UNIT 16 WRITING REPORTS

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16.0 OBJECTIVES

In this Unit, we will discuss writing of reports. After reading the Unit, you will be able to:

- describe the types of reports with special reference to those that are useful to the library staff;
- explain the style, structure and order of reports;
- be conscious of some broad tips on report writing;
- use reduced relative clause in your writing and speech; and
- prepare an internal inquiry report.

16.1 INTRODUCTION

Reports are a necessary part of on-the-job communication. As a librarian we have to write reports of different kinds. These may be short reports in the form of a memo or a letter or longer reports which may be in manuscript form. Sometimes these reports are submitted within the organisation—in fact there are times you may be asked to write a report by a senior in your organisation.

You may ask ‘what is a report?’ Although the term is used to refer to hundreds of different types of written communication, a report can be simply defined as an organised presentation of information which serves an immediate and practical need by furnishing requested or needed ideas. For example, you have to write an appraisal report of a junior or a progress report of an ongoing project that you may have taken up. Your chief librarian may ask you to recommend some equipment that is required for the library—then you have to write a ‘recommendation report’, and so on.
In this Unit we will make you aware of the different types of reports that you may have to write in the course of your working life as a librarian.

16.2 WARM UP

Reports may be of various types: meant for internal audience or external audience; narrative or statistical; periodic or one off; short or detailed; formal or informal; confidential or open; and so on.

Visit a nearby library and study different types of reports and write down the titles of at least five reports below:

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2) ......................................................................................................................
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5) ......................................................................................................................

Study the structure of these reports in details, and write down five main headings that are common in these reports:

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4) ......................................................................................................................
5) ......................................................................................................................

16.3 TYPES OF REPORTS

Reports can be classified in many ways: by their contents (e.g., feasibility reports, survey reports, etc.), by their function (e.g., informational, analytical, recommendatory), by their format (e.g. memo reports, letter reports, formal reports, informal reports), by time (periodic reports, progress reports, final reports), and so on. While all these parameters (content, function, format, time, etc.) are relevant and useful for classifying reports, they lead to several subcategories of reports which are not very relevant and useful when your aim is to learn how to write reports. For the purpose of learning report writing, the most useful parameter is a very simple one: length. On the basis of length, we can divide reports into two types: short reports and long reports. By a short report we mean a report that is up to 10-12 pages long, while a long report is anything above this and may run into several volumes. A good number of features of reports can be described in terms of length: for example, long reports are always written and presented in a formal style. Short reports are much more informal. Similarly, long reports are always presented in a manuscript format, whereas short reports are mostly sent in the memo or letter format.
Next to length, the parameter of function is the most important. The purpose of most official reports, as we stated above, is to convey information about some aspect of any organisation, so most organisational reports are informational. Periodic reports, progress reports, lab reports, survey reports, etc. are all information reports. Sometimes you may be asked to provide not only information but also your analysis of the information, i.e. your interpretation of the facts, to help the management take decisions. Such reports are called analytical reports (or interpretive reports). Analytical reports contain information and analysis: they do not contain recommendations for action. If you are asked to include recommendations for action too in your report, it becomes a recommendation (or recommendatory) report.

The third important parameter is that of style. By style we mean essentially the degree of formality in the presentation of the report. There are a number of factors which influence the choice of style in a report, and a number of features in the report in which this choice is expressed. On the basis of this parameter we divide reports into formal and informal.

The question of style is closely linked to that of format. Like simple messages, reports too can be sent in the memo format or the letter format. The letter format is used when the report is to be sent outside the organisation: such reports are always written in the formal style. Internal reports are sent in the memo format unless they happen to be long, in which case they are sent in the manuscript format. Manuscript reports, as we stated above, are always in the formal style; memo reports may be written in the formal or the semi-formal style. What style the writer chooses depends on a number of factors.

Let us discuss the characteristics of reports.

**Conciseness**

Most official reports are short, as they should be. That is, they never exceed a few pages. As we had occasion to mention several times before, conciseness is one of the basic qualities of official writing.

