

LESSON-16

Famous speeches

Oral Speech

My dear students, there are innumerable occasions on which one is required to make a speech. These occasions may be formal or informal, and the speaker may be given enough time to prepare or to make himself available at the right moment. On the other hand it may also be that the speaker gets hardly any time to prepare. In that case he has to think on the spur of the moment and say something meaningful, appealing, and appropriate for the occasion. The audience may be large or small, invited by an open notice/invitation or selected on the basis of certain well laid out criteria/qualifications/membership norms. The speech itself may be lengthy or short, emotive or matter of fact, well illustrated or suggestive. Whatever the occasion and the nature of the speech, the spoken word is the most powerful/effective medium of communication, having immense flexibility, adaptability and possibilities of interpretation depending on many factors. Written communication, on the other hand, does not have such flexibility. That is why the spoken word has immediate impact and 'moves'. As Emerson has said, "Speech is power: speech is to persuade, to convert, to compel".

Occasions for speech making

The world of business is full of opportunities/occasions 'to persuade, to convert, to compel'. The first and foremost aim of all communication is to persuade that literally means to cause someone to do something that he is at first unwilling to do by giving him good reasons for doing it.

It is exactly on this principle that all business depends. A salesman, for example, has to make use of all language resources at his command to make persuasive speeches to sell his goods. Managers, industrialist, chairpersons/managing directors have to make speeches at company meetings, inaugurations, conferences etc. They may also have to make some sudden announcements and give reasons for their action or call a meeting to discuss the policy decisions taken by the government. In the unfortunate event of some worker's demise or disaster befalling the country they have to make appeal to all to extend their support, both moral and monetary. In the same way they may have to make congratulatory/felicitous speeches to mark an occasion of jubilation like flagging off a sponsored rally or the company bagging a national/international award. Whatever the occasion, a speech has to be made, and it may be prepared or impromptu. But one thing is certain - every speech has a certain plan or pattern of structure. In this connection it is

Assignment

Students, I have compiled a few speeches by renowned people. Read them repeatedly - both silently and aloud. Notice their use of words and the flow of their prose. If possible memorise and deliver them in class. [At least a few...] Get the feel of the thoughts and ideas behind the language. Experience the power of the English language in conveying their views.

I hope these would help you to prepare your own speeches with greater ease. Try to deliver your own speeches with more confidence, accordingly.

If you have any problem, go through the speeches of these great men, once again. Remember, they too must have worked hard during their student lives, to have attained such heights.

Your personal style can be developed only with constant practice.

So, prepare speeches for as many different occasions as possible. Then read them out or deliver them in class. Closely observe the others speaking on similar topics. Notice their strong and weak points. Discuss them in class if possible. And try to improve your own performance.

Do not hurry. Never imitate others. Take your time. And gradually your individual style would emerge.

[Speeches by noted people -

1. Ranade
2. Ambedkar
3. N. Chandravarkar

Ranade

An address delivered in 1896 on Rammohan Roy, Ranade expatiated on the qualities that should blend and fuse to make a great man, a true leader of the people.

“Truthfulness, great impulses, moral aims, resourcefulness to attain these aims by the bond of love and fellowship-these are the traits of character which go to make a great man... You have all read accounts of the life of the Buddha. He had such a hold upon men’s minds that wherever he went hundreds and thousands followed him as the Great Teacher so that they ensured the permanent success of the movements which he inaugurated-a most unparalleled success in the world’s history. Take again the story of

the prophet Mahomed. A poor, illiterate man, he did not dream of religion in his youth, and yet at forty he goes into retirement, incessantly moves about in such a country as Arabia to find that he is persecuted and has to fly for life; but there was such an attraction among men and women towards him that in the course of ten or twenty years he was able to dictate terms to the largest and the most powerful potentates of the day. Here, then, you have a general idea of what constitutes greatness. Eagerness of purpose, sincerity in action, originality, imagination and, above all, the power of magnetism—we might call it vital or spiritual magnetism—these are the qualities which go to make a man great.

The true end of our work is to renovate, to purify, and also to perfect the whole man by liberalising his intellect, elevating his standard of duty, and developing to the full all his powers. Till so renovated, purified, and perfected, we can never hope to be what our ancestors once were—a chosen people, to whom great tasks were allotted and by whom great deeds were performed... With a liberated manhood, with buoyant hope, with a faith that never shirks duty, with a sense of justice that deals fairly by all, with unclouded intellect and powers fully cultivated, and, lastly, with a love that overleaps all bounds, renovated India will take her proper rank among the nations of the world and be the master of the situation and of her own destiny. This is the goal to be reached—this is the promised land. Happy are they who see it in distant vision; happier those who are permitted to work and clear the way to it; happiest they who live to see it with their eyes and tread upon the holy soil once more. Famine and pestilence, oppression and sorrow, will then be myths of the past, and the gods will once again descend to the earth and associate with men, as they did in times which we now call mythical.”

