e. the product as well as the message must be genuine. Press advertisements have the advantage of putting up an appealing picture of the product as well as convincing words and phrases to complete the message and achieve the objective.

A specimen of press advertisement is given in figure 8.1

Figure 8.1: Press Advertisement

To Let	For Sale	Lost & Found
A two-room independent portion with lat/bath and kitchen on ground floor for a small family in a posh colony of South Delhi.	A 2009 model Hyundai Santro, well-maintained, only 10000 KM driven. Interested persons may contact : 905-----.	I lost my original certificates of Secondary and Higher Secondary Examinations issued by CBSE. The finder will be suitably rewarded. Contact: Somesh, 9868-----05

Another specimen of press advertisement may be given covering a situation where supply of goods has been temporarily stopped but will be resumed shortly. This is a good example of maintaining better public relations.

Dear Citizens,

Due to some unforeseen contingencies, the supply of our DELICIOUS brand basmati rice has been suspended in South Delhi. We are earnestly endeavouring to resume it at the earliest. We regret the inconvenience and request you to please bear with us.

Issued by the Management and Staff of Delicious Basmati Rice.

2) Handbills

Cost wise it is a very cheap method of publicity. The effect of handbills is localised and temporary unless it is repeated time and again. It builds up good public relations when it is coupled with some other incentives like offer of discount, bonus or gift.

3) Circular Letters

When a business firm wishes to convey some special information like introduction of a new product, distribution of dealership, or change of address, circular letters are sent to a large number of known customers. In such cases the idea is to create a feeling among the customers that their benefit is in the mind of the businessman and they should not suffer from any inconvenience due to same changes. These letters, if written in a persuasive manner, go a long way in developing good relations between the sender and the receiver.

A specimen of a circular letter covering the ideas of publicity and public relations is given below:

NEELKAMAL TEXTILE COMPANY

2, Main Road,
Okhla Industrial Estate,
Okhla. New Delhi.

March 4, 2020.

To all Dealers

Dear Sirs,

Our New Factory

Our present factory at Okhla is very small with no space available for expansion. We have, therefore, put up a new factory at Plot No. 2, Sector V, Faridabad. We have put up new sheds and also provided for separate dyeing, bleaching, wrapping and printing sections. It will now be a composite unit and every thing will be done under one roof. We shall now be in a position to meet the increasing demand for all types and varieties of plain, coloured and printed handloom fabrics.

We thank you for your patronage in the past and look forward to its continuance. We also invite you to pay a visit to our new factory at your convenience.

Yours truly,

NEELKAMAL TEXTILE COMPANY
Raja Ram
Sales Manager

4) Catalogues and Price Lists

When a firm, on its own or on request, sends catalogue and price list to its esteemed customers, it narrows down the distance between itself and the prospective buyers. The individual buyers feel that the seller is concerned about his requirements. A regular contact of this sort develops better image of the seller. For example, if a subscriber has discontinued his subscription to the magazine, the publisher continues to send interesting material and incentive subscription coupons to him expecting that ultimately he will re-subscribe. And in

quite a few cases it so happens. It is an art of developing and maintaining good public relations. An example of this type of public relations message is given below.

POPULAR MAGAZINE

4. Nehru Place,
New Delhi.

April 10, 2020.

Dear Reader,

You must have enjoyed the good articles and other informative material in your Popular Magazine over the years. You are one of those two lakhs knowledgeable persons who greatly enjoy high level of reading.

We believe that due to some oversight, you have not sent your subscription for this year. Our new offer of 30% discount on the printed price is specially meant for new subscribers as well as for our old readers. We hope you will make use of this facility and send your cheque along with the attached coupon.

As you know our motto is together we share and spread knowledge through better reading facilities. Thus, on receipt of your subscription, we shall also send you a free copy of Short Stories by Rabindranath Tagore.

Assuring you of our continued service.

Yours truly,

Popular Magazine
Ahmad Riaz
Publisher

5) Miscellaneous

Publicity may also be done by way of display and decoration in exhibitions and fairs. Here special gifts may also be distributed to the visitors.

Travelling agents representing the producer/supplier serve the purpose of publicity and public relations together. Their relationship with the prospective buyers and their performance with regard to fulfilment of orders, promptness in delivery, and attention to complaints etc., lead to build up the reputation of the firm. Through these travel agents many incentive schemes of special discounts, bonuses and free samples are implemented.

8.3 LETTERS TO EDITORS

In the previous section, you learnt how important are the publicity and public relations for the smooth running of a business organization. Writing letters to the editors of the news papers is another important activity which highlights opinions about certain issues. You will study about this in this section. On many issues of local, national or international interest, some

readers get excited and wish to convey their opinion as well; or they feel like giving their specific views on an article or editorial published in the newspaper or magazine. So instead of writing a full length article, they write a small letter addressed to the editor giving their own comments or arguments on a particular subject.

Editors of newspapers and magazines usually receive a large number of letters every day but they select only those letters for printing which contain some new information, new arguments, and probably covers sentiments of a good segment of people. Thus, letters to the editor, beginning with simple salutation of 'Sir' only, straight away touch the point or problem which the writer wishes to discuss. Mere repetition of certain views already expressed in the article or editorial makes the letter a dull one.

A good letter to the editor is a piece of literature expressing broad views of people affected by the situation. For instance, problems relating to school education, traffic, food supply, petrol, effect of war, communal harmony etc., are such issues which attract attention from time to time.

The advantage of printing such letters is that a common man feels involved in such local, national or international problems and develops a sense of participation. People from different walks of life and with different educational background and environment look at the same problem from different angles and thereby enrich the knowledge of the reader.

Letters relating to current problems of business like irregular supply of milk, rising prices of bread and vegetables, increasing cost of transportation, higher construction charges etc., are also written to mobilise public opinion. Such letters are good tools to protect consumers interest and, therefore should be drafted carefully. When written against a certain business firm they may spoil the image of the same. So on seeing such letters, the business firm should respond and take necessary action to rectify the mistake or omission. A reply should also be published stating the correct position.

A few examples of letters to the editors are given as follows:

Fraudulent Practice

Sir, - Sweet services, sour clients (H.T. Aug 21) makes an interesting reading. It's hard to believe that scores of persons parted with their hard earned money, for payment of telephone, water, electricity and house tax bills, in the form of cash or through bearer cheque, when payment by crossed cheques is a well established and accepted practice.

Perhaps not many persons know that even 'and co.' crossed cheques can be deposited in a third party current account in a bank by runners of fraudulent services. Then, it's always good to make payment through such agencies by means of "Payee's A/C only" crossed cheques.

Yours etc.

(Narendra Kumar)
C4F/216, Janakpuri.
New Delhi.

(From H.T. Dt. 7.9.2020)

A Clarification

We wish to thank you for the coverage you have given Armour Polymers in your issue (Vol. VIII. 6-20 Jun. '20). Some of the highlights need clarification and we would be glad if you could publish them.

For the seven months ended March '20, the company has achieved a sales turnover of Rs.5.06 cr. and net profit of Rs.1.42 cr. If these figures are pro-rated on an annualised basis, sales and profit would work out to Rs. 8.68 cr. and Rs. 2.44 cr. respectively.

Although the customs duty of pyridine and beta picoline was reduced from 110% to 85% in the 2020 budget, there has been a certain improvement in the exchange rate of the rupee from Rs. 28 to Rs. 31.50 per dollar, which has offset the reduction in landed cost to some extent. The reduction in customs duty has in no way affected the sales of pyridine and beta picoline as our selling prices are considerably lower than the landed cost of these products.

Your otherwise excellent article mentions a drop in the company's share price leading to a feeling of uncertainty in the minds of shareholders. The overall slump in the stock market during the past year is due to a variety of extraneous reasons and has nothing to do with our operations, which are quite sound. In fact, our shares are actively traded in the share market.

V. Sudha Rao,
Executive Director,
Armour Polymers.

Armour Polymers started production in Sep. '93 and not Jun. '93, as mentioned in the article. The said information was based on discussions with some senior executives of the company, as the financial results were not available then.

– Editor

(CAPITAL MARKET AUG 2-15 2020)

Check Your Progress A

- 1) Which method of improving public relations would you suggest as a manufacturer/supplier of pressure cooker.

- 2) Prepare a note from the publisher to booksellers about a new book entitled *Encyclopaedia of Commerce* which is about to be introduced in the market.

8.4 POSTAL SERVICES

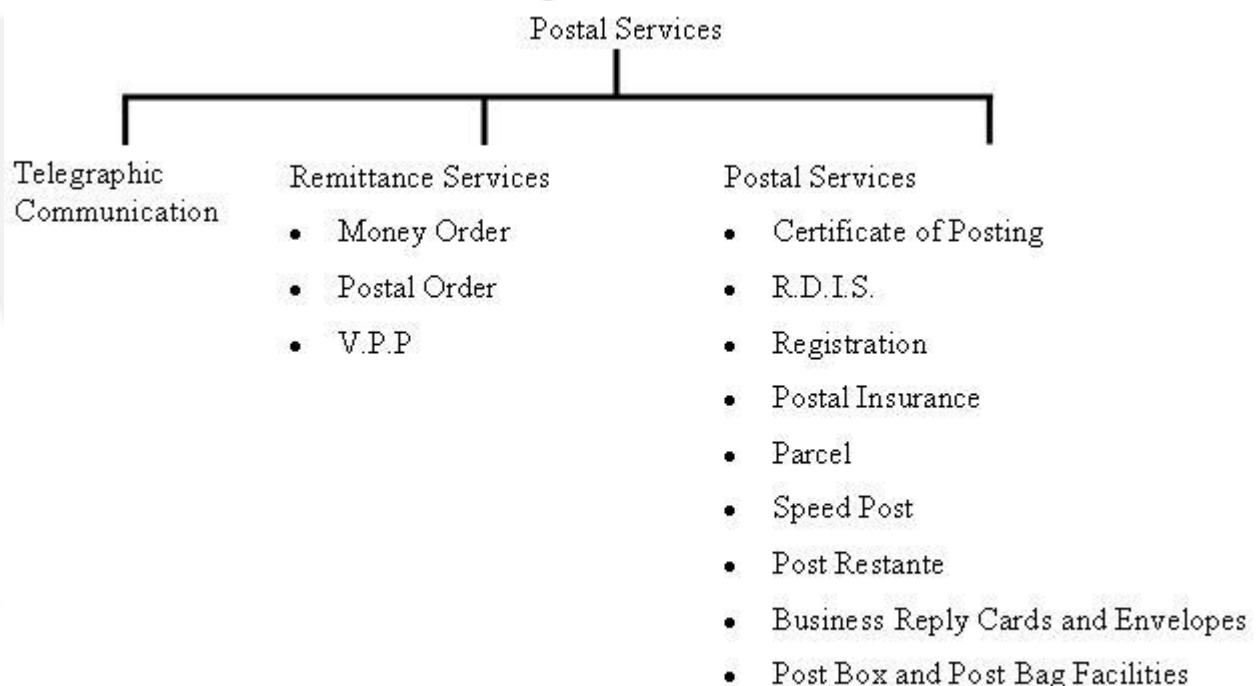
It is impossible to run a modern business without the use of postal services. Letters of all kinds are sent and received by a business house every day and the intermediary between the sender and the receiver is the postal department. Moreover, despatch of parcels, remittances of money and other postal services are also provided by this department at proportionately nominal cost. The greatest advantage is that the delivery of letters, parcels or money is done at the very door steps of the receivers. Mail order business is wholly dependent on the utilisation and efficiency of postal system.

In the field of commercial communication, postal department offers a variety of services. These are as follows:

- 1) Telegraphic Communication
- 2) Remittance Services
- 3) Postal Services

Figure 8.2 will show you the kind of services provided by the Postal department.

Figure 8.2: Kinds of Postal Services



8.4.1 Telegraphic Communication

Postal telegram services were started in the year of 1850. After serving the Indian public for 163 years, it was closed on July 14, 2013. In fact, after the development and widespread use of modern modes of communication, namely mobile phones, e-mails, SMS, Whatsapp, etc.,

the telegraphic services lost its iconic importance and the Government decided to close it forever.

8.4.2 Remittance Services

Post offices offer remittance services in various ways like money order, postal orders, and value payable post.

1) a) Money Order

A money order is an order issued by one post office to another post office to pay a certain sum of money only to the person named therein. The person who remits the money is known as the 'remitter' and the one who receives the money is known as 'payee'.

The remitter fills in the money order form available from the post office, and gives the same with the money to be remitted along with the remittance fee, at the window of the post office. The post office issues a receipt to the remitter. Postal authorities pay the amount to the addressee after obtaining his/her signature in acknowledgement of the amount. The signed receipt is sent to the sender. Short messages can also be written by the sender on the space provided in the money order form for this purpose.

Money order can be sent to foreign countries also at an extra cost. The procedure, however, remains the same.

b) Telegraphic Money Order

A telegraphic money order facility is used when money needs to be sent urgently. Here, the instructions for payment to the addressee, from the remitting post office to the receiving post office, are sent telegraphically. The remitter has to write the words T.M.O. on the money order form and hand it over along with the money to the post office. The fee for T.M.O. is higher than the charges for telegraph and a small surcharge. It should be noted that telegraphic address of the receiver cannot be used in the T.M.O.

2) Postal Orders

Postal orders provide another means of remitting money. They are a kind of bank draft drawn by one post office on another, directing it to pay the value of the postal order to a specified person.

Indian Postal Orders (I.P.O.) are available in the denominations of 50 paise to 10 rupees. The value of any postal order can be increased upto 49 paise by affixing ordinary postage stamps on the postal order. Post office charges a commission of 10 paise per postal order.

Procedure of buying a postal order

The purchaser of a postal order has to tender the money for the value of the postal order and the commission at the counter of the post office. He gets a printed postal order in return. He fills in the postal order by writing the name of the recipient and the place of destination.

