
UNIT 3 WRITING REPORTS

Structure

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Purposes of Reporting
- 3.3 General Kinds of Report
- 3.4 Business Reports – Internal
- 3.5 Feasibility Report
- 3.6 Project Report
- 3.7 Grammar:
 - A. Reduced Relative Clauses
 - B. Spotting the Errors
- 3.8 Let Us Sum Up
- 3.9 Answers

3.0 OBJECTIVES

After going through the unit, you should be able to identify:

- the purposes of report-writing;
- the different kinds of reports;
- the features of a report;
- the steps to be followed in writing reports; and
- appropriate sectioning of reports.

3.1 INTRODUCTION

Written records are a part of all official work. Actions need to be documented. A report is a formal written document on a particular function or operation carried out at the workplace. A report becomes the basis for any future action. It also serves as a source of reference for whatever is done in the future related to a particular event or operation. Reports can also be delivered orally, such as Annual Reports at Company Meetings or project reports in a presentation format to colleagues or superiors. The process of writing in-house reports for the management is to take decisions based on the recommendations.

As reports are written after an action is taken (ATR stands for Action Taken Report) or an operation executed or the occurrence of an event, they are mainly written in the past tense.

The audience, that is, the people to whom we are writing, decides the kind of format that we use for writing a report.

- Is it addressed to
 - a superior within the organization,
 - a small circle of colleagues,
 - or people in the field outside the organization?
- Is it confidential in nature or for public information?

The answers to these and other questions will determine the kind of format we use for a report.

Reports may be several pages in length or just the length of a single page. They may be in the form of short memos, or letters or lengthy booklets. Government reports on important issues may be published in bound volumes. The language of reports is generally formal, but needs to be simple and clear as it involves the transmission of information that will be used by others.

Sometimes we may be asked by an external agency to study a proposal and submit a feasibility report. A feasibility report is a document which indicates whether a project is worth undertaking or not. A project is undertaken on the basis of a feasibility report. A feasibility report may recommend or not recommend a project to be undertaken.

A project report is a document that is written after the completion of the project.

3.2 PURPOSES OF REPORTING

Activity 1

What are the kinds of function carried out in an organization? List them here:

.....

.....

.....

.....

.....

Some of the **functions in an organization** are listed below along with their purposes. Compare them with those on your list.

- **Visits:** to know about the location, physical layout of a place or understand the functioning of a factory or an office.
- **Inspection:** to check whether machinery procured has been rightly installed and functioning for the purposes for which it was procured, to assess the damages caused to property for settling insurance claims.
- **Stock Verification:** to physically check the quantity of stocks in a warehouse or godown.
- **Feasibility assessment:** to assess whether the location of a site is suitable for setting up a premises there.

Reports can be written on each of the above functions.

In addition to these, the **performance of operations** within an organization is also periodically assessed.

- **Performance Reports:** to apprise the company on the functioning of a unit over a given period of time.
- **Company Annual Reports:** to apprise the shareholders about the activities, capital investments and net profits of a company.
- **Sales Reports:** to provide information about sales figures region-wise.
- **Project Reports:** to provide information about the achievement of a project undertaken.

An organization may also **conduct surveys** in order to gather information on various matters of relevance to it:

- **Survey Reports:** to gather information about people's opinions on a service or product, market needs etc.
- **Market Survey Reports:** to assess market demand for services or products, collect information about existing products.
- **Field Reports:** to provide information about what is exactly happening in a field of action.
- **Opinion Reports:** to obtain information on popular opinion related to societal or business issues.

3.3 GENERAL KINDS OF REPORTS

Reports are not exclusive to the business field. Reports can be written on various events, achievements, research findings, academic progress etc.

3.3.1 News Reports

When we talk of reporters, who are the people that come to mind immediately? Newspaper reporters surely! We will start with these most common forms of public reports and then proceed to business reports.

Newspapers post staff at different locations in the field to cover events. The news gathered by reporters is selected and presented to readers in a way in which it will be interesting and useful to them. Events happen all the time and in all places. The reporters, the editors in the newspaper office and the readers decide what is newsworthy.

Activity 2

Read the following newspaper reports and identify the purpose of the reports:

A) Farmer electrocuted

A farmer was electrocuted at his field near his house at Gumma village in RR district on Sunday. T. Ramesh (42) was trying to put off a transformer connection when he got electrocuted, according to a **police report**.

B) Two-Day workshop on women's health

St. Pious Degree and Postgraduate College for Women, Nagpur, conducted a two-day workshop on 'Healthy Women – A Step towards Healthy Society. Interaction with Neighbourhood on August 30 and 31.

Objective

The objective of the conference was to create awareness among women on dietary habits and health. It attracted about 200 hundred women including faculty members and students from various colleges of the city. Experts from the National Task Force for Women in Science, NGOs and scientific bodies delivered lectures on Nutrition, Health and Diet.

C) Restricting recurrence

Health: Stomach cancer and a common germ

Eradicating a common bacterium after stomach cancer surgery may reduce the risk that cancer will recur, **a new study reports**.

The germ, *Helicobacter pylori*, is also a cause of peptic ulcer.

Japanese researchers studied 544 patients with early stomach cancer. After their operations, half received an *H. pylori* eradication regimen, while the others received standard care. The patients were followed with periodic examinations over three years to see how many would develop recurrences.

The **researchers found** that 24 in the untreated group and nine in the treated group developed new lesions.

After controlling for location and type of tumour, sex, age and other factors, the **researchers conclude** that eradication of *H. pylori* reduced the risk of recurrence by about 65%.

Activity 3

- 1) List the features that are common to all the three reports

.....

.....

.....

.....

.....

.....

- 2) List the features that are different in each report.

.....

.....

.....

.....

.....

.....

Discussion:

- A) Did you notice that:

- 1) the tone is objective and neutral,
- 2) facts are stated,
- 3) no personal opinion is reflected,
- 4) all points are relevant to the topic,
- 5) all points are of significance to readers,
- 6) they are concise and to the point,
- 7) reported speech is used,
- 8) Past tense is used?

B) Did you notice that:

- 1) A) is a report on an incident; it has personal details, actual location;
- 2) B) is a report on a public event; it states the objective of the event and the details of the participants involved;
- 3) C) is a report on a scientific study; it starts and ends with the research finding and gives details of the study to validate the claim?

Purpose of the reports: Making available information about events, studies etc.

While newspaper reports are based on facts gathered, reporters protect themselves with verbal hedging devices so that they are not challenged by the affected parties.

Vocabulary Box:

To adopt an objective stance, newspaper reporters use the following reporting verbs:

claim, report, allege, appear, seem, indicate, according to

3.3.2 Academic Reports

In academic settings, the most common kind of report we are all familiar with are school **progress reports**. All schools report on the progress of their students. These are called progress reports. The information in these reports is generally in the form of marks which indicate achievement or progress levels.