**Accuracy**

The second aspect is accuracy. Accuracy means “telling it as it is”, “telling it concretely” and “telling it all”. The first, in the context of project reports, means not making the project appear closer to, or farther away from completion than it really is. The second, “telling it concretely”, means using quantitative instead of vague and imprecise descriptions. Say: “the project will be ready for final assessment in three weeks”, rather than “The project will take some more time to complete”. The third “telling it all” means what it says: don’t hide anything. There may be problems and complications, including some created by your own mistakes, and you may be tempted to conceal them lest they reflect on your capability. Concealed mistakes tend to have a multiplier effect and may well come back to haunt you later. Moreover, the management appreciates a candid estimate of all problems so that they can be addressed in good time.

**Format**

The third virtue of a good report is the right format. Reports, as we saw above, can be sent in three formats: the memo format, the letter format and the manuscript format.
Objective
It is important to be objective. Don’t let your personal feelings about things influence your analysis. For example, if you have been asked to submit a report on whether or not the Heritage Library should open a new branch at Patna, don’t give a favourable report just because it happens to be your hometown.

Evidence
Lastly, provide solid evidence. Don’t base your analysis on flimsy evidence. Do not make a recommendation based on a single piece of evidence, collect solid and irrefutable support for your analysis. If such support is not available and you still want to offer an analysis or a recommendation, say why. Normally, mere hunches are not acceptable reasons for recommendations.

Self Check Exercise
Note: i) Write your answers at the space given below.
   ii) Check your answers with the answers given at the end of this Unit.
Answer these questions briefly.

1) Reports are said to be a management tool. What is this tool used for? Give examples.
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2) How are informational reports different from analytic reports?
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3) Name three types of informational reports.
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4) Define ‘Accuracy’.
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16.4 STYLE, STRUCTURE AND ORDER
In this section, we shall discuss the style, structure and order of a report.
16.4.1 Style of a Report

We have discussed so far some qualities of a good report. For example, we said that reports in general should be brief and should be written in the right format. Further the informational content of the reports should be accurate (i.e. should be factual, should not leave out any facts and should be conveyed concretely), the analytical content should be objective, argued and well-supported with evidence. These virtues are, by and large, welcome in all reports. However, all the virtues of a good report cannot be laid down in absolute terms: i.e. in terms which would be applicable to each and every report irrespective of any other factors. In fact, a major virtue in a report is that it should be sensitive to factors like who initiates it (the writer on his own or on the authorisation of another person), who is going to read it and what his/her attributes are, what the subject matter of the report is, etc. For example, a report that is to be read by the top person in your organisation, whom you don’t even know personally, cannot be written in the same style as a report which will be read by your immediate supervisor with whom you are quite friendly. Similarly, a report requiring detailed statistical information, would have to be presented in a different style from an X report and so on. It is the influence of factors like these on the style and structure of the reports that we will discuss in this section.

To keep the discussion simple and intelligible, we will confine ourselves to the six main affecting variables (i.e. factors which affect the choice of styles, structures, etc.) and the three main affected variables, as follows:

**Affecting variables:**

1) Who originates the report?
2) Who receives the report?
3) What is the subject matter of the report?
4) Where is the report to be sent: within or outside the organisation?
5) Why is the report being prepared?
6) How will the report be received?

**Affected variables:**

1) Degree of formality
2) Structure (or organisation)
3) Order (direct or indirect) or presentation

We will focus our discussion around the affected variables and trace the relationship of each one of them to the affecting variables.

16.4.2 Structure of a Report

A formal report has a basic structure. It has several parts of which the following six are the main ones. The structure of a report depends on a number of factors, such as the purpose of the report, the audience (do they belong to the same organisation or external are they especially internal or external), the convention followed by the organisation, the format prescribed by the organisation. However, any format chosen will usually have some or all of the following elements. This is especially true in the case of longer reports.
1) **Title page**
   The information that should appear on the title page includes:
   - The title proper, including sub-title if any.
   - Name of the organisation / department who has prepared the report, along with name and designation of the lead person.
   - The Year (and month) in which the report is prepared.
   - Name of the recipient organisation /department and designation of the person concerned.