After detaching the counterfoil, the postal order is sent to the payee who presents it to the post office mentioned therein and gets the payment. If a postal order is crossed it can be collected only through a bank.

3) Value Payable Post (V.P.P.)

Value Payable Post (or VPP) is a system of cash selling by post.

Any article or parcel sent under VPP is delivered to the addressee only on payment of cash. The amount is paid to the sender of the article. A Railway Receipt entitles the addressee to take delivery of goods from railway authorities can also be sent through VPP which will be delivered to the addressee only on payment of cash. Hence, in either case, the buyer is assured of his goods and the seller of his money.

Procedure of Posting

Every postal article, parcel or packet or letter, intended to be sent as per VPP, must be presented at the post office with the prescribed printed form in which the sender must specify the sum to be remitted to him. The postal authorities charge a commission for this service which includes charges for postage of the article and commission for remitting the money from the addressee to the sender. The seller includes these postal charges in his bill. The total amount recoverable from the addressee is usually the cost of goods plus the postal charges. The post office will then issue a receipt in acknowledgement and sends the article or parcel to the buyer. On delivery of the article the amount due is recovered and the same is sent to the sender.

It should be noted that the amount specified for remittance to the sender in the case of any VPP article cannot exceed Rs. 1,000/-.

8.4.3 Mail and Postal Services

The most important function of the Post Office is to provide mail and other postal services. Ordinarily, mail is sent in envelopes or by inland letters and post cards. Rates of these services are revised from time to time. If a letter is posted unpaid or insufficiently paid, penal rates are recovered from the addressee at the time of making the delivery.

Single and reply post cards are sold at the post office but cards of private manufacturers may be transmitted by post as post cards provided by them are of similar dimensions and the postage is prepaid in full.

Other important postal services may be described as follows:

1) Certificate of Posting

When a sender needs a proof of having posted any ordinary postal article to the addressee, he can post it under 'Certificate of Posting'. The sender has to fill in the name and address of the addressee in a form supplied by the Post Office, affix the required stamp on it and present the article and the form to the post office. The post office will then put the date stamp of the post

office on the form and return the same to the sender. This serves as a proof that the sender has posted the article, but this is no guarantee that the addressee has received the letter.

2) Recorded Delivery Intimation to Sender (R.D.I.S.)

When the sender of a letter requires proof of sending the letter and also the proof of delivery of that letter to the addressee, he makes use of RDIS service. The packet or letter sent under RDI is handed over to the post office along with a form with the name and address of the sender as well as that of the receiver. The postal clerk puts his signature and date stamp on the form and returns it to the sender. It also puts down the total cost which includes postal charge for the letter plus service charges for the intimation service. The amount is taken from the sender. The letter goes with ordinary unregistered mail but an intimation of delivery is obtained which is then passed over to the sender.

3) Registration

Registration of mail is a facility which makes the delivery of the article safe and assured. A letter, postcard, packet or parcel may be sent by registered post. The pre-payment of postage and registration fee is compulsory.

The procedure is very simple. The article meant for registration is handed over to the postal authorities after affixing the postage stamps for normal mail and registration. A receipt is issued by the postal authorities showing the date, name and address of the addressee and the total postage charged. The delivery of a registered article is made by post office only when a receipt is signed by the addressee.

The sender can also get an acknowledgement of delivery by attaching an Acknowledgement Due Slip, complete with the name and address of the sender and the receiver, and a payment of extra charge equivalent to the cost of sending an ordinary envelope by post. The Acknowledgement Due Slip is returned to the sender after getting the signature of the receiver on delivery of the registered article.

Registration is compulsory in the following cases:

- 1) Any article bearing the word 'Registered'.
- 2) Any packet or parcel weighing more than 5 kilograms.
- 3) An Insured article.
- 4) A parcel requiring customs declaration.
- 5) A packet containing valuables.
- 6) A registered article reposted after having been delivered.
- 7) A V.P.P. article.

4) Postal Insurance

Postal insurance is a service that combines safe delivery of a postal article and cover for risk of loss or damage in transit, if any. The Post office undertakes the responsibility for any loss caused to the article to the extent of insured amount. Insurance is compulsory in the case of letter or parcel containing valuable articles, currency notes, jewellery, gold or silver.

Insured articles are properly packed and sealed in strong covers or cases. The cloth lined registration envelopes are recommended to be used for the insurance of letter, valuable documents or currency notes. Seals on the insured cover should be clear and complete. Packets with broken seals are not accepted by the post office.

The packet meant for insurance must have the words 'Registered and Insured for Rs.....', written on top of the name and address of the addressee. The insured value should be written both in words and figures. The name and address of the sender should also be written on the lower left hand corner of the packet. The article is then handed over to the postal authorities after affixing the postage stamps for normal mail and registration and insurance charges. A receipt is issued by the post office. The sender receives, free of charge, an acknowledgement signed by the person to whom the article is delivered. The post office also keeps another acknowledgement of the receipt for its own records.

5) Parcel

All articles, except some prohibitive ones, weighing upto 20 kilograms can be sent by parcel post. Payment of postage on parcels is compulsory.

A parcel should be carefully packed so that its contents may remain in safe condition. However, it must be delivered at the window of the post office and should never be put in the post box.

6) Speed Post

Speed Post is postal service at an extra cost, whereby a regular arrangement can be made under a contract for collection of letters, document, and parcels up to 20 kg from the very door of the sender to be delivered the next day to any major city in India. Postal article can also be sent by Speed Post to villages or towns which may take little longer but it is faster than by ordinary post.

For round the clock booking of the mail, booking counters are provided at the airports and in various post offices within the cities. The occasional users of speed post do not get the free picking up facility but they may book their articles at the booking counters.

For regular users another facility known as Book Now Pay Later facility is also available. In this case, payments made by the users on getting the bills periodically. Speed Post arrangement is also available for places outside India as a part of International Postal Courier network known as Express Mail Service (EMS).

7) Post Restante

When a person moves from one town to another and he does not have any definite address, he may get his letter or other postal articles through the post office of the respective towns. Such letters or articles are known as 'Postal Restante' and they are sent care of the Post Master. Such articles are kept in the post office from one to three months after which they are destroyed. A V.P.P. article is kept for seven days only.

8.4.4 Business Reply Cards and Envelopes

The Business Reply Cards and Envelopes are sent by traders to their customers to induce them to write without any financial burden. When the customers send back these cards or envelopes without pre-payment of postage, the post office collects the charges in cash from the addressee. For this service the post office issues a license on payment of nominal fees on year to year basis. A standard design, distinct from other cards or letters, is prescribed by the post office for this purpose.

Every business reply card or envelope should have the following information printed on the side where address is written:

- 1) The name of the person or business house to whom they are addressed free of charge.
- 2) Permit No.
- 3) The name of the post office issuing the permit.
- 4) The words 'Business Reply Card' or 'Business Reply Envelope'.
- 5) The words 'no postage stamp necessary' postage will be paid by the addressee'.

A specimen form of a Business Reply Card is given in Figure 8.3.

Figure 8.3: Business Reply Card

BUSINESS REPLY CARD		
Postage will be paid by the addressee	New Delhi, G.P.O. Permit No.	No Postage stamp necessary if posted in India
To		
M/s Alpha Beta & Company 2, Asaf Ali Road, New Delhi—110002.		

8.4.5 Post Box and Post Bag Facilities

Post offices offer Post Box facility for those persons who either do not have a permanent address or who do not wish to let others know their address. On payment of nominal fees, ordinarily charged on quarterly or yearly basis, the post office allots a Post Box Number. The allottee then uses this number in all his correspondence or advertisements. All mails received

in the name of the allottee is kept in this box. He arranges to collect his mail from the post box at his convenience.

Post Bags are also rented out to facilitate carrying of mail from the post office to the place of the hirer. The procedure of hiring a post bag is the same as in case of post box. Here all the incoming mail is put in the bag in the post office and locked. The hirer arranges to collect this bag himself.

It should however, be noted that no registered letters or packets are accepted through post box or post bag arrangement and this fact is duly notified by the hirer.

8.4.6 Postal Life Insurance

Postal Life Insurance (PLI) was first started on February 1, 1884 as a welfare scheme for the postal employees. It was subsequently extended to the employees of the Indian Telegraph Department also. In 1894, the PLI scheme was also started for the female employees of the Post and Telegraph Department. It was a path – breaking step as at that time, no insurance company provided life cover for the female lives.

Over the years, PLI has become quite popular and now it provides life insurance to a large number of Government and Semi – Government Departments. It now includes the employees of the Central and State Governments, Public Sector Undertakings, Government aided Educational Institutions, Universities, Local Bodies, Autonomous Bodies, Nationalised Banks, Joint Ventures having a minimum 10% Government/public sector undertaking stake, credit cooperative societies, etc. In recent years PLI has been extended to the officers and staff of the defence services and paramilitary forces.

Directorate of Postal Life Insurance also launched Group Insurance Schemes (GIS) for the extra departmental employees of the postal department.

In the year 1995, PLI was extended to the rural areas because of the vast network of post offices in the rural areas and lower costs involved in its operations. The main purpose of this scheme, known as Rural Postal Life Insurance (RPLI) is to benefit weaker sections of the society and rural women workers in particular.

RPLI is meant for any one residing in rural areas. It has turned out to be a boon for the migrant labour and the unorganised sector. This scheme covers the labour migrating overseas also who maintain rural base in India. RPLI has now more than 146 lakhs policies as on 31.03.2017.

Characteristic features of RPLI

It offers following six types of policies:

1. Whole Life Assurance (Gram Suraksha)
2. Endowment Assurance (Gram Santosh)
3. Convertible Whole Life Assurance (Gram Suvidha)
4. Anticipated Endowment Assurance (Gram Sumangal)
5. 10 years RPLI (Gram Priya)
6. Children Policy (Bal Jeevan Bima)

PLI is the only insurer which gives the highest return (bonus) with the lowest premium charged.

Some of the common facilities offered by the PLI/RPLI are:

1. Change of nomination.
2. The insurer can take loan by pledging his/her policy.
3. Policy can be assigned to any Financial Institution for taking loan.
4. Revival of Policy.
5. Issue of duplicate policy in case the original policy is damaged.
6. Possibility of inter – conversion.

10.4.7 India Post Payments Bank

India Post Payment Bank (IPPB) was set up on 30 January, 2017 under the Department of Post, Ministry of Communication, Government of India, with the objective to provide every household in India an access to efficient banking services. During a short span of 4 years, IPPB has extended its services across India through a network of 650 IPPB branches with the slogan “Aapka Bank, Aapke Dwaar”, i.e. “Your Bank at your doorstep”.

IPPB offers following services:

Deposits	Saving Account Current Account
Money Transfer	Simple and secure Instant through net banking 24 x 7
Direct Benefits Transfers	MGNREGA Scholarships Social Welfare Schemes and subsidies
Third Party Products	Loan Insurance Investments Post Office Saving Schemes
Bill and Utility Payments	Mobile and DTH recharge Electricity, water and Gas Bills Donations and Insurance Premiums
Enterprise and Merchant Payments	Postal products Digital payment of e-commerce delivery Small merchants/Kirana Stores/unorganized retail Offline payments Cash Management Services

Accessibility

IPPB can be accessed through the postman or through internet.

Digital Ecosystem

Customers can transact without cash through digital channels and enables small businesses to accept digital payments. IPPB endeavours to enable individuals, small businesses, merchants and others to utilise full-fledged digital banking services.

Check Your Progress B

- 1) Distinguish between a telegram and a cablegram.

- 2) What is the difference between a Money Order and a Postal Order ?

- 3) What is Registration'? What is the effect of Acknowledgement Due Slip on registration?

- 4) What is Post Restante? How is it beneficial for traders?

Activity

Get Money order, V.P.P and Telegram forms from your nearest post office and try to fill them.

8.5 LET US SUM UP

No business worth the name can run without publicity and public relations. Publicity and public relations are very important to promote its business operations. As customer service is the most important aim of any business concern, it should give its customer the feeling that they have made a good purchase and should give them the psychological satisfaction. Publicity and good public relation play an important role in this regard. A feeling of importance should be created in the hearts of the customers that the seller cares for them and it should be expressed by keeping constant touch with them.

Through letter to the editor one can express one's own views on some specific issue or problem. These letters, written by different persons, show different approaches to face various situation and that adds to the knowledge of the reader and helps in reaching to some conclusion.

But what we should do who can add a new dimension to the subject matter or suggest a new solution to the problem. Letter to editor offer a good opportunity to achieve this end.

Post office and its services play an important role in the day to day operations of business. Telecommunication of messages, transmission of money, and despatch and delivery of letters, packets and parcels of goods are such important requirements of every business on which the whole business structure stands. Post office is the single such agency which offers all these services at proportionately nominal cost.

Telegraphic communication bridges the time distance between the sender and receiver of the message. Similarly, money can be remitted very conveniently by way of money order or postal order. These services are very useful and cheap from the point of view of small size trading units as well. Assured delivery and guaranteed payments through V.P.P. is a service which has greatly promoted the mail order business all over the world. Finally, different kinds of mail services like certificate of posting, registration, postal insurance etc., bring the seller and buyers to the common platform. Even those persons having no definite address of their own can utilise the services like post restante, Post Box and Post Bag etc., which are offered by the post offices. Even post-payment of postal charges can be arranged under the system of Business Reply Cards and Envelopes and the prospective buyers could be turned into real and loyal buyers.

Postal Life Insurance provides life insurance to the employees of government and semi-government institutions. It has proved to be very useful for the people living in rural areas.

Indian Post Payments Banks Services has brought banking to the doorsteps of every household.