Students record the procedure, observations and findings of experiments in record books or journals. These are called **lab reports**. Lab reports have a specific format.

- Aim
- Apparatus
- Procedure
- Observation
- Findings

At the higher levels this becomes the framework for research reports. Research reports begin with an abstract which summarizes the objective, method and findings of a study.

School **Annual reports** announce and record their achievements.

3.4 BUSINESS REPORTS – INTERNAL

In the previous section, we looked at different kinds of reports. In this section we will examine business reports. Reports are necessary for various kinds of activities undertaken by a business organization. Reports provide information on aspects crucial to the running of a business establishment.

3.4.1 Market Survey Reports

The first step in introducing a product or service in the market is assessing customer needs. Marketing personnel are entrusted with the responsibility of identifying a niche for a new product. This may be done along certain specific criteria.

Let us do a simple activity to understand this better.

Activity 4

You work for a company manufacturing soaps and oils. The company wants to introduce a new brand of hair oil. You have to go out and find out about:

- i) Available brands
- ii) Price range
- iii) Kinds of packaging
- iv) Volume-sizes available
- v) Customer Preferences
- vi) Customer dissatisfaction with existing brands

Collect the information required. You can make use of the following table.

Available Brands	Price Range	Packaging	Volume-sizes Available	Customer Preferences

Discussion

On the basis of the information you collected, you will then have to write a report. You could prepare a table like the one above to show the details of the available brands.

The report can have the following parts:

- Introduction
- Statement of Objective
- Sample selection and mode of data collection
- Observations
- Recommendations based on the observations

3.4.2 Sample Market Survey Report

Read this report:

Survey Report on the Cellular Service Provider Market

Describing
Background
Need for
survey

Introduction: Over the past decade the number of mobile phone users has shown an astronomical increase. This has resulted in big business for both cell phone manufacturers as well as network providers. The field is very competitive with each service provider making the most of the growing demand. This has resulted in customers often being misled about the advantages and cost-benefits of various services available in the market.

Stating
purpose

Objective: The survey **was conducted** to identify the key factors that are crucial (in order of importance) for the setting up of a subsidiary unit of M&N which provides networking services to over 2 million customers in the country. Because of Government regulations, it is difficult to modify the terms and conditions of the

existing services. An attempt to explore possibilities of setting up a subsidiary service to overcome the limitations of the existing services and to add value to them seems necessary.

Sample Size: In order to understand what it takes to make a cellular service efficient and what the options that drive the customer to choose a particular cellular service over others are, a questionnaire was sent to 22 people residing in Hyderabad and Bangalore respectively. Among the 22, 15 were students and 7 were full-time working people. On an average, they spend about 30-40 minutes on the phone in one day.

Describing
sample
group

Data obtained from questionnaire:

- Type of service used by consumers:

Prepaid	Postpaid
13	07

Statistical
information

- Current service providers of the respondents.

M&N	07
Charter	05
Indus	01
Convince	02
I-speak	02
BSNL	03

- Ways in which the consumers gathered information about their current cellular service provider:

Peers	10
Family	03
Advertisements	04
Work (Office)	05

- Reasons for choosing a particular cellular service provider

Availability of Schemes (ISD, sms, local)	06
Network Coverage	05
Availability of Easy Rechargeable options	02
Free Roaming	04
Peer influence	01
Cost-effective SIM	03
Others (Advertisements)	01
Internet	---

- Average preference level of the respondents on the various other service providers.

Charter	06
Convince	01
BSNL	04
I-speak	03
M&N	07
Indus	01

- Percentage of users willing to change to a different service provider: 10%
- Most common reason for change in service providers (in percentage).

Non-availability of services: 10%

Cost: 10%

Bad coverage: 20%

SIM loss: 10%

- The factors that consumers look for before applying for a service provider

Coverage	08
Cost-effectiveness	05
Schemes	06
Roaming facility	02
Internet	01

- Does the media have an influence on your choice?
Yes: 65%
No: 35%

ANALYSIS

Findings

Post-survey analysis of the popularity of cellular service providers **indicates that** consumers prefer to go for cellular service providers who are able to cover a wider range of places, network coverage being most crucial. Among the 22 people, only 10 of them **were influenced** in their choice by their peers, 4 by advertisement campaigns while 5 **were influenced** by work groups and 3 by family.

With regard to the factors perceived to be important to enhance customer response and connectivity, the availability of schemes and network coverage is seen as the most essential features. Out of the 22 people interviewed, 8 people **indicated** their first preference as good network coverage, 6 on schemes (STD, SMS), 5 on cost effective planning, 2 on roaming facilities and 1 on internet. This data is indicative of the importance of efficiency in coverage and flexible schemes. A company must ensure that network towers are set up for greater network coverage which **will ultimately improve** roaming facilities as well. Moreover with new cellular phone companies coming up with newer cellular phone models, another option that service providers **could employ** is to collaborate with a cell phone company so that cost-effective schemes can be introduced and utilized.

Customers seek a well-sketched cost-effective networking solution for the changing face of technology. Telecommunications at present comes with a heavy package and service providers **need to branch out** on their networking solutions.

Conclusion: It appears from the data that M&N is the most preferred service provider. However, customers seem to feel that certain weaknesses and drawbacks in the service need to be improved upon. It is evident that there is stiff competition between M&N and Charter services in Hyderabad and Bangalore at present, with the variety of schemes available and more so, free roaming facilities. Among the 22 people interviewed, only 2 people **have indicated** that they wouldn't mind shifting to another cellular service provider which indicates that most of the companies know pretty much all there is to know about telecommunications and networking. If a company strives to achieve efficiency in networking and come up with cost-effective solutions, then it has a very good chance in becoming 'first among equals'.

Summing up

Language Focus:

Reports are for the main part written in the **past tense**. Notice that there is a shift in the tense use from section to section.

Introduction: You will notice that there are several instances of the **present perfect** use as in "has resulted"

The present perfect is used for events that have begun in the past and continue to hold good for the present. They may be events that occurred in the past whose impact is felt in the present.

Objective and Methodology: The main section describing the objective and procedure of the survey are written in the past tense. Notice the passive forms "were sent", "were interviewed" etc. Reports, as have already been mentioned are formal and objective. The use of the **passive voice** helps in maintaining the impersonal tone.

Notice the point headings of the questionnaire. These are verbless sentences. Such sentences are usually used for headings and listed points.

Analysis: This section is in the **present tense** for the most part. It deals with the implications of the survey findings. It also indicates what needs to be done in the **future**.

3.4.3 Internal Inquiry Reports

Corporate functioning is beset with various problems which need to be attended to as they affect business. An organization needs to look into these problems which could be related to customer satisfaction, employee satisfaction, salary structures, business competition or problems related to all of these. When such problems arise, committees are appointed to study the problems and suggest solutions. The scope of each issue is defined and a time specified for the report to be submitted. In this section we will study a sample of this kind of report.