2) **Abstract**
   The abstract should present a very brief informative summary of the entire report. For that reason it should be written only after the report is written. The abstract should be brief having only one paragraph and not exceeding 250 words.

3) **Content Page**
   As the name suggests, the content page will list all the numbered headings of chapters/sections, following the same sequence as in the report, with corresponding page numbers. The purpose of the content page is to help the reader to locate the section or part of the document which they want to read.

4) **Executive Summary**
   The purpose of executive summary is very different from that of an abstract. While abstracts are brief, executive summaries are more detailed and aimed at a non-technical audience. Its focus is more the findings, conclusions and recommendations. Though an executive summary should stand on its own, it should not exceed more than two pages. Often recipients do not read the
whole report, they just read the summary, and if needed read certain sections of the report. So it is very important to make sure that the executive summary captures all the important findings in the report.

5) **Introduction**

The purpose, aim and scope of the report should be stated in the introduction. This section may also briefly describe the background to put the report in context. The background can also be a section on its own, instead of being part of an introduction. It should be a brief, not more than two pages and presented in a few paragraphs.

6) **Main Body**

This will be the main part of the report, and its structure will depend on the kind of report it is and the intended audience. It should give details of the methodology used, the samples taken, details of the analysis of data, and a section presenting the findings and comments on those findings.

7) **Conclusions / Recommendations**

It is in this section the interpretation of the results and conclusions arrived at are given. If the results were discussed with anyone else before arriving at the conclusions, mention it here. The conclusions should be listed in order of priority, the most important one first and the least important one last. The conclusion should answer questions such as the following:

What has the investigation shown?

How important are the conclusions for the organisation?

Where there any surprises, if so, what are they?

The recommendation / conclusions should be very specific, not vague statements, and should be closely related to the aims stated in the earlier section. If you are not happy with the conclusions, it should be mentioned. This section can also list the specific action points and where to go from here.

8) **Bibliographical References**

If any reference sources were used, it is necessary to list the details of those sources here, following international standards for citing references.

9) **Appendices**

It is better to include certain type of materials as an Appendix (e.g. tables, copy of questionnaires, etc.) instead of putting in the main body of the report.

In addition to these nine sections mentioned, some reports also may contain sections such as:

- Glossary
- Abbreviations
- Acknowledgments
**Report Layout**

Unlike in an essay or a piece of prose, it is important to use a proper layout, with sections numbered properly, in a report. The numbering system used to identify different parts of a report has great significance. The normal practice is to use one of the following two layout systems: decimal numbering or number-letter. Once a system is chosen, it is essential to use the same system throughout and consistently.

**Decimal Numbering**

Using decimal system for numbering content is very popular. The convention is to use the decimal system in the following way:

The main sections  1.0  2.0  3.0  4.0 (zero can be omitted)
(level 1 headings)

Main divisions of sections  1.1  1.2  1.3  1.4
(level 2 headings)

Sub-divisions of main divisions  1.1.1  1.1.2  1.1.3  1.1.4

**Alpha-numeric System**

Here a combination of letters and numerals are used to number sections, where the main sections are denoted by a single letter and the sections under it are denoted by numerals, as shown below:

The main sections  A  B  C  D
(level 1 headings)

Main divisions of sections  A.1  A.2  A.3  A.4
(level 2 headings)

**Other Systems**

Though the two systems mentioned above are the popular ones, writers often use other systems also, such as I, II, III, IV, V and a, b, c, d, e or any combinations of letters and numerals, e.g. 1.a, 1.b; I.A, IIA, and so on.

Such systems of numbering help the reader to gain a strong indication of the relatedness, and relative importance of the parts of the text.