Oral Speech (a) prepared (b) impromptu

Late **B.R. Ambedkar** said in 1939

[a pointed contrast between the Age of Ranade and the Age of Gandhi].

“...if the India of Ranade was less agitated, it was more honest and... if it was less expectant, it was more enlightened. The Age of Ranade was an age in which men and women did engage themselves seriously in studying and examining the facts of their life, and what is more important is that in the face of the opposition of the orthodox mass they tried to mould their lives and their character in accordance with the light they found as a result of their research.

In the Age of Ranade there was not the same divorce between a politician and a student which one sees in the Gandhi Age. In the Age of Ranade a politician who was not a student was treated as an intolerable nuisance, if not a danger. In the Age of Mr. Gandhi learning, if it is not despised, is certainly not deemed to be a necessary qualification of a politician.”

Narayan Chandavarkar

- his inaugural address to the Indian National Social Conference of 1905.

[he based his whole appeal for social justice on the cardinal spiritual philosophy of India].

“What, then, was the central idea round which the machinery of Society was made to move by the Rishis of old? In the mass of the detailed performance of duties prescribed for the individual, one idea stands out most prominently, viz., that he was to pray, to yearn, and to seek for ‘Light’. The Gayatri, which the individual was to utter with unerring regularity morning and evening, is no more and no less than the cry of the human soul for Light. It is an appeal to God that His Light may be shed on the mind of the individual to illuminate it... This was the central idea and ideal of ancient Hindu life, the pivot round which Society was enjoined to move. ‘We were children of Light’. And what did this national yearning for Light, prescribed in the best of our prayers, solemnised in one symbolic worship and idealised in spirit of grace and grandeur by the sweetest of our prophets and poets, mean? For what did it stand? It stood as a to us-a to sink into our hearts and animate our lives-that we should always move with the times by means of the light of knowledge acquired, experiences gained, and events revealed-that we should ever move forward, instead of standing still. It stood for the light of the seer, the insight of the sage and the foresight of the statesman. Are we children of Light now? Institutions and customs, good enough perhaps for the times for which they were devised, intended to meet the wants, the necessities and surrounding circumstances of a particular age... have exalted themselves at the sacrifice of their ends; and the central ideal of the people, the yearning for light which discovers a new age, new necessities, new aspirations, has been obscured by the ideal of blind usage and customs, with the result that we have become seekers after the very darkness which we are taught by the Rishis to avoid...”

Bipin Chandra Pal

The fiery revolutionary, the ardent bhakta and a patriot anxious for national unity.

- a discourse [on Janmashtami Day) on the personality and message of Sri Krishna.

“...the wonderful catholicity of his ideals and preachings! He is if he is anything, a Prophet of Reconciliation. There is one Krishna, the pupil of Angirasa, whose name occurs in the Vedas, and is evidently some great non-Aryan hero and teacher, whom the Aryan culture of the early colonisers of India must have gradually assimilated and appropriated to themselves. And this Vedic Krishna was in some form or other an instrument, whether active or passive, for uniting and harmonising the two conflicting ethnic cultures that came face to face in this country with the earliest migrations here. In the Mahabharata, a careful historical criticism... will possibly reveal, not a family quarrel, but the story of some great tribal conflicts-Sri Krishna appears again as a friend and

adviser of the various conflicting parties-one whom every one claimed for his own, and to whom every one appealed for help, and guidance. In the Gita, the one book which sums up, more than any others, his highest teachings, he stands, as is universally acknowledged, as the Prophet of Harmony and Reconciliation. And as such, Sri Krishna has a message of the profoundest value and significance to us of the present day... India, torn by a thousand dissenting creeds, distracted by the appeals of a hundred conflicting cultures, divided by caste, race and religion, cries out in the deep agony of heart for some great Reconciler and Unifier..."

Dr. Rash Behari Ghose, a lawyer

In a speech at a public meeting on 10th March 1905, he made a reasonable indictment of Curzon's policies, with particular reference to his offensive Convocation Address at Calcutta a month earlier.

"One of the greatest political figures in England said on a memorable occasion that he did not know how to frame an indictment against a whole nation; but Lord Curzon, dressed in the Chancellor's robe and a little brief authority, was able to frame an indictment, not only against the people of India, but also against all the various nations of Asia-Asia which gave to the world Gautama Buddha, Jesus Christ and Muhammad, who may not have taught men how to rule, but who certainly taught them how to live and how to die..."

"...if in spite of my best endeavours... I have done any injustice to his lordship. I can only console myself with the reflection that there are some infirmities from which the average man cannot altogether free himself. "The contemporaries of superior men", says Goethe, "may easily go wrong about them. Peculiarity discomposes them; the swift current of life disturbs their points of view and prevents them from understanding and appreciating such men". And Lord Curzon, we all know, is a superior person."

