



P R E F A C E

We may not often stop and think about the magic and evil of communication. It is magic when it changes the course of things as desired by the person communicating. It is evil when it distorts the already existing state of affairs. Being good in communication goes long way in making a good manager.

Our discussion on communication in this book is of very elementary nature. Chapters 1 to 4 introduce the concept of business communication and its basic skills that are essential whatever you're doing in business. These include reading, listening and writing tasks. Chapter 5 discusses the communication in group situation. Chapters 6 to 8 deal with the drafting of various kinds of written communication generally prevalent in the organizations. Chapters 9 and 10 focus on the drafting of good business letters.

As for the organization and management part, you must have studied this subject at an elementary level in your 12th Standard. Our discussion is little advanced on the subject so as to enable you to apply these concepts in real life situations.

Chapters 11-12 explain management process and analyze various theories of management - every theory is leading to same conclusion as to how an organization can be best managed. Chapter 13 makes it clear that basically managing is decision-making. Chapters 14-15 describe planning function of management. Chapters 16-17 discuss various ways in which an organization can be organized and some basic concepts used in organizing an organization. Chapter 18 recognizes organization environment, culture and social responsibilities. Chapter 19 tells how to differentiate individuals according to their traits and behaviour and provide right kind of motivation to them. Chapter 20 deals with group effect on human behaviour - how to tap the group power to manage an organization. Chapter 21 describes managerial and leadership styles suited to different situations, and Chapter 22 discusses the ultimate managerial activity - control. At the end of the book, some case studies have been

discussed to enable the students to apply principles of management to practical business situations.

Since business communication is a new subject, and combining this subject with the organization and management has made the syllabus very vast, you may find it difficult to comprehend and recapitulate the subject. Here are some suggestions as to how to use this book to learn and master its contents without much difficulty:

- 1. Before commencing each chapter, carefully study the chapter key points at the start of each chapter. The key points present the most important material covered in the chapter. At the minimum, you must be able to understand and recall the material contained within the key points when you have completed your study of the chapter.*
- 2. Read the introduction carefully. You should gain an overall appreciation of the structure and contents of the chapter.*
- 3. Next, read the chapter quickly. Skim the contents, and try to develop an overall feel for the material contained in the chapter.*
- 4. Then read the chapter carefully. You should try to study the contents actively rather than passively.*
- 5. When you have finished the chapter, work on the self-examination questions at the end of each chapter. You do not have to write your answers. Just see if you can provide a quick mental answer to each question. If you cannot, go back to the relevant material and read it again.*
- 6. Finally, it is important to try some of the activities and practical problems given at the end of each chapter. They are meant to test your overall understanding of the chapter material and your ability to integrate this material so that you can practically apply your knowledge in the given situations.*

The students who keep a positive attitude and work on their motivation find the contents of the book challenging and fun. Enjoy it!

I intend this book to be useful to the students of PE-I examination of the Institute of Chartered Accountants of India. It covers entire syllabus of the course and also written with a perspective of the situations a professional may have to face during his career. The university students and Company Secretary course students may also

find it useful for reference while studying business communication and organization and management.

I wish good knowledge and understanding of the subject to all those who read this book. If you think any suggestion of yours can enrich this book, you are always welcome to write at rohiniagg1@yahoo.com !

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