It is an in-house report.

The boxes on the left indicate the tense and grammatical forms used.

The boxes on the left indicate the content.

As you read, understand why a particular tense is used for a particular section.

LETTER OF TRANSMITTAL	
28 February 2...	
Address	The Vice-President Customer Affairs LOKAIR Mumbai
Present Continuous	Dear Sir, I am submitting the report compiled by the Special Committee appointed by you to examine the causes of the growing customer dissatisfaction with LokAir services.
Present for future indication	I hope that the recommendations of the Committee will help us set right the problems arising from customer complaints and get our operations back again on the growth track.
	Yours truly, <i>Beni Yanthan</i> Manager, HRD
	Topic
	Expected outcome

<i>REPORT ON</i> GROWING CUSTOMER AND EMPLOYEE DISSATISFACTION <i>Submitted to</i> Ms. Yogini Madhav Vice President CUSTOMER AFFAIRS, LOKAIR by Beni Yanthan Manager HUMAN RESOURCES DIVISION 28 February	
Senior official	Title
	Person responsible for the study

Language focus: A report is written **on** something.
A report is submitted **to** someone **by** someone.

TABLE OF CONTENTS	
Executive summary	P. Nos.
Terms of reference	
Background	
Objectives	
Procedure	
Findings	
Recommendations	
Conclusion	
Enclosures	15

	EXECUTIVE SUMMARY	
Past	<i>A Special Committee consisting of five members appointed by the Vice President, Customer Affairs inquired into the causes for growing customer and employee dissatisfaction that have plagued LOKAIR for a year now.</i>	Purpose
Pres. Perfect	Surveys and interviews indicated that customer complaints were related to baggage loss, lack of information, overbooking, delayed flights and poor on-board service.	Data collected
Past	The staff response to the above complaints was that it was a result of understaffing, long working hours, low wages and weak communication channels between operations planning and execution. Poor on-board service was a result of insufficient procurements and stocking and lack of communication between ground staff and flight attendants.	Feedback from staff
Past	Recommendations include increase in compensation, rationalizing working hours, open channels of communication between staff and customers, management and operations. Improved mechanisms for baggage security, on-board facilities and customer relations, flight frequency and flight schedules have also been suggested.	Recommendations
Present		

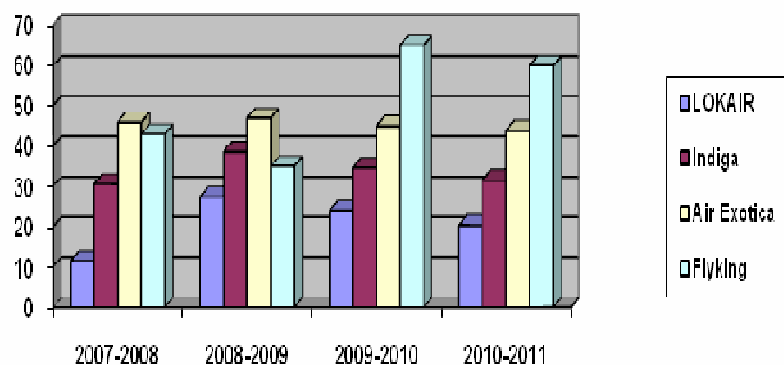
	TERMS OF REFERENCE	
	The following were the members of the Special Committee, set up by the Vice President, Customer Affairs to investigate the reasons for increasing customer and employee dissatisfaction in LOKAIR:	Sign-posting listing
	Ms Beni Yanthan, Manager, Human Resources Division (Chairperson)	
	Ms Kabita Chiring, Security Affairs	
	Ms Sulagna Ganguly, Customer Care Affairs	
	Ms Christine Thur, Reservation and Provisions	
	Ms Aku Kiewhuo, Cabin and Ground Crew	
Past Passive	The committee was asked to study the reasons for the steep fall in passengers in LOKAIR during the year 2.... - 2...., examine customer complaints and employee responses and submit its report to the Vice President by March 5, 2....	Sign-posting listing
	The study was to include the following six cities	
	<ul style="list-style-type: none"> Mumbai, Kolkata, New Delhi, Hyderabad, Bangalore and Guwahati 	

	BACKGROUND	
Present	LOKAIR proposes to open new routes between Bhubaneswar and Bhopal, Dibrugarh and Hyderabad and Jaipur and Visakhapatnam. At this point of time, it is highly unlikely that license will be granted to us, the chief reason being increasing customer dissatisfaction with our prevailing services. Media reports and customer letters about deterioration in services – overbooking, lost baggage, delayed flights, inadequate information to the passengers and impoliteness have caused a sharp fall in business. There are a number of factors responsible for this. Growing discontent among the employees has become obvious which in turn has adversely affected their performance. The Committee was appointed to look into the causes for this through direct interaction with customers, travel agents and employees with a view to getting the business back on rail.	Discussing Issues and giving reasons for the study
Pres. Perf		
Present		
Pres. Perf		
Past passive		

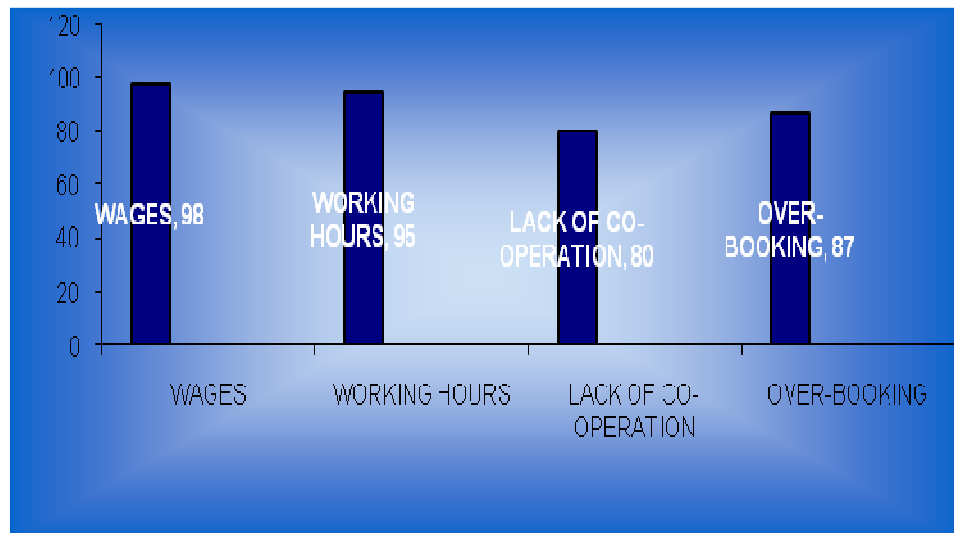
To+ verb	OBJECTIVES To study a) customer discontent b) employee behaviour and c) and recommend remedial measures	
Past passive	PLANNING A preliminary meeting of the committee was held on August 7, 20... to decide upon the modalities of the inquiry. It was decided that five representatives from each of the divisions, Customer Care, Security and Baggage, Reservation, Cabin Crew and Ground Crew from all the six cities along with 10 representatives of the Employees' Union would be invited to attend a meeting at the Head Office in Mumbai to understand the employees' perspective of the problems on Aug 15, 2..., Survey questionnaires would be distributed to 50 customers in-flight to obtain information regarding services. Long-standing customers who have opted to fly other airlines would be identified with the help of Travel Agent records and personally or telephonically contacted.	Step 1
Modal verb in passive to indicate future		Decision a
		b
		c
d		Discussions would be held with three important Travel Agents in each of the six cities in order to obtain their opinion. This was considered important as they have direct and personal dealings with the customers. The responsibilities were divided among the Committee members as follows: Manager, Human Resource Division: Overall Coordinator Kabita Chiring (Baggage and Security): Reasons for loss of baggage. Sulagna Ganguly (Customer Care Affairs): Reasons for discourteous behaviour by employees, lack of motivation Christine Thur (Reservation and Provisions): Provisions on-board, overbooking, delayed flights. Aku Kiewhuo: Problems of Employees-cabin and ground crew. The entire process would be completed by February 1, 2.... and the report submitted by February 28, 2...
e		
Past passive	PROCEDURE A series of 5 meetings was held with the staff to gather first-hand information on the various aspects of operational difficulties once a month. The meetings were held in a democratic manner to allow for free and frank expression of views. Survey forms were distributed to 50 in-flight customers and detailed information regarding various service aspects was gathered. Two discussion meetings were held at each of the six locations with three leading travel agents and useful information gathered.	
Past passive		
Past passive		
Past passive		
Present passive		