In short, thinking of a modern business without utilising a variety of postal services is unimaginable. As long as there is a need to bridge the gap between the sellers and buyers the postal services will remain very much in demand.

8.6 KEY WORDS

V.P.P : It is a system of cash selling by post.

Cypher Telegram: It is sent where secrecy is to be maintained.

R.D.I.S.: The R.D.I.S. is used when the sender wants to have the proof of delivery of the letter to the addressee.

Post Restante: When a person does not have any definite address, he can get his letters through the post office.

8.7 TERMINAL QUESTIONS/ EXERCISES

1. What are the advantages of press advertisement?
2. Post office serves as an intermediary between the trader and his customers. Discuss.
3. What are the precautions to be kept in mind while sending telegram?

4. What is Money Order? Explain the procedure of sending Money Order.
5. What is V.P.P.? Explain the advantages of V.P.P as a means of remittance.
6. Explain Post Box and Post Bag facilities offered by Post Office.
7. What is postal life insurance scheme? Describe its salient features.
8. Enumerate the services provided by India Post Payments Bank. How is it useful for people living in rural areas?



UNIT 9 MEETINGS -I

Structure

- 9.0 Objectives
- 9.1 Introduction
- 9.2 What is a Meeting?
- 9.3 Classification of Meetings
- 9.4 Requisites of a Valid Meeting
- 9.5 Rules Governing Meetings
- 9.6 Preparation for and Conduct of Meetings
 - 9.6.1 Notice
 - 9.6.2 Agenda
 - 9.6.3 Role of Secretary
 - 9.6.4 Quorum
 - 9.6.5 Role of Chairman: His Powers and Duties
- 9.7 Let Us Sum Up
- 9.8 Key Words
- 9.9 Answers to Check Your Progress
- 9.10 Terminal Questions

9.0 Objectives

After studying this unit, you should be able to:

- define a meeting;
- classify meetings;
- state the requisites of a valid meeting;
- enumerate the rules governing meetings;
- describe the preparation for, and conduct of, meetings;
- explain the importance of notice, agenda and quorum;
- describe the role of a secretary in the preparation for meetings and
- explain the role of the chairman of a meeting specifying his powers and duties.

9.1 INTRODUCTION

In a democratic system, the functioning of any association of person, be it a business or social organisation or any other type of association, makes it necessary that members should meet periodically to take decisions on matters of common interest. In large organisations, meetings of managers and executives are frequently held to discuss the ways and means of resolving problems as well as coordinating various activities. Periodical meetings of governing boards or managing committees are also required for decision-making, control and coordination of operations. In all types of organisations, one of the most important duties of the secretary relates to arranging for and conduct of meetings, record of proceedings and drafting of minutes. In this Unit, we shall examine some of the general principles to be kept in view with respect to meetings, the requisites of a valid meeting, rules governing meetings, preparation for meetings, the role of chairman in the conduct of meetings, his powers and duties.

9.2 WHAT IS A MEETING?

One dictionary defines a meeting as an act or process of coming together as an assembly for a common purpose. It may be referred to as the gathering of people to exchange information or plan joint activities or entertainment or to review the action taken on the programmes already agreed upon. Thus meeting can be distinguished from a chance encounter of people without any purpose.

In the meeting, participants present their ideas that are discussed thoroughly and then most desirable and agreeable decisions are made usually through consensus, but sometimes through voting. Often good meetings motivate team members to participate in the project enthusiastically. In the meetings, good suggestions often help the organizations to plan new strategies or take new initiatives.

The meeting is successful if the participants are well informed about the purpose of the meeting and it is guided by good leaders. **Thus, a meeting may be defined as the gathering or assembly of people for discussing and deciding an activity of common interest.**

9.3 CLASSIFICATION OF MEETINGS

Broadly speaking, there may be many different types of meetings such as inaugural meeting, board meeting, annual meeting, committee meeting, extra ordinary general meeting, section meeting, etc. However, meetings can be classified under two broad heads, viz. (1) Public Meetings, and (2) Private Meetings. Private meetings may be further classified into two types: (i) General Meetings, and (ii) Committee or Sub-Committee Meetings. General Meetings may either be Annual General Meeting or Special/Extra-Ordinary General Meeting. These all are depicted in Figure 9.1.

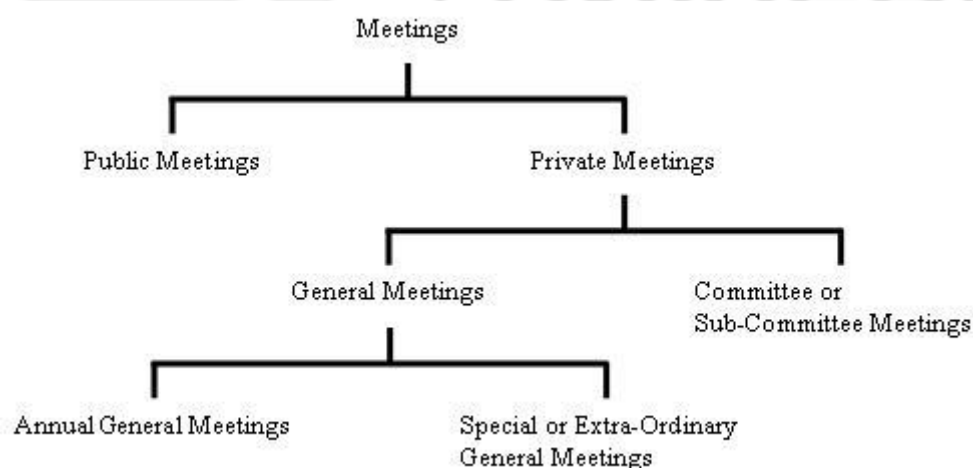


Figure 9.1: Classification of Meetings

Now let us discuss these one by one.

1. **Public meetings:** Public meetings are those which are attended by members of the public. For such a meeting, general invitation may be published in newspapers or displayed in posters or/and distributed as leaflets. Every one has a right to attend public meetings unless the right of admission is otherwise restricted. The purpose of these meetings is usually to disseminate information, or impart knowledge, or create public opinion for a cause belief, or some matters of general interest. Public meetings may be held to raise money, increase membership, arouse public interest, make spiritual or material appeal, or to educate the people. Such meetings may be held in a big auditorium to accommodate large number of people, or in open grounds or public parks.
2. **Private meetings:** Private meetings are those to which admission is restricted to only the members of an association or society. These include meetings of companies, trade unions, clubs, and similar other organised bodies. These meetings are held to transact the lawful businesses of the respective organisations. It is, however, essential that a private meeting should be held on a private premises and not in a public place.

Private meetings may be further classified as :i) general meetings and ii) committee meetings.

- i) **General meetings:** General Meetings are called to discuss matters of common interest to the members of an organisation. Every member of a company or an association has a right to receive the notice of such meetings and to attend the same accordingly.

Generally, such meetings are held once a year in which case they are called **Annual General Meetings**. The usual business transacted at the Annual General Meeting include:

1. Electing members of the Board of Directors of a company, or of Managing Committee, and such other office bearers of an Association as may be provided in the bye laws.
2. Consideration of the Auditor's Report and passing the accounts of the previous year.
3. Appointing the Auditors for the next year and fixing their remuneration.
4. Consideration and approval of the report submitted by the Board of Directors of a company, or by the Managing Committee in the other cases.
5. Preparing the budget for the ensuing year; if so required under the respective bye laws.
6. Considering any other business of common interest.

Any general meeting of a company or society other than an Annual General Meeting is called a **Special or Extra-Ordinary General Meeting**. This meeting is called when any business in hand is to be transacted immediately and cannot be kept pending until the annual general meeting. A Special General Meeting may be called at any time by a resolution of the Board, or the Managing Committee, or on receipt of a requisition from the members as per the bye

laws. These meetings are usually called to make alteration in the Memorandum or in the Articles or Bye Laws, or for removal of a Director or any statutory officer of the organisation.

- ii) **Committee meetings:** A company is managed by the Board of Directors whose members are elected from amongst the general body of shareholders. Other associations are managed by an Executive Committee or a Governing Body or a Managing Committee, whose members are elected as per their respective bye laws. The meetings of such committees are called **Committee Meetings**. The executive or Managing Committee Meetings are held from time to time to frame policies as per guidance given in the general body meeting and to take various decisions relating to the aims and objectives of the association.

All matters relating to admission or suspension of members, recruitment, transfer, promotion and retirement of staff, loans, purchases, maintenance of accounts, moveable and immoveable properties of the association etc. are considered in committee meetings and necessary decisions are taken therein. These meetings are attended only by the members of the Managing Committee but other persons can also be invited as special invitees to give expert advice and opinion on particular matters.

When certain matters need deeper study or further enquiry before a decision can be taken by the Managing Committee, a **sub-committee** consisting of two or more members of the Managing Committee is appointed. This sub-committee may also be authorised to co-opt more members if that is required to carry out its functions. Similarly, the Board of Directors of a company may appoint a sub-committee to consider some special matters.

A sub-committee has to work within the terms of reference given at the time of its appointment. A convener of the sub-committee is also appointed who convenes the meeting according to the convenience of members, records the proceedings and finally prepares a report which is signed by all the members. This report is submitted to the Managing Committee or Board of Directors which appoints the sub-committee and not to the general body. However, if a general body of the association appoints a committee or sub-committee, then the report of findings of the committee is submitted to the chairman of the association.

9.4 REQUISITES OF A VALID MEETING

In the preceding two sections, you learnt about the meaning of the meeting and different types of meetings. For arranging a valid meeting, there are certain requirements. You will study about these now. In any organisation meetings are held to discuss and transact important matters related to the objectives of the organisation. Over the years certain essential requirements of a valid meeting have been evolved so as to give legal backing and respectability to the decisions taken in the meetings. These requisites can be described as follows:

1. The meeting must be convened properly by the person or authority duly authorised to do so.
2. A proper notice should be sent, as per the bye laws, to all those persons who are entitled to attend the meeting and/or to vote at the meeting, otherwise the proceedings of the meeting will be invalid. Public meetings are convened through advertisement in

newspapers, by posters, or by notices displayed in a prominent place. Individual notice in such cases is neither necessary nor possible also.

3. The meeting must be lawful. It must be held at a lawful place, that is, a place not prohibited by any law, for a lawful purpose that is, not against public policy or interest and must not disturb public peace and order.
4. The meeting must have a quorum prescribed according to its rules and regulations. Quorum means attendance of a minimum number of authorised persons for valid transaction of business. Where no quorum is prescribed, presumable, at least two persons must be present, (as it is impossible for one person to constitute a meeting). The quorum must not only be present in the beginning but must be maintained throughout the period of meeting. However, **Quorum is not necessary for any public meeting.**
5. The meeting must always be presided over by a chairman. The chairman, in the case of a public meeting, is appointed by the conveners or by those who are present. In the case of registered bodies, the chairman is appointed according to their respective rules and regulations.
6. Proceedings of the meeting must be regulated according to the law governing the particular meeting.
7. Proper record of the proceedings at the meeting must be kept. The minutes of the proceedings should be duly written, signed and confirmed in accordance with established provisions.

9.5 RULES GOVERNING MEETINGS

One of the requisites of a valid meeting is that it must be properly conducted. All meetings are, therefore, governed by a set of rules. In the case of statutory bodies like the Parliament (Lok Sabha and Rajya Sabha), State legislative assemblies, joint stock companies, co-operative societies, municipalities, etc., rules are separately framed and prescribed for meetings. The Rules governing the meetings of Parliament are known as **Standing Orders**; for local bodies and registered societies the rules are laid down in the **Bye-laws**; in the case of a joint stock company, the rules are laid down in its **Articles of Association**. In the case of non-statutory bodies or associations, rules may be framed as deemed proper by the promoters or founders. Provision is also there for amendment of the rules for meetings according to a set procedure. If rules are not framed, meetings of such bodies are expected to be governed by custom and convention.

The points to be kept in view regarding rules governing meetings are as follows:

1. If rules are laid down under any Act (e.g. Companies Act, Co-operative Societies Act, etc.) the same must be followed without exception.
2. If the society or association has framed its own rules for conduct of meetings, those are to be followed unless there is any conflict with rules prescribed under law.

3. If rules are not prescribed under law nor framed by the association, what is customary and established by convention should govern the conduct of meetings.
4. Finally, in the absence of even custom or convention being known, members present at a meeting may decide upon the rules to be followed. If that is not possible, the chairman may decide what rules would be followed.

Check Your Progress A

1. Define a Meeting.
.....
.....
.....
2. Explain the following:
 - a) Standing orders
 - b) Bye-laws
 - c) Articles of association
3. Which of the following statements are **True**, and which are **False**?
 - i) A public meeting can be attended only by those who have actually read the notice in newspapers or in posters or handbills, not by anyone who has heard about it from another.
 - ii) Private meetings must be held in a private premises.
 - iii) Auditors are appointed in committee meetings.
 - iv) Members of the Managing Committee are elected in General Meetings.
 - v) A sub-committee meeting needs to be convened by the Chairman.
4. Fill in the blanks selecting appropriate word(s) given within brackets:
 - i) A meeting will be valid only if it is held for a purpose. (genuine, lawful, official)
 - ii) Individual notice is not necessary in the case of meeting. (general, public, private)
 - iii) A meeting must have the requisite which implies the attendance of a minimum number of persons out of those invited to it (signatures, quorum, seating arrangement)
 - iv) A Sub-committee may be authorised to additional members. (elect, nominate, co-opt)
 - v) If rules for conduct of meeting are not prescribed under law or bye-laws rules should be followed. (standard, customary, reasonable)

9.6 PREPARATION FOR AND CONDUCT OF MEETINGS

To be well organised, a meeting needs advanced preparations which have to be undertaken by the secretary or any other person responsible the calling the meeting. Any slip in the

preparation for a meeting is bound to result in confusion or disturbance. All the formalities regarding notice, agenda, and other matters should be complied with as prescribed under the rules.