**16.4.3 Order of a Report**

One can adopt a direct or an indirect approach to the presentation of the message in a report. How will a report be received? Anyone who submits a report has some idea of how the report is likely to be received by the audience: favourably or unfavourably? Is the audience going to be receptive or not? If s/he feels that the audience will be receptive, i.e. her/his report will be received favourably, s/he can adopt the direct approach; if s/he feels that the audience will not be receptive and the report may be received with skepticism, or if s/he has no idea whatsoever about the attitude of the audience, s/he will be safe using the indirect approach. Let us explain why.
By the **direct approach** we mean presentation of the main idea of the report (the main recommendation, finding, conclusion, etc.) at the very outset. The details, supporting arguments, justification or whatever else there is, follows the presentation of the main idea. The advantage of the approach is that the audience does not have to wait till the end to find out what your main conclusion or recommendation is. Once the main idea is clear to the audience, they find it easy to assimilate it and either agree or disagree with it. No one is left in any doubt. A report which follows the direct approach also creates a positive impression of the writer. The writer is shown to be sure of her/himself and not trying hide her/himself in a maze of arguments or details.

However, this kind of report produces a positive effect only if the audience already has some confidence in the writer, e.g., in an authorised report. If you have just joined an organisation and this is your first report, and if the organisation also happens to be a status conscious one, you would be better off eschewing the direct approach and using the indirect one. In the **indirect approach**, you win the confidence of the audience gradually by presenting your arguments for the audience’s evaluation one by one, and by building up, through a process of slow accumulation, an impressive array of argument and evidence before drawing your own conclusions and making your recommendations. The impression that you thus produce is that you have not pre-judged the issue, that you have not only been quite objective in collecting your evidence, you have also offered it for the reader’s own inspection, along with all the facts. Even a hostile audience can be won over by an approach of this type.

**Self Check Exercise**

**Note:**

i) Write your answers at the space given below.

ii) Check your answers with the answers given at the end of this Unit.

5) What are the affecting variables and the affected variables? What is the relationship between the two?

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6) What style of writing, formal and informal, would you use if the person who was going to receive your report was:

   a) Your friendly supervisor
   
   b) Chief Librarian
   
   c) A very status conscious Senior with whom you had only an official relationship.

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7) Arrange these sentences in order of formality from the most to the least formal:

a) I say, let’s advertise the post right away.
b) I recommend that the post be advertised immediately.
c) I think we should advertise the post as soon as possible.
d) The Chief Librarian is of the opinion that the post should be advertised without any further delay.

16.5 EXAMPLE OF A REPORT: INTERNAL INQUIRY REPORTS

A library can be beset with various problems which need to be attended to immediately as they will affect its smooth running. It needs to look into problems related to book procurement and placement, customer satisfaction, employee satisfaction, salary structures, 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 as well as the 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...

Mr. Saurabh Kumar
Senior Librarian
Biblio Library
Mumbai

Dear Sir,

I am submitting the report compiled by the Special Committee appointed by you to examine the causes of growing customer dissatisfaction with the services of Biblio Library.

I hope that the recommendations of the Committee will help us set right the problems raised by members of the library as well as the employees. These will help our library be back on the right track.

Yours truly,
Beni Kumar
Assistant Librarian
REPORT ON
GROWING CUSTOMER AND EMPLOYEE DISSATISFACTION

Submitted to
Mr. Saurabh Kumar
Senior Librarian
BIBLIO Library,

by
Beni Kumar
Assistant Librarian, Delhi
28 February

EXECUTIVE SUMMARY

A Special Committee consisting of five members appointed by the Chief Librarian inquired into the causes for growing customer and employee dissatisfaction that have plagued BIBLIO Library for a year now.

Surveys and interviews indicated that customer complaints were related to poor maintenance of books, lack of information on the library website, delay in getting the latest editions of journals and magazines, and poor in-library service.

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 the employees and the management. Poor service was also the result of insufficient procurements and stocking and lack of communication between the employees and the management.

Recommendations include increase in compensation, rationalising working hours, open channels of communication between staff and customers, management and operations.

Language focus: A report is written on something.

A report is submitted to someone by someone.
TERMS OF REFERENCE
The following were the members of the Special Committee, set up by the Chief Librarian, to investigate the reasons for increasing customer and employee dissatisfaction at BIBLIO Library:

Mr. Saurabh Kumar, Senior Librarian.
Mr. Pranav Sudhir, Assistant Librarian (Collection & Maintenance)
Ms Christine Thur, Assistant Librarian (e-library)
Mr. Akhil Singh, Assistant Librarian (Periodicals and Journals)
Mr. Beni Kumar, Assistant Librarian

The committee was asked to study the reasons for the customer and employee dissatisfaction during the year 20xx – 20xx. They had to examine the customer complaints and employee responses and submit its report to the Chief Librarian by March 5, 2....