	<u>FINDINGS</u> related to employees Sources: meetings, interactive sessions, personal investigation by Aku Kiewhuo and Sulagna Ganguly]	Findings I
	The major reasons of employee dissatisfaction:	Signposting
Present perfect	LOKAIR wage structure has remained the same for the past five years, 4.8 % lower than the rationalized revision adopted by newer airlines. The employees want this discrepancy to be rectified.	Point a
Present	LOKAIR imposes 8 hour shifts for ground staff and does not compensate for overtime when employees stand in for absentees. Facilities for pick-up and drop of staff have become very irregular resulting in late reporting for duty and leaving later than duty hours.	b
Present perfect		c
Present	LOKAIR management adopts a very stiff and unsympathetic attitude towards employees' personal problems. There is no one to go to when there are crises.	d
Present	LOKAIR does not explain the rationale for overbooking by Travel Agents to the Airport desk staff. Lack of communication between the reservation officials and the check-in officials results in confusion at the counters and the latter have to face the customers' ire when flights get overbooked.	e
Present perfect	All these problems affect the overall performance, motivation and skills of the employees resulting in angry outbursts and discourteous behaviour with customers, which have proved to be detrimental to LOKAIR's public image and business.	Summary

Graph showing the comparative average wage structure of four private consumer airline employees:

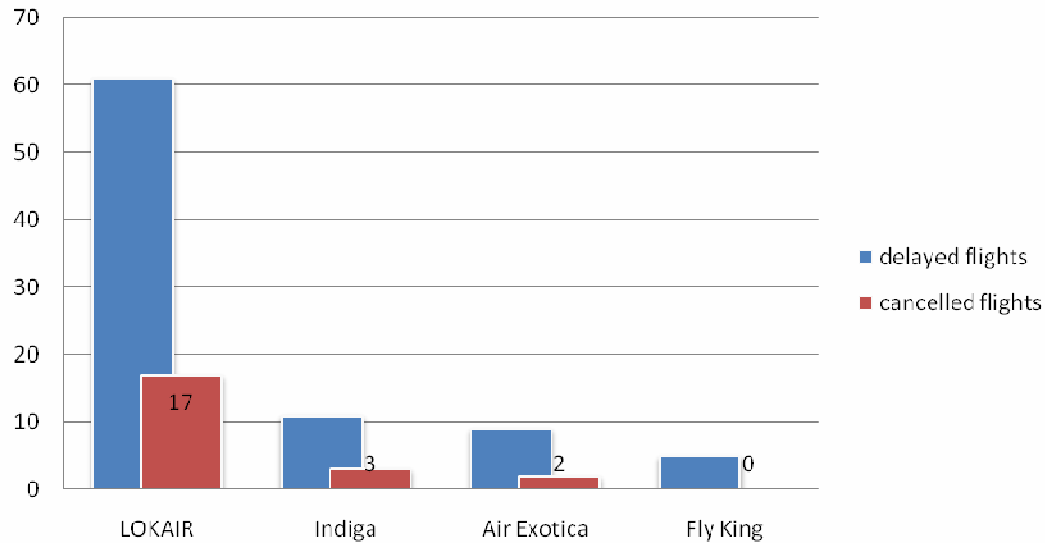


Graph showing the percentage of dissatisfaction of employees about various issues:



	<u>FINDINGS</u> related to customers	Findings II
	Sources: questionnaires, personal investigation by Kabita Chiring and Christine Thur	
Present	The following are the major problems faced by customers during the period covered by the survey:	Signposting
Past passive	Overbooking creates confusion and inconvenience to passengers. Overbooking was reported in 45 LOKAIR flights. 487 passengers missed their flights due to overbooking.	a
Past	Delayed flights: 61 flights were delayed and 17 cancelled, although passengers were accommodated in the earliest next flights.	b
Past passive	Loss of baggage: 103 passengers lost their baggage without recovery. Baggage of 161 passengers were lost and recovered. The main reasons for loss of baggage are: security measures not in place, poor condition of electric baggage trucks, and confusion due to overbooking.	c
Present	Lack of information to passengers: Due to poor communication channels within LOKAIR, passengers do not get the right information related to flights timings, schedules etc. in time	d
Past	Lack of courtesy: Passengers reported several instances of indifference and curtness by ground staff when approached for help with problems.	e

Comparison chart

**FINDINGS from in-flight interviews with passengers**Past
passive

200 passengers were interviewed in-flight on LOKAIR services. They were asked whether they find services of other airlines better than those of LOKAIR. 85 percent people answered in the affirmative.

Past

Present

Last-minute cancellations and rescheduling of flights seem to be a major cause of inconvenience.

Past

23 passengers reported delays in retrieving baggage because of wrong coding systems.

Past

67 passengers complained about the quality of in-flight catering.

Past

36 passengers admitted to being the butt of curt behaviour of the ground staff at one time or the other while asking for help.

Findings
II

Comment

Point a

Point b

Point c

FINDINGS FROM INTERVIEWS WITH TRAVEL AGENTS

Past

Interviews with three major travel agents in the six cities covered by the survey revealed that incentives and commissions provided to them and discounted fares available to customers by other airlines were far higher than those offered by LOKAIR. All the travel agents admitted that there was a fall in the rate of reservation of LOKAIR flight tickets.