Before taking up the steps required for preparation of a meeting, it may be useful to discuss in detail the meaning, significance, and requirement of the terms “Notice” and “Agenda”

9.6.1 Notice

Notice of a meeting is an invitation to the members to attend it on the specified day, time and place as well as, an intimation of the business to be transacted thereat. For constituting a valid meeting, proper notice calling the meeting should be sent to all those persons who are entitled to attend the meeting. If a proper notice is not given, the proceedings of the meeting will not be valid.

The notice of a meeting must be definite, absolute, unconditional and not subject to any eventuality or otherwise qualified in any manner except when the bye-laws permit it. A notice must be explicit, free from ambiguity and reasonably intelligible to the recipients. The main points to be considered at the time of issuing a notice are:

Form of notice: Notice of a public meeting is usually given by an advertisement in the newspapers or by posters and leaflets. For private meetings, whether general or committee meetings, a written notice should be sent to all those entitled to attend the meeting. This may further be supplemented by advertising in the newspapers if it is a general meeting like the Annual General Meeting of a company or any other registered body. For small sub-committee meetings, oral notice may serve the purpose. However, it is always preferable that a written notice is issued.

The mode of communicating the notice is usually prescribed in the Rules and Regulations of the organisation. If not, a written notice must be sent by post which may be allowed by a telephonic check to ascertain the consent and to make arrangements accordingly.

Sometimes when meetings are held regularly at an agreed time and place, the practice of sending a notice on each occasion may not be followed, and only agenda papers may be sent. But due notice is always obligatory and, therefore, must be strictly adhered to so that future disputes may be avoided.

Contents of a notice: A notice convening a meeting must clearly state the date, time, place and business of the meeting. The time and place must be reasonably convenient to members to attend the meeting. What is specified in the bye-laws, should be strictly followed.

If some special business is to be transacted in the meeting, it should be clearly indicated. Supporting statements or reports must also be sent along with the notice, if it is so required under the rules, otherwise it will invalidate the meeting.

A notice should also include a declaration such as the closure of Share Transfer Books, and references to any point of law or Article, the right of a member to appoint proxy, as may be required by the law.

Length of time of a notice: Usually, bye-laws of the organisation stipulate a minimum period of notice for certain meetings. When notice is given, some more time beyond the minimum period may be allowed so that members at distance could make necessary arrangements and attend the meeting. Sometimes, the rules provide that “a number of CLEAR DAYS notice” should be given. In that case, the day of giving the notice and the day of holding the meeting must be excluded. Thus, if 21 clear days” notice is required and the meeting is scheduled to be held on 23rd day of the month, notice must be mailed not later than 1st day of the month. Even, where there is no special mention in the bye-laws, the expression “day” usually means “clear days”. Sometimes, the period of notice may be allowed to be reduced in the manner prescribed.

A committee or subcommittee meeting may be held at a short notice in case of emergency. The day and time of the next meeting may also be fixed at regular intervals, e.g. every second Friday of the month, or it may be determined at the conclusion of each meeting. However, it is advisable that reasonable opportunity should be provided in all cases to everyone entitled to attend a meeting.

Who should issue the notice? In the case of meetings of registered bodies, the chairman may also convene a meeting under his signature. For company meetings, the secretary issues the notice under the order of the Board of Directors. In the case of committee or sub-committee meetings, the convener, if any, issues the notice. In his absence the chairman can do so.

Whom to issue notice: In the case of a registered body, persons to whom notice is to be given will be determined by the Articles of Association or by some other law like the Indian Companies Act. For instance, notice of an Annual General Meeting of a company must be sent to the auditors of the company as well as all the members at their registered addresses or to their legal representatives, if informed earlier. Serving of a notice is not necessary in case a member is living in a foreign country or whose whereabouts are not known.

Any intentional omission to give notice to any member entitled, would invalidate the meeting, but an accidental omission would not have that effect.

Means of communication of a notice: For all meetings, notice should be served only through the prescribed means as given in the bye laws and not other mode should be adopted. When service by post is stipulated, it should be correctly addressed and there should be some proof of posting, like Certificate of Posting, or Registered Post at Receipt.

Notice must always be despatched to the registered address unless a separate mailing address is specifically given in writing, which should be accordingly used.

A telephonic message or a verbal notice may be delivered personally but it must be confirmed by a written notice.

Notice of a public meeting can be given through an advertisement and the date of service would be deemed to be the day on which the advertisement appears.

Notice of an adjourned meeting: A properly convened meeting may be adjourned due to want of quorum, if the rules so provide. An adjourned meeting is usually held next week at the same time and place for which no fresh notice need to be given to the members.

However, if the meeting is adjourned sine die, that is, indefinitely, a fresh notice must be given but no new business can be transacted unless notice of such new business is given.

Withdrawal of a notice: Once notice of a meeting has been issued, it cannot be withdrawn unless the Rules so provide. The meeting must be held on the appointed day though it can be adjourned by passing a resolution, to a more convenient date. But, if not authorised, the convener of a meeting of a registered body cannot postpone it. Where it is proved that due notice was not given to one and all, the meeting can be cancelled and a fresh meeting will be convened.

Rectification of an irregular notice: An irregular notice can be subsequently ratified, that is approved as a valid notice, by an appropriate authority. For instance, when a notice for Board meeting has been issued by a secretary without being authorised to do so, it can be ratified by all the directors.

Waiver: A notice is given to convene a meeting to transact some specified business only. But if all the members unanimously agree, they can waive the formality of issuing a notice and transact other business also. However, care should be taken that everyone concerned is present and have given his consent in the meeting.

Invalid notice: Notice of every meeting must be given in a proper form, at a proper time, and in a proper manner as prescribed in the rules or bye-laws. Wherever any error of omission or commission is committed in this regard, it will invalidate the notice. However, if all the members are present and none objects to the informality, want of proper notice may be excused and the proceedings cannot be held invalid later on due to that reason.

Specimen of Notice of an Annual General Meeting of a Club

The Health Sports Club
2 Canning Lane
New Delhi

Notice is hereby given that the 4th Annual General Meeting of the Members of the Club will be held at the Club premises at 2, Canning Lane, New Delhi, on Saturday, the 8th May 2020, at 3-00 P.M. to transact the following business:

1. To receive, consider and adopt the Auditor's Report and the audited accounts for the year ended 31st March, 2020.
2. To elect the Office bearers and Members of the Executive Committee.
3. To appoint Auditors and to fix their remuneration.

A.G. Khan
Secretary

Delhi.
April 15, 2020.

9.6.2 Agenda

Agenda means what things to be done. In relation to meetings, it is used to indicate the items of business to be transacted. It is the programme, listed on a paper, which gives the details of matters to be discussed and decided upon at a meeting in the serial order. However, if the chairman of the meeting deems it fit and necessary, he can deviate from the serial order also if there is sufficient reason for doing so.

The purpose of agenda is to inform members about the items to be discussed in the meeting. Thus, it gives members an opportunity to think in advance about the business to be transacted and also to prepare themselves with all relevant information for a meaningful discussion. It helps the chairman to note the importance of matters and to decide how much time should be devoted for each item. Finally, the items on the agenda form the basis of drafting the minutes of the proceedings of the meeting.

Agenda of meeting constitute an essential part of the notice, and is usually sent along with it. If it is not sent with the notice, the words “agenda will follow” may be written in the notice and later on detailed agenda along with the supporting documents, if any, may be sent sufficiently before the meeting is held.

Preparation of Agenda: It is the responsibility of the secretary to prepare the agenda in consultation with the chairman. It should be prepared much before the date of the meeting so that it could be circulated among the members well on time. As far as possible, the agenda should be brief and exact and should contain relevant reference to the context of the matters to be discussed. It is also desirable that for similar kinds of meetings uniformity of form and method and style should be followed for the preparation of the agenda. Wherever possible, sufficient space must be left on the right hand side of each copy of the agenda to write notes during the progress of the meeting. This practice is very useful for the chairman and the secretary as they are invariably required to take notes of the points to be incorporated in the proceedings of the meeting.

There are two types of items that are listed on the agenda paper:

- 1) Routine Items; and
- 2) Special Items.

Routine items as well as those on which little debate is needed are written first in the agenda and they are also dealt with earlier.

The secretary does not need to have consultation with the chairman to include the routine agenda items, like:

- 1) Election of Chairman
- 2) Reading out the notice of convening the meeting.
- 3) Reading out the minutes of the previous meeting, confirmation and signing thereof.
- 4) Chairman’s Speech. .
- 5) Any other routine item.

Special items of agenda consist of those items which do not arise in a routine manner or regularly in the agenda. Similarly, there are certain items on which a detailed debate is expected. For inclusion of all these items of business, the secretary should consult the chairman. In order to preserve impartiality, he should include, on request of any member, any matter which can be regarded reasonably proper for discussion at the meeting.

The secretary should maintain a file wherein he should enter all those matters which could be included in the agenda of the next meeting. He may also invite members' suggestions regarding any matter which any of them may want to include, though the question of inclusion is decided by the appropriate authority.

It is advisable that the words "Private and Confidential" should be written on the envelop, if the secretary is to send the proposed items of agenda to be typed to the chairman for his consent and approval before its final circulation.

Sometimes, the exact text of resolutions to be moved is given in the agenda. In that event, the agenda may become voluminous. For instance, it happens in the case of agenda of the Annual General Meeting of the Federation of Indian Chambers of Commerce and Industry. It may be useful if an index of resolutions is attached to the agenda in such cases.

Loophole Agendum: In most cases, an open item reading "Any other business" is included as the last item of the agenda. This enables any major item to be discussed if it is within the scope of the meeting. However, special items of importance should always be included as a separate item of the regular agenda as they cannot be discussed under the heading "Any other business".

Specimen of a Notice and Agenda of a Meeting of Board of Directors of a Company

MOTHER CARE (INDIA) LTD.
35, Faiz Road,
New Delhi - 110 006.

June 16, 2020

To

Mr. A.W. Raja
530, Chandni Chowk,
Delhi - 110 006.

Dear Sir,

This is to inform you that the next meeting of the Board of Directors will be held at the Registered Office of the Company on Wednesday, July 7, 2020 at 11.30 A.M. to transact the following business. You are requested to be present.

Agenda:

1. To read and approve the minutes of the last Board Meeting.

2. To consider applications for transfer of shares.
3. To consider appointment of the Manager of Kanpur Office.
4. To approve the list of accounts for payments.
5. To fix the list of accounts for payments.
6. Any other matter with the permission of the chair.

Yours faithfully,

Secretary

9.6.3 Role of Secretary

In the previous subsections, you learnt what types of preparations are necessary before a meeting is held. For making these preparations, secretary has an important role. In this section, you will study about the role of the secretary. Secretarial preparations are the essential component for the success of any meeting. Usually such secretarial preparations include the following aspects:

1. The secretary should maintain a current file for meetings and keep all the relevant papers and references in the same.
2. He should check and arrange all important matters to be on the agenda for discussion at the meeting. In this connection, you should consult your superiors, specially the chairman. In other words, you should prepare the tentative agenda and ultimately get it approved by the concerned authority.
3. The secretary should finalise the date, time and place of the meeting in consultation with the chairman. In this connection, provisions of the bye-laws, if any, must be taken into account.
4. The secretary should finalise the notice and the agenda to convene the meeting and arrange for the despatch of the notice in the manner prescribed in the bye-laws.
5. He should take necessary steps for hiring a hall for the meeting, if accommodation is not sufficient in the organization's own premises. He should keep in mind the expected attendance of members as well as the number of guests if they are to be invited.

The meeting room or meeting hall should be properly furnished. Seating and lighting arrangements should be satisfactory and speaking and hearing arrangements are to be available at the time of meeting. Arrangements for refreshments, drinking water, etc., must be made before hand and the secretary should ensure that everyone is properly served.

6. He should appoint trained assistants and stewards to receive the invitees and record their attendance. They should politely check the entry cards, if entry is restricted.
7. Necessary arrangements should be made to receive, check, verify and count the proxies, if allowed under the bye-laws. A record of the proxies must be available before the meeting commences.
8. The secretary should check the arrangements for recording the proceedings. Necessary stationery by way of papers, pencils, ink. etc. should be available to the members who wish to take notes or prepare briefs during the meeting.
9. Copies of the chairman's speech, reports and statements, etc., which are to be circulated among the members, must be prepared in advance for circulation. These may be handed over at the time of" members" entry into the meeting hall, or distributed after the members have taken their seats.
10. The secretary should ensure that the Minutes Book, Attendance Register, legal documents, correspondence files, or other material related to the agenda items and likely to be required for reference, are readily available in the meeting.
11. Preparation to ascertain the sense of the meeting should be made by the secretary. Necessary arrangements for poll and ballot, if required, must be made.

It may be useful to have a check list of various requirements prepared in order of priority and, when the work is done, a tick mark may be made against the item. This is necessary to eliminate any slip or oversight while preparations for meetings are being made. A specimen of such a check list is given below:

Specimen of Check List of Preparations for the Board of Directors meeting to be held on

Items	Check when done
1. To send notice	—
2. To prepare agenda.	—
3. To make arrangements for meeting hall.	—
4. To appoint assistants and stewards.	—
5. To order for refreshments.	—
6. To provide stationery - papers, pencils, ink etc.	—
7. To prepare material for circulation of the meeting	—
8. To prepare Minutes, reports, statements to be presented at the meeting.	—

9. To keep handy copies of Rules and Regulations. —
10. To arrange for attendance. —
11. To arrange to receive and scrutinise proxies, if so required. —
12. To make arrangements for poll or ballot, if so required. —
13. To make arrangements for checking statutory books and documents, if necessary. —
14. To arrange recording of proceedings. —

Check Your Progress B

1. Define "Notice".

2. When can a meeting be cancelled?

2. What is the meaning of the term "Agenda"?

3. Which of the following statements are **True** and which are **False**?

- i) For general and committee meeting, written notice must be sent to all those entitled to attend the meeting.
- ii) It is necessary to give 21 clear days notice for every meeting.
- iii) It is not necessary to issue fresh notice for meeting adjourned sine die.
- iv) Agenda must always be a part of the notice of meeting and despatched at the same time.
- v) Confirmation of the minutes of previous meeting is a routine item of agenda.
- vi) The only purpose of agenda is to help the Chairman to decide on the time to be developed for each item.