BACKGROUND
Biblio Library was established in 2001. Being a centrally located public library it soon became a regular haunt of the city’s bookworms. However, lapses in the services have resulted in several complaints from the library members.

Growing discontent among the employees has been noticed which in turn has adversely affected their performance. The Committee was appointed to look into the causes for this through direct interaction with the library members and employees with a view to getting the library back on rail.

OBJECTIVES
To study
a. customer discontent
b. employee behaviour and
c. and recommend remedial measures

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 including the Senior Librarian, Assistant Librarian (Collection & Maintenance), Assistant Librarian (e-library) and Assistant Librarian (Periodicals and Journals) will be part of the Committee. Ten representatives of the Employees’ Union would also be invited to attend a meeting to understand the employees’ perspective of the problems on Aug 15, 2...,

Survey questionnaires would be distributed to 100 members of the library to obtain information regarding the library services. Long-standing members would be identified and contacted personally or via telephone.
The responsibilities were divided among the Committee members as follows:

Senior Librarian: Overall Coordinator

Assistant Librarian ((Collection & Maintenance): Reasons for poor maintenance of the books.

Assistant Librarian (e-library): Reasons for the problems in the library database.

Assistant Librarian (Periodicals and Journals): Reasons for delay in getting the latest editions of journals and magazines

Assistant Librarian: Reasons for discourteous behaviour by employees, lack of motivation

The entire process would be completed by February 1, 2… and the report submitted by February 28, 2…

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 library members and detailed information regarding various service aspects was gathered.

The findings are reported in the next section.

FINDINGS related to employees

Sources: meetings, interactive sessions, personal investigation.

The major reasons of employee dissatisfaction:

The employee wage structure has remained the same for the past five years. The employees want an increment in their wages.

The library 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.

BIBLIO Library management adopts a very stiff and unsympathetic attitude towards employees’ personal problems. There is no one to go to when there is a crisis.

Lack of proper communication between the management and the employees results in poor coordination of the library activities.

All these problems affect the overall performance, motivation and skills of the employees resulting in angry outbursts and discourteous behaviour with the library members. This has been detrimental to Biblio Library’s public image.
Graph showing the comparative average wage structure of four private libraries in the city:

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

**FINDINGS related to library members.**

Sources: questionnaires, personal investigation by Mr. Pranav Sudhir and Ms. Christine Thur

The following are the major problems faced by the library members:

**Poor maintenance of books:** Books were often found in a bad state. Missing pages and torn covers were common. In addition to that they were not arranged properly, making it difficult for members to find the books.

**Non-availability of latest editions of journals and periodicals:** Often the latest editions of the various academic journals as well as periodicals are not available for issue. Sometimes certain issues would be available only after several months of publication.

**Lack of information on the library database:** The library website is not updated regularly. Some of the links were also not functioning properly.

**Lack of courtesy:** Members reported several instances of indifference and curtness by library staff when they were approached for help with problems.
RECOMMENDATIONS

On the basis of the above findings, we recommend the following:

1. A 5% increase in wage structure and allowances.

2. Rationalization of working hours. Compensation for overtime.

3. Intensive training programmes for the employees in people relations management.

4. Open communication systems between management and employees.

5. Training the library staff in proper cataloging and maintenance of books.

6. Ensuring that there are weekly meetings to review if the library databases are up-to-date and that the latest issues of periodicals and journals are in place.

CONCLUSION

The committee suggests an immediate implementation of the recommendations.

It suggests that BIBLIO Library should concentrate on arriving at earliest possible solutions of the problems at hand.

Self Check Exercise

Note: i) Write your answers at the space given below.

ii) Check your answers with the answers given at the end of this Unit.

8) Summarise the above detailed report as a letter.

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9) What is the purpose of this report?

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10) What are the functions of each section?