Past

Past
perfect

Clients' perceptions about LOKAIR had also become more negative.

Findings
III

a

b

c

		RECOMMENDATIONS		Link with previous section
		On the basis of the above findings, we recommend the following:		List of recommendations a, b
Nominalised Constructions Notice prepositions following subjects	1	A 5% <u>increase</u> in wage structure and allowances. <u>Parity</u> with other airlines		
	2	<u>Rationalization</u> of working hours. <u>Compensation</u> for overtime.		c
	3	<u>Intensive training programmes</u> for customer relations management.		d
	4	<u>Open information systems</u> with complete transparency.		e
	5	<u>No overbooking.</u>		f
	6	<u>Complete revision</u> of flight schedules in consultation with AAI in order to avoid delays and cancellations.		g
	7	<u>Improvement</u> in coding systems for prevention of loss of baggage.		h
	8	<u>Improving</u> on-board catering.		i
	9	<u>Increase</u> in discount fares to woo back customers.		j
	10	<u>Advertisement campaign</u> to improve company image.		k
	11	<u>Incentives</u> to Travel Agents to promote LOKAIR.		
		CONCLUSION		Summary statement
Present	The committee suggests an immediate implementation of the recommendations. Keeping in view the present scenario, it is quite unlikely that license to open new routes would be granted to us. New routes would also mean added work and responsibilities. The Committee therefore suggests that LOKAIR should concentrate on arriving at earliest possible solutions of the problems at hand before it expands its business.			
Future indications				

☞ Check Your Progress 1

- 1) Summarize the above detailed report as a letter.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

2) What is the purpose of this report?

.....

.....

.....

.....

.....

.....

3) What are the functions of each section?

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

3.5 FEASIBILITY REPORT

Scenario:

AZN Group, a private transport company has been asked to study the feasibility of introducing auto rickshaws in the small town of Manigunj by the Municipal Transport Corporation. AZN Group studies the proposal and submits a feasibility report to the Director, Municipal Transport Corporation.

You are a representative of AZN group. How will you begin the study?

You will find out about

Step 1: the area of the town

the population of the town

the kinds of movements of the people

the factories, banks, offices, schools, educational institutions in the town

the commuters' needs for local transport

Step 2: the existing local transport facilities available in Manigunj

Step 3: the condition of the roads in the town

Step 4: the number of auto rickshaws that can be introduced for it to be worth the investment

Step 5: the number of drivers who will be willing to take this up as a viable occupation

Step 6: the number of petrol/diesel outlets in the town

Step 7: the problems that may be encountered in introducing auto rickshaws

Step 8: other advantages that may accrue from the introduction

Any other points you find relevant to the study.

After you have collected the information you will be ready to write a report on the feasibility of introducing auto rickshaws.

It might include points like the following:

- Manigunj is a developing semi-urban center. 7 factories and 11 schools and 5 colleges have come up in the last five years. The factories and the educational institutions are located at a radius of 12 km from the center of the town. The urban limits of the town which earlier measured about 254 sq. km are now expanding to include the neighbouring villages to about 452 sq km.
- The population of Manigunj has risen from 75,000 in 2006 to 1,55,000 in the current year. People from neighbouring villages are moving to Manigunj because of the increasing number of employment and educational facilities. There are 5 branches of major Indian banks in the town. Many people commute from their original locations and travel 10-15 km.
- Major trains on the Bhilpur –Mandha route stop at Manigunj which has become a junction for several villages and towns in the region.
- All buses on this route also stop at Manigunj.
- Local conveyance from the bus and train stations is horse driven jatkas and cycle rickshaws. These ply long distances up to 15 km often taking an hour or so. Public transport buses along the ring-route are at a frequency of 15 minutes. They are very crowded as this is the sole means of local transport.
- Most roads in Manigunj are just about 15 feet wide and are lined by open sewers leaving much less moving space. There are two main roads running North-South and East-West, intersecting the town at the center. All the other roads branch off from the two main roads. Widening of at least 11 side roads will be necessary before they become fit for auto rickshaws.
- On an experimental basis, 20 auto rickshaws may be introduced for a month to assess the demand.
- There are a large number of youngsters in the age-group 20 to 30 who are willing to take up driving as an occupation, if auto rickshaws are introduced. Quite a number of cycle rickshaw pullers are also willing to try their hand at driving auto rickshaws.
- At present the number of private car-owners in Manigunj is about 35 only. Many Manigunj natives are employed in other major cities and come down for a vacation or on some personal work in their cars/ scooters.
- There are five petrol/diesel outlets in the town at present. If auto rickshaws are introduced there would be a need for at least 20 more outlets.
- Jatka and cycle rickshaw owners may see the introduction of auto rickshaws as a threat to their livelihood. They may be persuaded to learn driving and given concessions and incentives to change their mode of operation to sustain their livelihood.
- Introduction of auto rickshaws may facilitate greater mobility for the inhabitants of Manigunj and the economic face of the town might get a lift. They may be introduced gradually and jatkas and cycle rickshaws may continue with auto rickshaws and phased out eventually

Now that you have the points, you can put it in the framework that you are already familiar with in the previous unit on reports.

- Letter of Transmittal
- Title page

- Table of Contents
- Executive Summary
- Terms of Reference: members of the committee
- Procedure
- Findings
- Feasibility statement
- Recommendations

Activity 5

Write the feasibility report. You may write in your note book and merely jot down the points here.

The feasibility statement should contain an emphatic statement that it is possible (or it is not possible) to introduce auto rickshaws in Manigunj. Compare your report with what is given at the end of this unit.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

Language:

A report is written mainly in the past tense. Passive constructions are used when mention of the agent is not required.

For events in the recent past which have relevance to the present the present perfect is used.

The tone is formal and impersonal.

3.6 PROJECT REPORT

A feasibility report is written before a project is undertaken. After the project has been completed, a completion report has to be submitted. When submitting the completion report references to the original proposal and the modifications that were necessary during the implementation will have to be made.

The format remains the same. Make sure that the report has all the relevant information.

As for all other business writing these four principles must be adhered to:

- Completeness
- Clarity
- Conciseness and
- Correctness

The Writing Process entails the following:

Collection of data

Compiling data

Checking for accuracy: dates, facts, etc.

Audience analysis

Audience expectations

Anticipating audience queries

Introducing the subject: (providing background)

Stating purpose

Delimiting scope

Describing procedure

Stating problems

Stating how problems were countered

Stating proposal specifications

Stating actual achievement

Explaining mismatches

Sectioning

Subtitling

Preparing charts, graphs, etc.