4. Fill in the blanks selecting appropriate word(s) from those given within bracket

- i) Election of Chairman is a _____ item of agenda. (Special, routine, ordinary)
- ii) The Secretary should finalise the date and time of meeting in consultation with the _____ (office manager, chairman, junior director)
- iii) If a proper notice is not given, the _____ of the meeting will be invalid (discussion, decisions, proceedings)
- iv) A notice convening a meeting must clearly state the date, time, place and _____ of the meeting. (duration, nature, business)

- v) Serving notice of a meeting is _____ in the case of members living abroad. (necessary, not necessary, essential, not essential).

9.6.4 Quorum

After convening a meeting through proper notice, the most important prerequisite for the conduct of any meeting is the existence of quorum.

According to G.H. Stanford, quorum is '**the minimum number of members of a body required to assemble to establish legal competence for transaction of business**'. Thus, it is the general principle of the law of meetings that no business can be transacted unless a quorum is present. Any business transacted without quorum is automatically invalid.

The quorum should not only be present before the commencement of the meeting but it should continue to be there throughout the meeting and till it ends. However, it may be provided in the bye-laws that if the quorum is complete at the beginning of the meeting and if some members withdraw causing the quorum to fall while the proceedings are on, it will not invalidate the meeting. Notwithstanding this provision, it is safer to draw the attention of the chairman if and when the quorum falls short while the proceedings of the meeting are continuing. The chairman, on this point of order, should take a count of members present and adjourn the meeting in case the quorum falls short.

What is the minimum number? The number of persons forming a quorum depends upon the size of the body and, thus, no general rule can be laid down in this regard. The bye-laws of the organisation generally lay down the quorum, in the absence of which the meeting will not be properly constituted. If no quorum is fixed, the best opinion over the subject is that a majority of the recorded members shall constitute a quorum.

The question may arise whether one person can constitute a lawful quorum. Ordinarily no. There must be at least two persons to constitute the quorum of a meeting of any registered body and, thus, two is the minimum number for a quorum. However, one person can constitute a meeting and fulfil the requirement of a quorum under the following circumstances:

1. Where one person holds the total shares of a certain class then we can validly constitute a meeting of that class of shareholders.
2. Where one creditor has lodged a proof of debt in a winding up, he can constitute a valid quorum in the creditors' meeting.
3. Where there is a committee of one, a meeting can be held by that one person.
4. Where the directors resolve that the quorum be one in a directors meeting, it will be considered valid.
5. Where a meeting is called under instructions from the Central Government or a Court and the instructions also specifically state that even one member of the company present in person or by proxy shall be deemed to constitute a meeting.

Computing Quorum: While counting the number of persons forming a quorum, only those attending members who can vote should be counted. An auditor, attending a meeting as an invitee but not allowed to vote on any agenda item, will not form a part of the quorum.

Similarly, proxies should be excluded unless otherwise expressly allowed under the bye-laws. Also, in the case of joint holder of a share, only the first person entitled to vote will be counted while the second or third one, though present, will be excluded.

Consequences where there is no quorum: In the absence of a quorum, no business can be transacted in a meeting. If it is done, it will render the meeting invalid. It is sometimes provided in the bye-laws that a latitude of fifteen minutes to half an hour can be given from the commencement of the meeting to complete the quorum. But in case it still falls short then the chairman will adjourn the meeting forthwith and announce the time and place where it will be reconvened. The members present may, however, carry out informal discussion without passing any resolution for implementation.

In the case of companies and other registered bodies, adjourned meetings are usually held at the same time and place after a week. The formality of quorum is not required in such adjourned meetings.

9.6.5 Role of Chairman: His Powers and Duties

Besides secretary, chairman also has very important role in conducting a meeting. A chairman is the person, male or female, who presides over the meeting. When the chairman is a lady, she is addressed as chairperson. The chairman acts as the conductor of the meeting and therefore, the success or failure of a meeting greatly depends upon his skill, experience and competence. He leads the group to arrive at correct decisions without wasting time. He performs his functions with absolute impartiality and integrity. He enforces all the prescribed rules and regulations, bye-laws and standing orders for regulating the proceedings at the meeting. He is also the director and arbiter of the proceedings.

Appointment of the Chairman: The Rules and regulations of a registered body usually lay down the rules governing the appointment or election of the chairman of a meeting. The chairman of the organisation, if present, automatically presides over its meetings **ex-officio**. In his absence, the senior-most member or any other member from among and by those present, is elected to conduct the proceedings of that meeting only.

Where, however, a regular chairman is to be elected, an interim chairman may be appointed to conduct the meeting. He would invite nominations and, if needed, election will be held. The elected chairman will then conduct the proceedings.

In public meetings, the chairman is usually invited by the conveners to preside. In the case of companies, the terms of an appointed or elected chairman is mentioned in the Articles. But, if it is not specified, it does not follow that he has been appointed for life or for so long as he remains a director. If the Articles are silent, which is not very likely, any member, elected by the meeting, may be chairman thereof. If the appointment of a chairman is in order, he should, on taking the chair, briefly thank the meeting for the honour and just conferred upon him.

Powers of the Chairman: A chairman usually derives his authority from the meeting over which he presides. However, many legal decisions, customs and established practices have also defined the powers of a chairman. Let us examine, the operational implications of these powers.

1. **To conduct meetings:** The chairman has the authority to maintain order and decorum in the meeting. He has the power to conduct the meeting strictly according to the bye-laws, and, in the process, he can stop introduction of irrelevant matters, and restrain any misuse of procedure. He can even stop a speaker using improper and unparliamentarily language and order expunging of such remarks.
2. **To confirm minutes:** Ordinarily, a Chairman has to confirm the minutes of the previous meeting in the subsequent meeting. However, the bye-laws may also provide that the minutes should first be signed by the chairman of the meeting so as to certify their correct recording and then they can be confirmed in a subsequent meeting by the chairman of that meeting. The chairman also has the authority to subscribe or attest other documents, such as extracts from the Minutes Book, resolutions, etc.
3. **To decide points of order:** Points of orders may be raised by any member attending the meeting if some member speaks anything irrelevant to the motion or if there is no quorum present. The chairman has the power to take up the matter raised through the point of order and give his ruling, if so required, whether the point of order raised is or is not tenable. His ruling cannot ordinarily be challenged unless it is grossly incorrect. If, however, the ruling is challenged by an overwhelming majority, the issue may be decided by vote.
4. **To expel disorderly members:** The chairman can ask any member present in the meeting to go out because of his disorderly behaviour or continuously disturbing the proceedings of the meeting. However, he first gives a warning to the person concerned to behave properly and if the latter persists in misbehaving, the order to expel or to eject may be given.
5. **To decide priority of speakers:** Every member should first take the permission of the chairman before he speaks. But when more than one member rises to speak at the same time, the chairman has to decide as to who should speak first and then allow them to speak one by one.
6. **To stop discussion on a matter:** The chairman has the power to stop discussion on any motion if he thinks that the discussion is dragging, or it has been going on for a long time and every speaker is repeating the same point, or where there is an attempt on the part of some members to prolong the discussion to avoid a motion to be put to vote.
7. **To order poll:** Poll is a method of voting which helps ascertaining the sense of a meeting. Members can cast their votes orally or in writing. When the discussion on a motion is on and there seems to be no unanimity of opinion among the members, the chairman, on his own, can order to take poll, or he can do so on demand by the requisite number of persons. In the latter case, the chairman is, bound to order the poll. In case a poll is ordered by the chairman, he may himself act as the scrutineer, or appoint someone else to conduct the poll according to the prescribed procedure.

8. **To exercise the casting vote:** Like any member, a chairman has a right to cast his vote in the event of a poll. In that case it is known as a “Chairman’s Vote” or a “Deliberative Vote”. But the Rules and Regulations of a registered body usually empower the chairman the right to cast an extra vote, known as **Casting Vote**, if there is an equality of votes on any issue. He may or may not exercise this right. The chairman should cast this vote very judiciously and only to serve the best interests of the organisation.
9. **To declare the result of the voting:** The chairman has the power to declare whether a resolution is carried or not, and when he does so, it is conclusive evidence of the number of votes cast for or against the resolution.
10. **To reject a decision:** The chairman is a protector of law. He has power to reject all unlawful decisions even if taken by a majority of members. For instance, a resolution for payment of dividend at a rate higher than the one recommended by the Board of Directors is unlawful and, therefore, can be rejected by the chairman of the company. Similarly, where three-fourth majority is required to pass a special resolution, and the same is carried only by a simple majority, the chairman can exercise this power.
11. **To adjourn a meeting:** The chairman has the power to adjourn a meeting provided that:
 - i) the meeting has become disorderly;
 - ii) the attendance falls short of the quorum;
 - iii) if the majority of members decide to take up the remaining items of the agenda in the next meeting.

Duties of the chairman: The chairman of a meeting is required to ensure that the proceedings of the meeting, from the beginning to the end, are conducted according to the provisions of law and established practices. He should, thus, discharge the following duties:

1. **Appointment as Chairman:** The chairman should check and confirm that his appointment as chairman of the meeting is in order.
2. **Duty Convene the meeting:** He should see that the meeting has been duly convened and notice and agenda have been sent to all the members entitled to attend. He should check that the notice has been issued by the appropriate authority and that there is no dispute about time and place of the meeting.
3. **Quorum:** Before the proceedings start, the chairman must ascertain whether the required quorum is present. He should see that only persons entitled to vote are entitled for determining quorum. He should also ensure that the quorum is present throughout the meeting.
4. **To confirm minutes:** The chairman has the duty to confirm the minutes of the last meeting and put his signature on the Minute Book to this effect if there are no objections from the members present. He should also examine the relevant

documents like copies of special resolutions, balance sheet, and extracts of other statements.

5. **Order of business according to agenda:** The chairman should see that the items on the agenda are discussed in the serial order set down in the agenda. He can, however, vary the order if members agree.
6. **To maintain order:** One of the foremost duties of the chairman is to see that order is maintained at the meeting. Improper behaviours, embarrassing statement or untoward incidents should not be allowed by the chairman. He should use his skill and tact to handle undesirable situations and should see to it that all business is transacted in an orderly manner without bad feelings being generated in the meeting. If the meeting becomes disorderly and unmanageable the chairman must stop further proceedings and adjourn the meeting.
7. **Members to address chairman:** The chairman should insist that every speaker addresses him and there is no argument between the members *inter se*.
8. **No discussion unless there is specification:** He should ensure that motions are moved in a positive and appropriate manner. They should also be duly seconded. No discussion is to be allowed unless there is a specific motion before the meeting. Motions not falling within the scope of the meeting or badly drafted should not be allowed to be moved.
9. **To give equal opportunity to all to speak:** Another important duty of the chairman is see that all the speakers are given equal opportunity to express their view on a motion. He should specially protect the interest of any opposition or minority group, if it exists, allow its representative to give his views, and give him a patient hearing. But he should not allow anybody to obstruct the proceedings on whimsical grounds.
10. **To decide orders of priority for members to speak:** In case two or more speakers wish to simultaneously, the chairman should follow the principle of priority and take down their names in the order in which they call his attention and then allow them to speak accordingly.
11. **To allow mover of motion to reply to debate:** The chairman should allow adequate time to the mover of the motion to reply to the debate. It is the mover of the motion only who has a right to speak twice, other members should be allowed to speak only once.
12. **To give ruling on Points of Order:** The chairman should give his ruling over points of order and all other emergent questions. He may consult some senior or knowledgeable persons before giving his ruling. But once the ruling is given he must stick to it.
13. **To ascertain the sense of the meeting properly:** The chairman should see that the sense of the meeting is ascertained properly before deciding to close the motion or pulling the motion to vote. He should try to bring unanimity among the members as far as possible. But in case of sharp differences he should finally put the motion to vote. He should take care of all procedural requirements in conducting the poll like

ensuring validity of proxies, scrutiny of ballots, casting of vote, and declaring the result of polling.

14. **To see that proper minutes are maintained:** Finally the chairman has to see that proper record is maintained of the decisions taken at the meeting. In other words, the chairman should see that proper minutes are kept which he may sign if authorised by the meeting.

Check Your Progress C

1. State whether the following statements are **True** or **False** ?
- i) Quorum of a meeting is always $1/3^{\text{rd}}$ of the total number of the members.
 - ii) The chairman can expel disorderly members.
 - iii) The chairman has to allow every point of order.
 - iv) The chairman can reject an unlawful decision even if passed by a majority of the members.
 - v) The chairman decides order of the speakers..
2. What is meant by quorum?

3. Describe briefly powers of the chairman.

4. What is the purpose of point of order?

9.7 LET US SUM UP

A meeting is defined as an act or process of coming together as an assembly for a common purpose. It may be called as gather of people to exchange information or plan joint activities or to review the action taken on the programme already agreed upon. Meeting can be classified into several types, such as public meeting, private meeting, general meeting, committee meeting, executive committee meeting, etc.

A meeting to be valid must have been duly convened by issuing a proper notice with agenda, it must have lawful purpose and must have the prescribed quorum. For different types of meetings, governing rule are prescribed.