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16.6 LISTENING COMPREHENSION: SOME TIPS ON PRESENTING A REPORT

Self Check Exercise

11) Listen to some tips in good report presentations. Tick the tips that are mentioned by the speaker. Put a across against those that are not. You may play the CD provided and listen to the audio as many times as you require. Please note that the text of the audio has been provided in the answers section.

1) A report is not something totally set apart from other forms of writing.
2) It is important to use a distinctive style in writing a report.
3) The language of a report needs to be lucid, direct and economical.
4) The author of the report needs to put himself/herself in the background so that the subject gets the primary attention.
5) Don’t put more than one important idea under the same heading and sub-heading.
6) Allow adequate space between the elements of your report.
7) It is better to use formal language only.
8) Do number each page.
Writing Reports

9) A good report shares the background with the speakers.

10) Label the tables, graphs etc in a report.

16.7 GRAMMAR: REDUCED 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 adjectives 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.

Self Check Exercises

Note: i) Write your answers at the space given below.

ii) Check your answers with the answers given at the end of this Unit.

12) 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

13) First pick out the adjective clauses. Then change the adjective clauses to adjective phrases or appositive phrases.

i) Mr. Anil Kumar is the new Chief Librarian who is in-charge of the Delhi Library.
ii) The employees who are in Mr. Kanwar’s library are having a great time.

iii) Mr. Kumar has written books which are used in colleges all over the country.

iv) He's just completed a new book which is *Working in a Library Can Be Fun*.

v) Library Science, which is a difficult subject, is made interesting and entertaining by him.

16.8 SUMMARY

In this Unit, we made you aware of various formal aspect of a report. While writing report, it is important to keep the audience in mind: the content, format, structure, etc. will depend a lot on that factor. Grant making organisations will normally have their own prescribed format for reports, and it is necessary to follow that format. If any does not have such formats, one should arrive at a format using elements described in this Unit. For internal reports too, one need to understand the type of format popularly used in the organisation, and follow that. Whatever format is used, it is most important to ensure that report is perfect in every respect.

16.9 ANSWER TO SELF CHECK EXERCISES

1) Reports are used for collecting information about what is going on at the lower levels in an organisation. For example whether organisation policies are being implemented, organisation targets are being met, etc.

2) Informational reports convey only information; analytical reports also include analyses of the information.

3) Progress reports; periodic reports, narrative reports

4) Accuracy means three things. 1) Tell it as it is. 2) Tell it concretely. 3) Tell it all.

5) Affected variables describe certain characteristics of reports; affecting variables describe the factors which determine in what form or degree these characteristics will be manifested in the reports. They, thus, have a cause-effect relationship.

6) (a) Informal (b) formal (c) formal
Text for listening:
- The language of a report needs to be direct, lucid and economical.
- Select good typeface and type size and use these consistently throughout the report.
- Use distinctive styles for headings and subheadings.
- Don’t put more than one important idea under the same heading or subheading.
- Allow generous spacing between the elements of your report.
- Highlight enumerated parts of the report by the use of dot points or numberings.
- Number each page.
- Provide header and/or footer to make the report look professional.
- Use consistent and appropriate formatting.
- It is better to use formal language only.
- Label tables, figures, graphs, illustrations, maps etc for clarification and cite the source.

11) Do it yourself.

12) i) The lady in the front row ‘reduced’
    v) The point to consider ‘reduced’
    vi) The proposal discussed during the meeting ‘reduced’

13) Adjective clauses:
   i) who is in-charge of the Delhi Library.
   ii) who are in Mr. Kanwar’s Library
   iii) which are used in colleges
   vi) which is *Working in a Library Can Be Fun*.
   vii) which is a difficult subject,

Adjective phrases or appositive phrases.
   i) Mr. Anil Kumar is the new Chief Librarian of the Delhi Library.
   ii) The employees in Mr. Kanwar’s library are having a good time.
   iii) Mr. Kanwar has written books used in colleges all over the country.
   iv) He’s just completed a new book *Working in a Library Can Be Fun*.
   v) Library Science, a difficult subject, is made interesting and entertaining by him.
16.10 REFERENCES AND FURTHER READING