Commenting

Concluding

Activity 2

Given below are parts of a draft project report that are not in the right order. Arrange them coherently. State the function that each part performs. Notice the tense forms and explain why that tense form is appropriate. Add more details and improve on the report to make it more complete. Write the transmittal letter. The beginning of the transmittal letter is given:

I am enclosing a report on the completion of the road extension project on the S.P Road stretch.

The project was undertaken by Stresscrete Consultants for the Municipal Corporation of Nikhilabad

.....
.....
.....

Report on the road extension project undertaken on S.P Road Nikhilabad.

The six kilometre stretch on S.P. Road between Greenlands and S.Q. Chowk was to be extended. The project was assigned to Stresscrete Consultants to be completed within a period of six months beginning November 2...

Cost of demolition escalated the project expenditure. Leasing of cranes became problematic because of heightened construction work in the city. This also increased the costs. Labour problems had to be countered. Wages had to be increased by 20% for night labour. The costs overshot the initial budget estimate by 10 lakh.

Legal notices were issued to the owners of properties adjoining the roads seeking cooperation. Adequate compensation @ Rs.1000 per sq. ft. was offered. Negotiation with reluctant owners delayed the land acquisition process by 3 months. Further trouble was encountered by religious groups who staged violent protests against the relocation of wayside shrines. This added to the delay.

A revised expenditure statement is enclosed.

Traffic on S.P Road has increased in the last 5 years because it directly connects the eastern and western parts of the city. This has been compounded by the fact that the number of cars and two wheelers has increased three-fold during this period. There were many bottlenecks caused by uneven array of showrooms interspersed by small wayside shrines and bus-bays encroaching upon the road space. The extension of the roads became imperative to ensure smooth flow of traffic.

The Mayor drove through the stretch and expressed his satisfaction. He has suggested traffic islands at 3 points and pedestrian crossings at 6 points at 1m distances

All the problems were overcome and the acquired stretches have been concrete surfaced and tarred. Traffic on the thoroughfare has eased reducing the movement time across the stretch to 10 minutes. The roads look very neat.

The project was undertaken in a phased manner. In the first phase the extent of the road space required on both sides of the road was measured. Bottlenecks were identified. The buildings that had to be demolished or taken in were identified. Markings were made on the walls indicating the extent of space required.

Activity 3

Reproduced below is part of a report by the Chairperson of an Airline addressed to the guests on board taken from a Travel magazine. Fill in the blanks with suitable verbs.

Dear Guest,

The global economic environment is challenging for all industries including civil aviation. In India, in the past year, the airline industry's situation by an unprecedented escalation in fuel prices and several other factors such as double-digit inflation.

The airline industry to tackle the difficult environment through alliances aimed at enhancing connectivity. In keeping with these international trends we a number of measures to reduce costs even while continuing to strive towards delivering excellence in customer services.

Consequently we into code-share arrangements with several airlines.

3.7 GRAMMAR

In this section we study Reduced Relative Clauses and the Spotting the errors.

A) Reduce Relative Clauses

Adjective clauses can also be **reduced** to **phrases**, which modify the noun, without changing the meaning of the sentence.

Let's look at the rules for reducing adjective clauses used as **subject of the clause**.

- 1) Omit the relative pronouns **who, which, that** and the **be** form of the verb (is, was, were, etc.)

Example:

- a) A report is a formal written document on a particular function or an operation which is carried out at the workplace.

- 2) In adjective clauses that do not contain the verb **be**, it is often possible to drop the relative pronoun, and change the verb to its **-ing** form.

Examples:

- a) IIC members **who have their library tickets** may borrow books.
- b) IIC members **having their library tickets** may borrow books.

- 3) Some adjective clauses can be reduced to **appositive phrases**. An **appositive phrase** is simply **placing one noun or noun phrase next to another, with a comma between them**.

Examples:

- a) Mrs. Gupta, **who is our MD**, is very fond of parties.
- b) Mrs. Gupta, our MD, is very fond of parties.

☞ Check Your Progress 2

- 1) Which of the following phrases can be considered 'reduced' versions of relative clauses?
 - i) The lady in the front row
 - ii) The worker in the street
 - iii) The voice of authority
 - iv) The destruction of the habitat
 - v) The point to consider
 - vi) The proposal discussed during the meeting
- 2) First pick out the adjective clauses. Then change the adjective clauses to adjective phrases or appositive phrases.
 - i) Mr. Anil Kumar is the new Branch Manager who is in-charge of the Delhi Office.
 - ii) The employees who are in Mr. Kanwar's branch are having a great time.
 - iii) Mr. Kanwar has written management books which are used in colleges all over the country.
 - iv) He's just completed a new book which is *Working Can Be Fun*.

- v) Management, which is a difficult subject, is made interesting and entertaining by him.

.....

.....

.....

.....

.....

.....

A) Spotting the Errors

Activity 4

Let us play a game. These sentences have something wrong with them – spot the errors and correct them. First one has been done for you.

Sl. No.	Incorrect sentence	Correct sentence
1	Neha is happy and neither is Nisha.	Neha isn't happy and neither is Nisha.
2	I met Shobha on Monday in the morning at 6'o clock.	
3	When you will come to my office?	
4	Fauzia wrote the presentation themselves.	
5	Mary is late always.	
6	Since last year I have spoken to Salil hardly.	
7	I asked Mohit where does he work.	
8	We have visited Nainital last summer.	
9	I've left London last year.	
10	Sonu is working at this company for the last seven years.	
11	Don't buy more bread, there are many breads in the breadbox.	
12	Both her sister-in-laws live close by.	
13	I'm in this new town for two months, but I have not making any friends yet.	
14	This is more better then I expected.	
15	The manager who deal with sales is on leave for a month.	
16	Housing is a problem in many large cities. There are a few good apartments available at reasonable prices.	
17	Sunil failed his driving test three times because he doesn't know how to park the car.	
18	My friend just bought a new cell phone.	

19	Does many countries have a pollution problem?	
20	Rajiv will play a badminton match to night. He planned it a week ago.	
21	I have talked to my parents every weak.	
22	I will talk to the boss three days ago.	
23	By this time next month, I am living in Pune.	
24	The phone rang, yet someone knocked on the door.	
25	You must neither tell the truth or be penalized.	
26	We must clean up our rivers and lakes, therefore the fish will die.	
27	Ram Prashad took instructions in English before he went to America.	
28	The accommodation available here are very expensive.	
29	I love at Kolkata.	
30	It is more cooler today isn't it?	

3.8 LET US SUM UP

In this unit we looked at the genre features of reporting. We began with noting down the purposes of reporting and examined general kinds of reports. We then moved on to business reports and studied the language and discourse features of reports written within a company for various purposes. The samples provided will give you support in writing reports on various kinds of activities you undertake in your work situation.

You have worked on two reports in this unit. The first is a report on whether a project can be undertaken or not. The second is on the completion of a project. The writing process and the genre features have been discussed. You have worked on the tasks. This would have given you an understanding of how to write reports in the contexts in which you will work in future. These were samples created for your understanding. Actual workplace reports may require suitable adjustments to this basic framework.