The notice for the meeting should clearly state the date, time, place and business of meeting. It must be issued before a minimum period of time before the date of the meeting as per the rules of convention.

Agenda is prepared by the secretary in consultation with the chairman or the convener. Two types of items are listed on the agenda: routine items and special items. There is also an 'open item' reading 'Any other business', which enables minor items to be discussed.

Existence of quorum is the foremost pre-requisite in the conduct of meetings. Quorum should be present at the commencement of the meetings and continue throughout the period of meetings.

The chairman has power to conduct the meeting, confirm the minutes, decide on the point of order and priority of speakers, order poll, exercise casting vote, expel disorderly members, adjourn the meeting if necessary and declare the results of voting.

The order of business to be transacted in a meeting should be the same as set out on the agenda unless the meeting decides to divide. The routine items should be disposed of before taking up other items on the agenda one by one.

9.8 KEY WORDS

Adjourned Meeting: a meeting discontinued with the object of resuming it on a future date.

Agenda : Items of business to be transacted at a meeting.

Bye-laws: Rules governing meetings of a registered society or local authority.

Notice of Meeting: Invitation to attend a meeting at a specified place, on a specified date and time.

Ballot: Ascertaining the sense of a meeting on any issue which involves members giving their vote or opinion on a ballot paper.

Division: A method of ascertaining the sense of a meeting whereby members favouring the motion and those against it form themselves into two separate groups.

Show of Hands: A method of voting whereby members are required to raise their hands respecting for and against a motion.

9.9 ANSWERS TO CHECK YOUR PROGRESS

A	3	i) False	ii) True	iii) False	iv) True	v) False
	4	i) Lawful	ii) Public	iii) Quorum	iv) Co-opt	v) Customary
B	4	i) True	ii) False	iii) False	iv) False	v) True

vi) False

5 i) Routine li) Chairman iil) Decisions iv) Business v) Not Necessary

C 1 i) False ii) True iii) False iv) True v) True

2 i) Opinion ii) The meeting iii) Procedural iv) Resolution v) Does Not

9.10 TERMINAL QUESTIONS

- 1) Define a meeting. What are the requisites of a valid meeting? Distinguish between (i) Public meeting and (ii) Private meeting.
- 2) What is meant by 'Notice'? State the points which should be kept in view before issuing notice of a meeting.
- 3) Define the term quorum and explain what constitutes a quorum. What steps should a chairman take if quorum is absent or not maintained throughout the meeting?
- 4) What do you understand by the term agenda? List out the routine items of an agenda. What are special agenda items? Give two examples.
- 5) Define the term 'casting vote'. How does it differ from the regular vote? Who has the right to exercise casting vote and when?
- 6) Describe powers and duties of the chairman.
- 7) What is the role of the secretary?

UNIT 10 MEETINGS - II

Structure

- 10.0 Objectives
- 10.1 Introduction
- 10.2 Motions, Amendments and Resolutions
 - 10.2.1 Motions
 - 10.2.2 Amendments
 - 10.2.3 Resolutions
 - 10.2.4 Interruptions
- 10.3 Voting Procedures and Methods
 - 10.3.1 Methods of Voting
 - 10.3.2 General Rules for Voting
- 10.4 Minutes of Meetings
 - 10.4.1 Meaning and Importance
 - 10.4.2 Drafting of Minutes
 - 10.4.3 Circulation of Minutes
 - 10.4.4 Confirmation of Minutes
- 10.5 Let Us Sum Up
- 10.6 Key Words
- 10.7 Answers to Check Your Progress
- 10.8 Terminal Questions

10.0 Objectives

After studying this unit, you should be able to

- distinguish between motion and resolution;
- explain the meaning of amendment;
- understand rules of voting in a meeting;
- explain the importance of minutes of meetings;
- describe drafting of minutes and
- explain confirmation of minutes of the meeting.

10.1 INTRODUCTION

In the previous unit, you studied about the meaning of the meeting, its importance and rules governing meetings. It was discussed there that matters of general interest are discussed in the meeting and decisions are taken in a democratic manner. In this Unit, you will learn how matters of general interest are raised and discussed in the meeting and finally the decisions are formalised in the form of resolutions. During the discussion, how members can raise their points through interruptions by point of order. You will also know the rules of voting, if necessary, in a meeting. Finally you will learn the meaning and importance of minutes and how they are drafted and confirmed.

10.2 MOTIONS, AMENDMENTS AND RESOLUTIONS

The primary function of every meeting is that of translating the business on the agenda and arriving at decisions based on the deliberation of members present. This involves consideration of motions or proposals, relating to the items on the agenda, made by members debate and discussion on the motion and amendments that may be proposed, and finally the motion along with the amendments, if any, being voted upon as formal resolutions.

The rules and procedures relating to motions, amendments and resolutions are explained in the following sections:

10.2.1 Motions

A motion signifies a proposition or proposal on any item of business submitted to the meeting for consideration and decision. In other words, a motion may be regarded as a proposed resolution which may be altered or amended if so desired by the members, before it is put to vote.

The following conditions must be satisfied for a motion to be valid:

1. A motion should ordinarily be put in writing, dated and signed by the mover. However, if permitted by the chairman, verbally placed before the meeting for discussion, but before its final adoption as a resolution, it should be formally drawn in black and white.
2. A motion should also be duly seconded by some other member. When the chairman of the meeting himself moves a motion, it need not be seconded.
3. A motion must be within the scope of the meeting and relevant to the business on the agenda.
4. It should be in the positive or affirmative form though in some cases, the motion may be negative in form e.g., "That the question be not now put."
5. It should begin with the word "That".
6. It should be constructed in such a way that it can be formally adopted as resolution.
7. It should be clear and unambiguous.
8. It should not contain any argument, interference or any defamatory expression. 'The motions should be moved in the order of business set out on the agenda.
9. All motions are to be handed over to the chairman of the meeting unless the rules prescribe that motions have to be sent by a certain date to the secretary. In the latter case, it should be done accordingly.
10. No formal notice of a motion on procedural matters is necessary. Moreover, motions are not required to be sent for the following purposes:
 - i) Appointment or election of the chairman.

- ii) Changing the order of items of the agenda.
- iii) Rectification of typing errors, if any.
- iv) Motion for condolence or congratulations.
- v) Motion for the adjournment or closure of meeting.
- vi) Motion for adoption of the minutes of previous meeting or the accounts.
- vii) Vote of thanks to the chair.

Withdrawal of a Motion

The mover of a motion has right to speak on the motion. He can also withdraw a motion before it is put to vote with the consent of the meeting. Once it is put to vote, it cannot be withdrawn.

Procedure for Moving a Motion

If a notice of motion has already been given, the chairman asks the mover to formally move his motion. In the absence of notice, the proposer of the motion may arise and, with the permission of the chairman, formally introduce the motion. If the bye-laws so require, the motion must be seconded immediately. Otherwise, the chairman may allow the mover to speak for a while and can afterward ask for seconding of the motion. If seconded, further discussion on the motion is allowed. If not, the motion is grounded.

After adequate discussion including any discussion on amendments, the motion is put to vote and members can vote for or against it or be neutral. The result is ascertained by counting of the votes and is declared by the chairman. If the motion is passed, it becomes the resolution of the meeting.

It should be noted that if the chairman thinks that any unscrupulous group is trying to push a motion through illegitimate means, or where the motion is not relevant to the business of the meeting, he may rule out the motion. But he should exercise this power very judiciously and without any bias or prejudice to any member.

10.2.2 Amendments

An amendment is an alteration proposed in the terms of a motion. Any member can propose addition, omission or substitution of words, figures, names or any other terms on the original motion before it is put to vote. An amendment is not intended to be a substitute for the original motion, but only qualifies the latter. Moreover, an amendment to a motion should not be confused with an amendment of law or of a resolution in force. Amendments to the original motion can be brought about in the following manner:

- 1 By adding certain words to the original motion, e.g., “that the words ‘exclusive of all allowance’ be added after the words Rs. 5,000/-

- 2 By omitting certain words in the original motion, e.g., “that the words ‘leasing’ may be omitted”.
- 3 By substituting certain words in the original motion e.g.. “that the word ‘should be’ substituted by ‘must be’.
- 4 By inserting certain words in the original motion, e.g. “That the words ‘University of Delhi’ should also be inserted after the name of the college”.
- 5 By changing the position of some words.

General Rules Regarding Amendments

There are certain basic rules which should usually be adhered to while dealing with amendments. They are as follows:

1. An amendment should relate to the main motion and should not negate it or introduce a new topic.
2. It should not be obstructive or dilatory to the proceedings. It should be introduced with the intention of amending the original motion only.
3. An amendment should be in writing, affirmative in form and duly seconded.
4. It should be moved and seconded by persons who have not spoken on the main motion.
5. The mover of an amendment has not right of speech again to give a reply.
6. Any number of amendments can be moved to an original motion.
7. An amendment can be introduced only before the motion is put to vote.
8. Once an amendment is accepted by the chairman for discussion, it cannot be withdrawn except with the consent of the meeting.
9. An amendment gets precedence over original motion as far a voting is concerned.
10. If all amendment is carried it is incorporated in the original motion. If it is lost, discussion on the original motion is resumed.
11. If the original motion is withdrawn, all amendments to it fall through.

Procedure for Handling Amendments

When an amendment is moved to an original motion and the chairman accepts the same, discussion on the original motion is stopped. Now the discussion on the amendment takes place. Only those persons who have not spoken on the main motion, are allowed to speak. After sufficient discussion, the chairman puts the amendments to vote. If it is carried, it is incorporated in the main motion; if defeated, discussion on original motion is revived.

All amendments to the same motion should be taken up one by one and, at any time, only one amendment should be under discussion. It should be noted that if an amendment is passed by voting, it does not mean that the main motion is accepted. It is, therefore, necessary that a fully amended motion should be put to vote again for its acceptance or rejection by the meeting.

Amendment to an Amendment

When a proposition is made to amend or alter an amendment to original motion, it is known as **amendment to an amendment**. Here, the purpose is to omit, substitute, insert, or add certain words, figures or terms in the amendment only and should not introduce a new topic to the same.

As soon as an amendment to an amendment is moved and the chairman accepted the same, it should be discussed first and then voted. If passed, it is incorporated in the amendment and, if later, the amendment is also passed it finds a place in the main motion which now becomes a substantive motion. But, if an amendment to an amendment is defeated, it will lapse and the discussion on amendment revives; or if the original motion is withdrawn, the amendment to an amendment automatically lapses.

10.2.3 Resolutions

A resolution is a motion that has been carried by the majority of the persons present and voting in the meeting. It expresses the formal will or opinion of the meeting. Thus, if a motion is the beginning, a resolution is the end of a matter put before the meeting. Once a motion turns into a resolution, it becomes binding on the body including the disagreeing minority, provided the resolution is lawful and is not contrary to the rules of the body concerned.

A resolution once adopted cannot be amended or withdrawn except by passing a repealing resolution in the subsequent meeting. A resolution concludes the discussion on an agenda item and indicates that the next business on the agenda should be taken up.

A resolution should be so drafted that there is no ambiguity or vagueness. It should be clear, exact and stated in the affirmative. Usually, the words “Resolved that” precede the main part of the resolution. Sometimes, a brief explanation is given earlier and then the main resolution starts with these words.

Specimen of resolutions of a sports club:

- 1) “Resolved: That a sub-committee with the Secretary as a convener, be appointed by the chairman to organise a Football Tournament on the occasion of the Silver Jubilee celebrations of the club.”
- 2) “Resolved: That the audited Annual Accounts for 1992-93 and the Auditor’s report thereon be, and are hereby, adopted.”

The resolutions passed in a general body meeting can be either ordinary resolution or special resolution subject to the bye-laws of the organisation.

The resolutions passed in a meeting should be duly recorded in the minute book in the same form as it is a permanent record of the decisions taken at the meeting. They should also be filed with the Registrar or any other appropriate authority, if so required under the relevant law.

Check Your Progress A

5. State whether the following statements are **True** or **False** ?

- vi) Discussion on agenda items should start as soon as the meeting is called to order by the chairman.
- vii) All speakers at a meeting should address the chairman even when the debate is on.
- viii) Discussion on matters arising out of the minutes of the previous meeting takes place after confirmation of the minutes.
- ix) The order of business set out in the agenda cannot be altered even if members attending the meeting want it.
- x) A motion may be verbally moved for discussion or put in writing and sent to the chairman.
- xi) Every member must vote for or against a motion when it is put to vote.
- xii) A member can move a motion only with the chairman's permission.
- xiii) Once an amendment is accepted by the chairman for discussion, it cannot be withdrawn under any circumstances.

6. Fill in the blanks selecting appropriate word(s) from those given within brackets:

- i) A resolution expresses the formal _____. (desire/ opinion/ intention)
- ii) A motion once introduced cannot be withdrawn except with the consent of _____. (the chairman/ all member)
- iii) Formal notice of a motion is not required to be given in the case of _____ matter. (minor/ procedural/ personal)
- iv) When a motion is voted upon and passed, it becomes a _____. (decision/ resolution/ general opinion).
- v) The mover of an amendment _____ has the right to reply. (does not/ does/ must)

3. Define the term 'motion'.

.....

-
.....
4. What is a substantive motion?
-
.....

10.2.4 Interruptions

Sometimes when a debate progresses, some members interrupt the same with a view to seek clarification, alteration on a motion is in shelving further discussion. It is known as interruption of the debate. There are various customary ways to do so in a proper and formal manner. But the chairman should be cautious enough to realise whether any interruption will serve a useful purpose, or it is an effort on the part of a member to take undue advantage of the situation.