3.9 ANSWERS

Activity 2

- a) Informing the public
- b) Reporting Event
- c) Publicizing research findings

Activity 3

- 1) The features that are common to all the reports are that it provides information about the particular happening and all related details are given.
- 2) The first report is a precise account informing the public of an unfortunate mishap that had occurred in a village giving personal details and the actual location. The second one is a detailed report of an event along with the objectives

and the details of the participants whereas the third one is to publicize the research findings of a scientific study.

Check Your Progress 1

1) 28 February 2...

The Vice-President
Customer Affairs
LOKAIR
Mumbai

Dear Sir,

A detailed inquiry has been made into issues concerning customer discontent and employee behaviour plaguing our company. We are likely to be refused the license for our new routes between Bhubaneswar and Bhopal, Dibrugarh and Hyderabad and Jaipur and Visakhapatnam.

The report is based on the findings related to employee dissatisfaction, customer feedback and interviews with the passengers and travel agents.

The recommendations based on these findings have been given for your consideration. An immediate implementation of the recommendations is needed. These problems could be overcome by the solutions proposed by these findings.

I hope the report would be instrumental in resolving all the drawbacks of our company.

Yours truly,
Beni Yanthan
Manager, HRD

- 2) Investigating the reasons for the problems and suggesting solutions
- 3) **Letter of Transmittal:** Letter to the person who appointed the committee, stating that the report is enclosed.
- Title Page:** Clear indication of the subject matter of the report, who it is addressed to and who is submitting it. Date must be mentioned.
- Table of Contents:** Indication of the sections with page nos. for easy reference.
- Executive Summary:** Gives the main points of the report.
- Terms of Reference:** Defines the scope of the study and the members involved.
- Background:** Describes the situation why the investigation became necessary.
- Planning:** Describes the steps taken in planning the study.
- Procedure:** Describes the steps in the conduct of the study.
- Findings:** Three sets of findings according to the different groups interviewed.
- Recommendations:** suggestions given based on the study.
- Conclusion:** Summing up the entire report for consolidation.

Activity 5

Feasibility Report

Report on the feasibility of introducing auto rickshaws in the Municipal Town of Manigunj**Executive Summary:**

AZN Group is a private Transport company running tempos and vans for local conveyance of goods as well as passengers for travel to short distances within a radius of 25 km of Manigunj. The company was assigned the task of assessing the feasibility of introducing auto rickshaws within the town. It was found that in view of the expanding industrial, economic and educational growth of the town, local transport at affordable fares needs to be augmented. The local bus service does not reach all the corners of the town and is not adequate to meet the commuter demands. Introduction of auto rickshaws will solve the transport problems of the local population both within the city and the outskirts where a number of institutions are coming up.

Terms of reference:

A committee of 5 senior officials was appointed by the AZN group to study the feasibility of introducing auto rickshaws in the town of Manigunj. The committee was asked to submit the report by 5 September 2012.

Background:

Until recently, Manigunj was a small sleepy town. In the last five years there has been an increase in the town's activities due to new industries being set up. The local population has almost doubled in the last two years. Schools and colleges have come up in response to local demands. The town is expanding and its limits are extending to a number of villages up to a radius of 20 km of the town.

Local conveyance is by horse-driven jatkas and cycle-rickshaws. There is a local bus service which covers the two main roads crisscrossing the city. People have to walk long distances from the bus-stop to their residences in the interior. The younger generation has begun to invest in two-wheelers but a large segment of the population still does not own vehicles. Tempos and vans meet the needs of transport of goods and group conveyance for outings outside the town. Public transport facilities are not adequate.

Procedure of the Study:

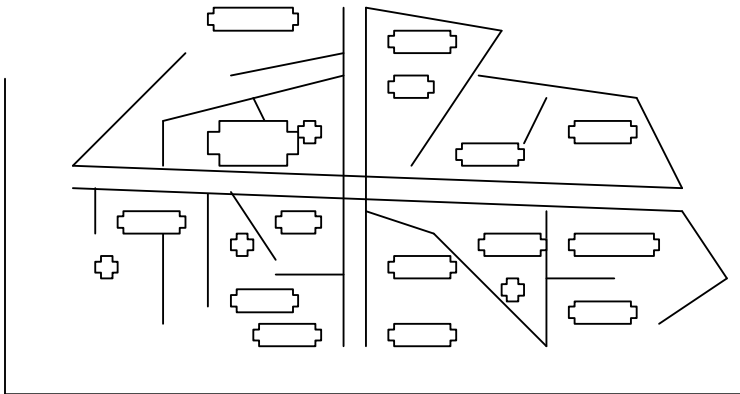
The committee met twice before the launch of the study to discuss the *modus operandi*. It was decided to divide the responsibilities among the team members.

It was decided that:

- a. Ms. Oza and Mr. Pundalik would study the road layout of the town.
- b. Mr. Vasan and Ms. Pestonji would study the existing transport system and the local mobility needs.
- c. Ms. Vasudha will study public opinion and responses.

a. Road Layout of Manigunj

Map of Manigunj



As can be seen from the map two main roads criss-cross through the town North-South and East-West. These are the two roads that connect to other neighbouring towns. The length of the N-S Road within the town limits is about 15 km. The length of the E-W Road is 20 km. We can see that these are the only two main thoroughfares through which buses can pass.

Residential areas with independent single-storeyed and double-storeyed houses lie in a haphazard, unplanned manner. Throwing open the side roads for bus transport is not feasible.

The residential areas spill into the outskirts of the town limits. Outer ring-roads may be laid encircling the entire area. Within the town limits, however there is very little maneuverability.

The inner roads branching off irregularly from the two main roads are less than 15 feet wide in most places.

Emmar factory is right at the center of the city. The other 10 factories are pushed more to the outer limits of the town on all sides.

2 old schools and 1 college are within the town limits. The others are spread on the outskirts. The Government Hospital is in the south-central part of the town and occupies about 300 sq. feet space. 2 more hospitals are located in the North-east and South-east regions.

One or two large maidans are unoccupied and may be considered for road-laying, although this would involve compensating for demolitions of market space.

Small canals cut across the town at various points. Small ponds are also seen as a perennial feature at 3 locations. These will have to be negotiated by building small culverts across them.

b. Existing transport system and local mobility needs

Buses ply across the two main roads of the city. For small distances and the interior streets, people depend upon horse-driven jatkas and cycle-rickshaws. These are not convenient when people have to travel more than five kilometers.

There is a fleet of four public transport buses and these connect the areas across the two main roads at half-hour intervals. The running time of each bus is 35-40 minutes.

The services begin at 7am and stop at 9pm.

People now need to travel more than 10 km to reach newly setup hospitals and educational institutions. People arriving at the railway station also find it difficult to reach the destinations.

c. Public Opinion

A survey was conducted and interviews were held with 1500 respondents. Survey questionnaires were distributed among employees working in institutions and business establishments.

Citizens waiting at bus-stops were interviewed over a four-week period. The data-collector also traveled by the local transport vehicles to gain first-hand experience of the problems faced by the commuters.

Interviews were held with the municipal transport authorities.

Opinion was also gathered from cycle-rickshaw and jatka drivers.

Findings

It was found that:

- a) The present transport services are not adequate to meet the needs of the local population.
- b) Extensive road laying and extensions of existing roads needs to be undertaken.
- c) Auto rickshaws will prove to be a boon to the citizens.
- d) 70% of the cycle-rickshaw and jatka pullers were positive to the introduction of auto rickshaws provided they were given concessions in hiring the new vehicles and were given free driving lessons.
- e) Many citizens who were concerned about the increase in pollution of auto rickshaws were brought in and suggested that at the introduction stage itself, measures should be taken to make the fuel pollution-free.

Recommendations

20 auto rickshaws may be introduced initially to assess public response. Depending on the response, the number may be gradually increased in subsequent months.

Cycle-rickshaws may be allowed to continue along with auto-rickshaws. Jatkas may be withdrawn after two months so that they do not interfere with the three-wheeler traffic. The time is just right for the introduction of auto-rickshaws.

An evaluation of the performance will be undertaken after two months and a report submitted to the authorities

Activity 2

Title: Verbless sentence

Report on the road extension project undertaken on S.P Road, Nikhilabad.

Task assigned.
Purpose.
Past passive
with infinitive

The six kilometre stretch on S.P. Road between Greenlands and S.Q. Chowk **was to be** extended. The project **was assigned** to Stresscrete Consultants **to be completed** within a period of six months beginning November 2... .

Traffic on S.P Road *has increased* in the last 5 years because it directly connects the eastern and western parts of the city. This *has been compounded* by the fact that the number of cars and two-wheelers *has increased* three-fold during this period. There were many bottlenecks caused by uneven array of showrooms interspersed by small wayside shrines and bus-bays encroaching upon the road space. The extension of the roads became imperative to ensure smooth flow of traffic.

Background
Present perfect
and past

The project **was undertaken** in a phased manner. In the first phase, the extent of the road space required on both sides of the road was measured. Bottlenecks **were identified**.

The buildings that **had to be demolished** or taken in were identified. Markings **were made** on the walls indicating the extent of space required.

Procedure
Steps
Adopted

Legal notices **were issued** to the owners of properties adjoining the roads seeking cooperation.

Adequate compensation @ Rs. 1000 per sq. ft. **was offered**.

Negotiation with reluctant owners delayed the land acquisition process by 3 months.

Problems

Further trouble **was encountered** by religious groups who staged violent protests against the relocation of wayside shrines. This added to the delay.

Cost of demolition escalated the project expenditure. Leasing of cranes became problematic because of heightened construction work in the city. This also increased the costs. Labour problems **had to be countered**. Wages **had to be increased** by 20% for night labour. The costs overshot the initial budget estimate by 10 lakh.

A revised expenditure statement **is enclosed**.

All the problems were overcome and the acquired stretches **have been concrete surfaced** and tarred. Traffic on the thoroughfare *has eased* reducing the movement time across the stretch to 10 minutes. The roads look very neat and easily navigable.

Effects

The Mayor drove through the stretch and expressed his satisfaction. He *has suggested* traffic islands at 3 points and pedestrian crossings at 6 points at 1km distances. Work on this is scheduled to begin next week.

Conclusion

Note on language points:

The report for the most part is in the past tense except towards the end. "A revised expenditure statement is enclosed" and the last sentence which is indicative of the future are in the present tense form.

The passive voice is used quite frequently. This places the focus on the action rather than on the people doing the action. Public works are generally reported in the passive voice.

Note on the moves:

- 1 Title
- 2 Terms of reference
- 3 Background
- 4 Procedure
- 5 Problems
- 6 Effects
- 7 Conclusion

Transmittal Letter**Sub: Completion of the Road Extension Project on the S. P. Road**

Dear Sir,

I am enclosing a report on the completion of the road project on the S. P. Road stretch. The project was undertaken by Stresscrete Consultants for the Municipal Corporation of Nikhilabad.

An assessment was made to check the need for the extension of the road. After a feasibility report justified that such an extension was necessary, the project was undertaken in a phased manner. Details of these are given in the report. The report also lists the reasons for the delay in the completion of the project. A revised expenditure statement is also enclosed.

Thank you

Abhilash Mehta
DTS Builders Ltd.

Activity 3

has been further impacted (affected)
has tried
have taken
have entered

Activity 4

Sl.	Correct sentences
1	Neha isn't happy and neither is Nisha.
2	I met Shobha at 6 in the morning on Monday.
3	When will you come to my office?
4	Fauzia wrote the presentation herself.
5	Mary is always late.
6	Since last year I have hardly spoken to Salil.
7	I asked Mohit where he works.
8	We visited Nainital last summer.
9	I left London last year.
10	Sonu is working in this company for the last seven years.
11	Don't buy more bread, there is a lot of bread in the breadbox.

12	Both her sisters-in-law live close by.
13	I have been in this new town for two months, but I've not made any friends.
14	This is better than I expected.
15	The manager who deals with sales is on leave for a month.
16	Housing is a problem in many large cities. There are few good apartments available at reasonable prices.
17	Sunil failed his driving test three times because he didn't know how to park the car.
18	My friend has just bought a new cell phone.
19	Do many countries have a pollution problem?
20	Rajiv will play a badminton match to night. He had planned it a week ago.
21	I talk to my parents every week.
22	I talked to the boss three days ago.
23	By this time next month, I will be living in Pune.
24	The phone rang, as someone knocked on the door.
25	You must tell the truth or you will be penalized.
26	We must clean up our rivers and lakes, otherwise the fish will die.
27	Ram Prashad attended classes in English before going to America.
28	The accommodation available here is very expensive.
29	I live in Kolkata.
30	It is cooler today, isn't it?

Check Your Progress 2

- 1) i) The lady in the front row 'reduced'
- v) The point to consider 'reduced'
- vi) The proposal discussed during the meeting 'reduced'

2) Adjective clauses:

- i) who is in-charge of the Delhi Office.
- ii) who are in Mr. Kanwar's branch
- iii) which are used in colleges
- vi) which is *Working Can Be Fun*.
- vii) which is a difficult subject,

Adjective phrases or appositive phrases.

- i) Mr. Anil Kumar is the new Branch Manager in-charge of the Delhi Office.
- ii) The employees in Mr. Kanwar's branch are having a good time.
- iii) Mr. Kanwar has written management books used in colleges all over the country.
- iv) He's just completed a new book *Working Can Be Fun*.
- v) Management, a difficult subject, is made interesting and entertaining by him.