Debates may be interrupted for different purposes which are usually the following:

1. Amendments
2. Point of Order
3. The Closure
4. Previous Question
5. Next Business
6. A Question lying on the table
7. Adjournments
8. Postponement

Amendments: Amendments are suggested alterations in the main motion. Any member can rise, with the permission of the chairman, and interrupt the debate by proposing an amendment. After its introduction, discussion on the main motion is suspended till the amendment is disposed of. Similar procedure is followed in the case of amendments to amendments.

Point of Order: A point of order is interruption to draw the chairman's attention to an irregularity of procedure or some other point. It can be raised by any member at any moment during a meeting when anything is done or proposed to be done which is contrary to the general rules and procedures relating to the conduct of meeting, For instance, point of order may be raised in any of the following situations:

- i) **On the absence of quorum:** If at any time during the conduct of a meeting, the number of persons present is short of quorum, as required under the bye-laws of the association, the attention of the chairman may be a point of order.

- ii) **On a motion:** If a motion or an amendment to a motion is not within the scope of the meeting, a point of order may be raised by any member.
- iii) **On breach of standing order or rules:** Where the organisation has standing orders or rules regarding the procedure or conduct of a meeting, and where the same is not being adhered to any member can draw the attention of the chairman by raising a point of order. For instance, where a motion, needing a proper seconding, is being discussed without having been seconded.
- iv) **On use of abusive language or misbehaviour:** If any speaker uses objectionable language or misbehaves with any other person present in the meeting, any member may appeal to the chairman to prevent him to do so by raising a point of order.
- v) **On procedural formalities:** If the chairman overlooks to take action on an infringement of rules or irregularity, on whispering during the discussion, on holding private conversation loudly, or indulging in any activity which disturbs proper conduct of the meeting, any member can raise a point of order for the chairman to exercise his authority.

A point of order should be raised immediately as and when an irregularity is observed. It may also be raised when any member is speaking. It is always addressed to the chairman by saying “Mr. Chairman, may I draw your attention on a point of order” On raising the point of order, the speaker will sit down, and the chairman will allow a short discussion on the point raised. But if the chairman feels any irregularity in the point of order itself, he may disallow it by giving his ruling. The chairman’s ruling is not to be put to vote. It is final and cannot ordinarily be challenged unless it is grossly incorrect or obviously contradictory to the rules and regulations. He may, however, consult other members or officials before giving his ruling. When a point of order is settled, the speaker who is interrupted may resume his speech.

Unnecessary points of order raised to obstruct the conduct of a meeting should be strictly discouraged by the chairman as they waste time and spoil decorum.

The Closure: When enough discussion has taken place it is not feasible to prolong it any more on a certain motion, a closure motion may be moved. Any member may rise and move “**that the question be now put.**” This motion is known as a “Closure” or “Gag”. This need not to be seconded unless the bye-laws so provide. If the motion is carried, discussion on the original motion is stopped and it is immediately put to vote. If the closure motion is lost, discussion on the main motion is resumed.

The chairman has discretionary powers to reject a closure motion if he thinks that more discussion on the motion would be useful, or where it is being used unfairly by the majority to impose their will on the minority.

Previous Questions: Any member who has not already spoken on the main motion may move a previous question motion with a view to prevent a vote being taken on the main motion or to shelve it. The member rises and moves “that the question be not now put”. If seconded, it is put to vote at once. If the motion is carried, the original motion is dropped and no further action is taken on it at that meeting. But if it is defeated, the original motion is put

to vote without further discussion. No amendment can be made to a previous question motion.

There is an important drawback in the previous question motion. If it is defeated, the original motion is put to vote immediately, thus, it may be used by unscrupulous members as an obstructive tactic. If the motion is carried, discussion on the main motion stops automatically. It cannot be resumed again in that meeting and a reasonable time should elapse before the question can be revived. The chairman, therefore, should exercise some discretion to avoid such a situation in the best interest of the organisation.

Next Business: Other than the previous question motion, this is another way of shivering discussion on a motion in hand. When a motion “that the meeting now proceeds to the next business” is moved and duly seconded. If the ‘next business’ motion is carried, the original motion is dropped at once, and the next item of the agenda is considered. If the ‘next business’ motion is lost, discussion on the original motion is revived, but after a specified time limit, the ‘next business’ motion can again be moved. The ‘next business’ motion may be brought before the house even when an amendment to the main motion is being discussed. The object of next business motion is to prevent a decision to be taken on the motion or to drop the matter due to frivolous or undesirable nature of the motion.

A Question Lying on the Table: This is a motion which, when moved and seconded, takes priority over the business in hand. The motion is not debatable. If it is carried, the main motion is postponed till the members vote to take it up from the table. It differs from the next business motion in the sense that it can be taken up again at any time either at the same or at a future meeting.

Adjournment: Adjournment means postponement with the object of resuming in future. Thus the Adjournment can be of i) a discussion, and ii) a meeting.

- i) **Adjournment of a discussion:** A debate on a particular motion may be postponed if it is felt that some more information is needed or more time is required for consideration to come to a sound decision. A motion may be moved and seconded to this effect specifying the time and date of resumption. If the motion is carried, the debate on the original motion is stopped until the time specified. If the motion falls, the original motion is revived.
- ii) **Adjournment of a meeting:** Adjournment of a meeting is an act of discontinuing a meeting with the object of resuming it at a later date. The meeting can be postponed for a specified time or sine die, i.e., for an indefinite period. Ordinarily, no notice is necessary for the adjourned meeting but if the rules so specify or the members agree then notice specifying the date, time and place may be issued.

The motion of adjournment may be used in the following circumstances:

- i) Due to want of quorum
- ii) Due to disorder
- iii) For taking poll

iv) On demand of members

Where the specified quorum for a meeting is not present, the chairman, on his own or on the indication of a member, may move the motion to adjourn the meeting. The chairman can also adjourn a meeting if he finds it uncontrollable on account of disorderly behaviour of members, or if he finds that the meeting is not in a mood or position to carry on the business. On the insistence of the majority of members present, the chairman is bound to accept the motion to adjourn the meeting to a future date. Separate notice may not be issued if the adjourned meeting is decided to be held after a specified period.

However, if it is not possible to determine outright when it will be convenient to reassemble, the meeting may be adjourned **sine die** with a view to reconvening it at the most appropriate time to be decided later a notice of the same will be accordingly given.

Interruption on account of adjournment have serious consequences. Therefore, it is desirable that bye-laws regarding power of adjournment, notice of adjourned meeting, inclusion of new agenda, etc. should be explicitly provided.

Postponement: If a meeting has been properly convened, it cannot be postponed or cancelled by a subsequent notice allowed by the bye-laws. A meeting can be postponed to a future date if the circumstances create such a situation as to make it inconvenient to hold the meeting. However, the better course in such a situation will be to hold the meeting and then adjourn it to a future date. In such a case it is advisable to issue a new notice specifying the date, time and place of the adjournment meeting.

If a meeting is not properly convened then it cannot be held at all. It has to be cancelled. The members will have to be informed through a fresh notice. The procedure for adjournment or postponement will not apply in such a case.

The distinction between a postponed meeting and an adjourned meeting is that the former signifies that the meeting has not yet taken place while the later is a continuation of a meeting held but adjourned.

Check Your Progress B

1. What is meant by interruption? Describe different purposes of the interruptions.

2. What is point of order? What is its purpose?

3. State whether the following statements are **True** or **False** ?

- (i) Every interruption serves a useful purpose.
(ii) Attention of the chairman can be drawn to lack of quorum through a point of order.
(iii) If the motion is carried, discussion on the original motion is stopped.

- (iv) There is no difference between postponement and adjournment of a meeting.
 - (v) A debate on a particular motion may be postponed if it is felt that some more information is needed.
4. Fill in the blanks:
- i) An amendment is a suggested ----- in the motion.
 - ii) If a motion or an amendment to a ----- is not within the scope of the meeting, a ----- may be raised
 - iii) : Adjournment of a meeting is an act of -----a meeting with the object of ----- it at a later date.
 - iv) The chairman can ----- a meeting if he finds it ----- on account of disorderly behaviour.
 - v) If a meeting is not ----- convened, it cannot be -----at all.

10.3 VOTING PROCEDURES AND METHODS

In the previous section, you studied about the motion, amendments and resolutions and how a meeting can be interrupted and adjourned. Voting is another important aspect of a meeting to decide the fate of a motion. You will study about this in this section. Every motion which is introduced and debated in a meeting should reach its logical conclusion i.e., either carried or fall. To determine its fate, the chairman of the meeting seeks the opinion of the house. This is known as ascertaining the sense of the meeting. As the mind of a majority of members makes the sense of the house by acclamation, that is by clapping of hands or cheering, it is not advisable to adopt this method in formal meetings. The lung power of enthusiastic minority may show a different result because of the different majority. However, this process can be adopted in case of formal motions like a vote of thanks to the chairman, or appointment of an official, etc. For all serious and important businesses, a proper system of voting should be adopted.

10.3.1 Methods of Voting

There are several ways in which votes for and against a motion may be recorded. Some of the common methods are the following:

1. Voice vote
2. Show of Hands
3. Standing Vote
4. Division
5. Ballot
6. Poll

Now let us discuss them one by one.

Voice Vote: This method of voting is generally adopted in legislative bodies. It involves Indication of the members approval or otherwise by saying 'Aye' (for the motion) or 'No'

(against the motion) as and when the chairman invites opinion. The Chairman compares the volume of sound of the two responses and declares the result by saying. "The 'Ayes' or 'Noes' have it" as the case may be. However, this method of voting is not preferred as it does not permit exact counting of votes in favour and against.

Show of hands: In meetings, voting by show of hand is adopted to determine the sense of the house. After the debate on a motion is over, the chairman puts the motion to vote by first requesting those who are in favour of the motion to raise their hands. The 'teller' then counts the hands and reports to the chairman. Later, those who are against the motion, raise their hands and their count is also given to the chairman. Finally, the chairman declares the result. He need not give the details of votes for or against the motion. However, where the show of hands is clear enough to reveal a great difference he should declare the result immediately. **In case of equal votes, the chairman may exercise the casting vote either way. But, if he does not use the casting vote, the motion is lost. Proxy cannot be used here as the voting has to be done by show of hands only.**

Standing vote: In the case of voting by show of hands in a large gathering, there is a possibility that some members may raise both the hands and create confusion. To avoid this possibility standing vote is preferable. The chairman requests the members voting in favour of the motion to stand if where they are sitting and their number is counted. If the majority opinion is apparent from those standing, count out may be dispensed with unless otherwise necessitated by the provisions of bye-laws. In that case, those who are against the motion also stand up and are counted. In the standing vote system, no secrecy is possible. Similarly, no proxy can be used. Further, it involves much time and effort, creates lot of noise and cause inconvenience to the member as well as to the teller.

Division: Under this method, when the motion is put to vote, the chairman asks the member to form themselves into two groups - one favouring the motion and the other against the motion. They may assemble in two different sides of the meeting hall or go to two different rooms. The teller counts the number of members of each group and conveys the result to the chairman who then announces the same.

In this method a clear picture of persons favouring a motion or otherwise is seen and no secrecy is maintained. Also, proxy is not possible. The method is not only time consuming but also disturbs the whole sitting arrangement.

Ballot: When the issue before the house is important and there are apparent differences of opinion among the members who do not wish to disclose their voting preference, they may ask the chairman to determine the sense of the house by ballot. If the rules so provide, the chairman asks the secretary to distribute a piece of paper of equal size to each member present. They express their opinion by writing 'yes' or 'no'. If the members have to elect a person out of two or more candidates and their names are known much before the voting is to be held, the names are printed on the ballot paper in alphabetical order. Each voter gets a ballot paper and puts a prescribed cross mark (x) or tick mark (✓) against the name he elects. He then puts the ballot in a sealed box. Finally, the ballot papers are collected and the votes are counted.

The merit of this method is that the members can record their opinions without undue influences by others. If the number of votes is large, the task of recording the votes becomes

time consuming. Moreover, the rejection of invalid votes is often challenged and counting disputed.

Poll: This is a voting method whereby each member with a voting right may deliver his vote to an appointed officer, either orally or in writing. Generally members are supplied with Rolling papers. Each member puts down his signature on the rolling paper after writing the number of votes he can cast on his own (in the case of a company, each member has vote for every share held by him and he can cast all these votes at a poll either in person or by proxy). The rolling papers are collected by the appointed officer and details are entered on a sheet called **point list**. The chairman appoints scrutineers to examine the proxies, count the votes and report the result to him.

Where the number of voters is very large and votes of proxies are to be counted, polling is the only satisfactory method of ascertaining the majority opinion. A poll may be conducted under the following circumstances:

- i) Where the members are not satisfied with the result on a show of hands, they can demand an immediate poll, as per the bye-laws.
- ii) The rules so demand that a poll will be taken on any or all important issues listed in the agenda.
- iii) If the rules do not prohibit, the chairman himself may decide on a poll if he deems it necessary.

The poll may be demanded by a member when he is not convinced with the result of voting by show of hands. In that case, the result from the show of hands is ignored and the poll is taken immediately or on a later date. There can be objection to a poll if it is allowed by the chairman without first trying show of hands.

Generally, the standing orders or bye-laws prescribe the procedure of taking a poll and it is the duty of the chairman to follow the same. The polling procedure should also be explained to each member.

The advantage of taking a poll are as follows:

1. The sense of meeting can be ascertained with greater accuracy.
2. Where the number of voters is very large, all can take part.
3. Absentee members can cast their votes through proxies, if the bye-laws so, permit.
4. Where proxies are allowed, the voting reflects the shareholding strength.

A **serious limitation** in the polling method appears when a minority group acquires a large number of proxies of disinterested absentee members. Further, it is a time consuming method of finding the opinion of members.

It may be noted that proxy is a written authorisation given to a person to vote on behalf of the voter. The person so authorised to act and vote on behalf of another is also called a proxy.

10.3.2 General Rules for Voting

The procedure of voting to be followed is generally provided in the bye-laws or Rules and Regulations of the association. In the absence of any provision, the chairman of the meeting decides the procedure, in which case he should keep in mind the following general rules:

1. Whenever a departure from the usual voting procedure is to be made, the assent of the meeting must be obtained.
2. All issues should be decided by a simple majority unless special majority is prescribed.
3. A vote once cast cannot be withdrawn or altered.
4. Absentee votes are not counted in the meeting.
5. Only members present and entitled to vote should be allowed to vote.
6. If proxies are allowed as per rules, they should be checked and verified.
7. The chairman is entitled to vote on a motion. He can also exercise his casting vote in case of a tie.
8. If the chairman does not cast his vote in case of a tie, the motion is lost.
9. Whenever the chairman can assume the sense of the house on ordinary items of business, he may get it recorded if no one present has any objection.
10. Declaration of voting result by the chairman is final. In case of declaration on a show of hand, members present can demand a poll.

10.4 MINUTES OF MEETINGS

10.4.1 Meaning and Importance

Literal meaning of the word 'Minutes' is a note to preserve the memory of anything. **The minutes of a meeting are a written record of the proceedings including the business transacted, decisions taken and resolutions arrived at.** The object of keeping minutes is to preserve a clear, conscious and accurate record of the conclusions reached in the meeting of a constituted body which would serve as a reminder of the subject dealt with and the actions to be taken in future. The minutes once confirmed at a subsequent meeting are acceptable as evidence of the proceedings.

Minutes of meetings may be of two kinds:

1. Minutes of Decisions; and

2. Minutes of Narration.

Minutes of decisions: Minutes of decisions are also known as minutes of resolutions. Here, the details of the discussion held in the meeting are omitted and only the final decisions taken on every item are recorded in the form of resolutions. These resolutions are usually in the affirmative form and begin with the words “Resolved that”, or “It was resolved that” .

Minutes of narration: These are records of businesses covered in a meeting including the discussions and arguments in favour or against a particular proposition, the number of votes cast for and against a motion, etc. Minutes of narration also record the items like the number of members present, the receipt of apologies for absence, the submission of routine reports and the passing of a vote of thanks to the chairman.

Objects of Minutes: Recording of minutes of a meeting helps in achieving many objectives which can be listed as follows:

- 1 Human memory is short and it is not possible to remember all of what transcribes or is decided in a meeting after a lapse of some time. Thus to avoid any dispute in future, the recording of minutes is imperative.
- 2 Minutes constitute a permanent record of the resolutions passed or the decisions taken which show an empirical progress of the body or organisation.
- 3 Minutes, once confirmed by the chairman in the subsequent meeting, are acceptable as legal documentary evidence in the courts of law in connection with any relevant matter.
- 4 It is obligatory on the part of every registered body to have a record of proceedings their respective meetings. So, recording of minutes is necessary to comply with legal requirement as well.

Importance of Minutes: In the absence of proper recording and maintenance of the minutes, it may not fulfil an important legal requirement. It may also create differences of views and dispute among the members as to what happened and what was decided in the meeting.

A Minute Book containing all the decisions taken in a meeting is the starting point to take systematic action on any resolution sooner or later. Minutes show the sense of the meeting on any item and the same may have to be conveyed to the person concerned if it is so required.

Recording of decisions regarding appointment, promotion, retirement, leave, etc., of the officers and other employees of the organisation is a routine but very important requirement. If the minutes of such decisions are not available, it may cause serious problems. Problems may also arise in respect of other decisions as well. Thus, the importance of recording minutes of meetings cannot be minimised at any stage in the life of any organisation.

Distinction between Minutes and Report: When a summary of the proceedings of one or more meetings is prepared for the information of members or for the press, it is known as a **report**. But it should not be confused with minutes though both are records of proceedings of a meeting.

1. Minutes are record of decisions of a meeting which are prepared in the form of resolutions while a report is drafted in a narrative form. A report contains discussions and arguments as well as the decisions taken.
2. Minutes record the exact workings of resolutions. They may include the names of the mover and the recorder. On the other hand, a report gives the gist of the decisions. It may or may not contain the exact wordings of resolutions.
3. Separate minutes are prepared for each meeting while a report may be prepared as a summary of the proceedings of more than one meeting.
4. Minutes are drafted by the secretary while a report may be written by any person who has been assigned the task to perform.
5. Minutes serve as authentic official record of the proceedings and decisions of a meeting and are accepted as legal evidence in the courts of law, but the reports are not normally accepted as legal evidence.

10.4.2 Drafting of Minutes

It is the responsibility of the secretary to get the minutes of a meeting recorded. He should take notes of the proceedings as the meeting progresses. He should cover all the important points and should write the minutes in a proper minute book soon after the meeting is over.

Delay in the preparation of minutes may result in omissions or use of vague and inaccurate language. Moreover, it is essential that minutes should be recorded in a methodical and business like manner.

While drafting the minutes of a meeting, the following precautions should be taken:

1. Minutes should be brief, precise, factual and free from ambiguity.
2. Minutes should set out exactly what was transacted at the meeting. Exact wordings of the resolutions should be recorded to avoid the risk of subsequent misinterpretation.
3. If no conclusion is reached on any item at the meeting it should be clearly mentioned.
4. The minutes should also include the names of movers and seconders, the manner of voting and the results of voting.
5. Minutes should be written in the past tense, third person and generally in affirmative form. As far as possible superfluous words should be avoided.
6. Minutes should not contain any matter which is defamatory, irrelevant or immaterial to the meetings or detrimental to the organisation.
7. Arguments advanced for and against any motion should not find a place in the minutes. Moreover, partiality or bias towards any person or group should be avoided in writing the minutes.

8. Recording of minutes should follow the same sequence of items as given in the agenda. In case of variation, the exact order in which the business took place should be followed.
9. Pages of the Minutes Book should be numbered and the Minutes Book should be property bound. Separate minute books should be kept for general meetings and for meetings of standing or permanent committees.
10. Minutes should specifically mention the nature and kind of meeting held e.g., Sub-committee Meeting, Board Meeting, Annual Meeting, General Meeting, etc.
11. Minutes should clearly indicate the date, time and place of the meeting.
12. The minutes must give the name of the presiding officer (chairman), and the names of the members attending the meeting. In the case of a general body meeting only the number of persons present in the meeting may be recorded.
13. Names of absentees and apologies for absence should also be recorded wherever possible.
14. All items of the business transacted in a meeting should be serially numbered and wherever necessary, their heading and sub-headings should be given.
15. When any reference is made to any letter, report or statement with regard to any item of business the date of each such document should be mentioned in the minutes.
16. All decisions on items relating to financial statements, accounts, appointment of officers and other employees made, salaries decided upon, etc., expenditure authorised with exact amounts, instructions to directors, secretary or any other official, etc., should all be recorded separately as they appear in the agenda, with no element of vagueness, ambiguity, or scope of double interpretation. The exact text of each resolution should be recorded.
17. Minutes should end with a vote of thanks to the chair.
18. Minutes when signed constitute an official record of the proceedings of the meeting. The chairman should initial each of the pages which contain the minutes, sign in full at the end and note the date. The secretary should also initial the minutes.

10.4.3 Circulation of Minutes

Although it is not a statutory requirement that the minutes of a meeting should be circulated among members it is generally done in practice. This procedure serves several purposes, viz.,

1. Members who wish to keep a record of the minutes have copies of their own.
2. Members who could not attend the meeting come to know what was transacted in that meeting.

3. Members who attended the meeting may be prepared to point out whether the minutes have been correctly recorded or not.
4. When the minutes are to be confirmed in the subsequent meeting, it will save time because the chairman may say, “Since the minutes of the previous meeting have been circulated among the members, they may be taken as read.” If the members have any point to raise, they may do so, otherwise the minutes are approved and the secretary need not read the same.

10.4.4 Confirmation of Minutes

Confirmation of minutes of the previous meeting is the first item of agenda at the subsequent meeting. Minutes become authentic record of the proceedings of a meeting as soon as they are confirmed by the chairman at the next meeting. Two situations may arise in connection with the confirmation.

Firstly, if the minutes have already been circulated among the members and if there are no objections as to omission or alteration of any part or whole of the contents, they will be taken as read in subsequent meeting. The chairman gets over the formality of asking the members whether the minutes may be taken as read, and then put his initial on each page and signature at the end of the minutes confirming their corrections. The secretary will also initial the last page of the minutes.

Secondly, where the minutes of the previous meeting have not been circulated earlier, the chairman will ask the secretary to read out the minutes who has to read them from the beginning to end unless all the members present agree that unimportant parts like the attendance, names of the persons present, congratulatory or condolence resolutions etc. may not be read. The chairman will then ask the members whether or not the minutes have been correctly recorded. In case of any error or missing word or figure, necessary correction will be made. No overwriting or use of eraser is permitted. All corrections or alterations Should be duly initialled by the chairman and the secretary. If a correction in the minutes recorded is to be made in respect of matters not accepted at a later meeting, another minutes has to be recorded rescinding the former. But in no circumstances should the former be deleted or corrected.

No discussion or alteration is permitted once the minutes have been confirmed by the members and signed by the chairman. The confirmed minutes immediately become authentic official record which can be used for future reference or as a written evidence as and when so required.

Check Your Progress C

1. Explain division.

2. What is meant by minutes?

- -----

3. Explain the power of the chairman for casting vote.
- -----

4. State whether the following statements are **True** or **False** ?
- (i) Voice vote method of voting is generally adopted in legislative bodies.
 - (ii) A vote once cast can be withdrawn later.
 - (iii) Minutes should be brief, precise, factual and free from ambiguity.
 - (iv) Confirmation of minutes of the previous meeting is the last item of agenda at the subsequent meeting.
 - (v) No discussion or alteration is permitted once the minutes have been confirmed.

10.5 LET US SUM UP

The primary function of every meeting is that of translating the business on the agenda and arriving at decisions based on the deliberation of members present. This involves consideration of motions or proposals, relating to the items on the agenda. A motion is the starting point of a business on the agenda of a meeting. The purpose of a motion is to introduce a certain business in a formal manner and suggest that all discussion should be held accordingly. Motions should be formally moved and seconded except the condolence or congratulatory motions.

Sometimes when a debate progresses, some members interrupt the same with a view to seek clarifications, alterations on a motion in shelving further discussion. It is known as interruption of the debate. There are various customary ways to do so in a proper and formal manner. Amendments may be moved to make the main motion more specific, exact, clear or convenient. Points of order may be raised to clarify some points, or to remove any irregularity in the conduct of meetings. Adjournment of a debate or a meeting could also be moved in order to collect more information on the matter under discussion, or to remove any irregularity, or avoid any undesirable situation caused by the misbehaviour of some members present.

Minutes are the record of proceedings of a meeting. They should contain all the information pertaining to the meeting that can be of some future use. It is essential to keep proper documentary evidence of what resolutions have been passed and when, and only the minutes can serve this purpose. Drafting of minutes needs full attention and command over expression by the writer which is generally the secretary of the organisation. He should record all the details as to date, time and place of the meeting, attendance, abstentions, business transacted, and resolutions passed. The draft minutes should be only a factual statement without any prejudice or bias towards anyone present or not in the meeting. Drafting minutes signed by the chairman may be circulated among the members, if it is the agreed practice. In that case, minutes can be taken as read and confirmed in the subsequent meeting and, after the approval by the members, they are confirmed and signed by the chairman. Confirmation of minutes is only a means of ensuring correct recording of the proceedings. Any corrections or alteration in the minutes can be done only before confirmation.

10.6 KEY WORDS

Motion: A question or definite proposal submitted at a meeting for consideration.

Point of Order: A question raised during a meeting regarding any irregularity in the proceedings like absence of quorum.

Amendment: Proposed alteration in the terms of a motion moved in meeting.

Ballot: Ascertaining the sense of a meeting on any issue which involves members giving their vote or opinion on a ballot paper.

Division: A method of ascertaining the sense of a meeting whereby members favouring the motion and those against it form themselves into two separate groups.

Minutes: Written record of the proceedings of a meeting including the business transacted and decision taken and resolutions passed. **Resolution:** A motion carried by the majority of persons present and voting in a meeting.

Show of Hands: A method of voting whereby members are required to raise their hands respecting for and against a motion.

10.7 ANSWERS TO CHECK YOUR PROGRESS

- | | | | | | | |
|----|----|--|----------------------------|------------------------------|----------------|-------------|
| A | 1 | i) False
vi) False | ii) True
vii) True | iii) True
viii) False | iv) False | v) True |
| | 2 | i) Opinion | ii) The meeting | iii) Procedural | iv) Resolution | v) Does Not |
| B | 3. | i) False | ii) True | iii) True | iv) False | v) True |
| | 4. | i) alteration | ii) motion, point of order | iii) discontinuing, resuming | iv) | |
| | | adjourn, uncontrollable, v) properly, held | | | | |
| C. | 4. | i) True | ii) False | iii) True | iv) False | v) True |

10.8 TERMINAL QUESTIONS

- 8) Define the term 'Motion'. Describe the procedure for moving a motion.
- 9) Define a resolution. How does it differ from a motion? What is the effect of a resolution as regards members?
- 10) Write explanation notes on:
- i) Point of order

- ii) Closure
 - iii) Next Question
 - iv) Previous Question
 - v) Minutes
- 11) Distinguish between:
- a) Minutes and Minutes of Narration
 - b) Adjournment and Postponement
 - c) Minutes and Reports of Meetings
- 12) What is meant by 'Interruption' in a meeting? What are the ways in which debate or discussion may be interrupted?
- 13) Explain and distinguish between 'Closure' and 'Previous Question' in relation to a meeting.
- 14) When and how can a voting by 'Poll' be demanded? Discuss the proper procedure of taking a poll.