Oral Speech (a) prepared (b) impromptu

Gopal Krishna Gokhale

For him life was serious business. A political career meant arduous intellectual preparation. In 1892, at the age of thirty-two, he solemnly resolved as follows:

By the grace of Sree Guru Dattatreya, I will endeavour humbly but firmly to acquire or achieve the following :

1. I will practise Yoga regularly.
2. I will acquire a good knowledge of (a) History-Ancient and Modern; (b) Philosophy-Ancient and Modern; (c) Astronomy; (d) Geology; (e) Physiology; (f) Psychology (now, no more "ology"); (g) French.
3. I will try to become a member of (a) The Bombay Legislative Council; (b) The Supreme Legislative Council; (c) The British Parliament. (In all these assemblies I will try to do good to my country by all means in my power.)
4. I will try to become a preacher of the highest philosophical religion and I will preach this religion to the whole world."

Gokhale kept pace with this amazing schedule of work till death put an abrupt end to his ceaseless endeavours at the age of forty nine.

His main income was Rs. 75/- per month as a member of the Deccan Education Society and as professor at the Fergusson College. In 1902, he decided to retire on the permissible pension of Rs. 30/- per month, to devote himself entirely to public service. His farewell speech at the Fergusson College, a splendid example of harmonised prose.

“All parting in life is said, but where the heart’s deepest feelings are involved, the severance of old ties, and the necessity of saying good-bye, is about as trying an ordeal as any that a man may be called upon to go through. For eighteen years now, I have tried, according to the humble measure of my capacity, to give the best that was in me to this Society. Through good report and through evil report, through sunshine and through storm, it has been my endeavour to work for this institution with a single aim to its welfare, till at last it has become impossible for me to think of myself as apart from this College. And now, when the time for my withdrawing myself from all active work in this institution has come, my heart is naturally stirred by conflicting emotions, in which a feeling of intense thankfulness is mingled with a feeling of deep sadness. I feel thankful, profoundly thankful, that it has pleased Providence to give it to me to discharge the solemn and onerous obligations of a vow taken so many years ago under the influence of youthful enthusiasm, and that no matter what happens to me in the future, I shall always be able to look back with pleasure and pride on this part of my career, and say to myself: ‘Thank God. I was permitted to fulfil my pledge’. But, gentlemen, side by side with this feeling of thankfulness, there is a feeling of deep regret that my active work for this great institution is now at an end.

Years ago I remember to have read the story of a man who lived by the side of the sea, who had a nice cottage and fields that yielded him their abundance, and who was surrounded by a loving family. The world thought that he was very happy. But to him the sea had a strange fascination. When it lay gently, heaving like an infant asleep, it appealed to him; when it raged like an angry and roaring lion, it still appealed to him; till at last he could withstand the fatal fascination no longer. And so having disposed of everything and put his all into a boat, he launched it on the bottom of the sea. Twice was he beaten back by the waves, a warning he would not heed. He made a third attempt when the pitiless sea overwhelmed him. To a certain extent this seems to be my position today.

Public life in this country has few rewards and many trials and discouragements. The prospect of work to be done is vast, and no one can say what is on the other side-how all this work may end. But one thing is clear. Those who feel in this matter as I do must devote themselves to the work in a spirit of hope and faith and seek only the satisfaction which comes of all disinterested actions...”

Gokhale’s Congress presidential address, delivered three years later.

Notice his finely pointed and almost definitive verdict on Lord Curzon’s administration.

“Gentlemen, how true it is that to everything there is an end! Thus even the Viceroyalty of Lord Curzon has come to a close! For seven long years all eyes had constantly to turn to one masterful figure in the land-now in admiration, now in astonishment, more often in

anger and in pain, till at last it has become difficult to realise that a change has really come. For a parallel to such an administration, we must, I think, go back to the times of Aurangzeb in the history of our own country. There we find the same attempt at a rule excessively centralized and intensely personal, the same persistence in a policy of distrust and repression, resulting in bitter exasperation all round... His (Curzon's) wonderful intellectual gifts, his brilliant powers of expression, his phenomenal energy, his boundless enthusiasm for work-these will ever be a theme of just and unstinted praise. But the gods are jealous, and amidst such lavish endowments, they withheld from him a sympathetic imagination without which no man can ever understand an alien people..."

Referring to the partition of Bengal, Gokhale said

"The scheme of partition, concocted in the dark and carried out in the face of the fiercest opposition that any Government measure has encountered during the last half a century, will always stand as a complete illustration of the worst features of the present system of bureaucratic rule-its utter contempt for public opinion, its arrogant pretensions to superior wisdom, its reckless disregard of the most cherished feelings of the people, the mockery an appeal to its sense of justice becomes and its cool preference of Service interests to those of the governed."

Bal Gangadhar Tilak

A Noble patriot who said "Swaraj is my birthright".

To quote Sri Aurobindo, Tilak's speeches.

"like the featureless Brahman, self luminous straight forward, lucid, never turning aside from the point which they meant to hammer in or wrapping it up in ornamental verbiage, they read like a series of self-evident propositions."

In 1916, while on his way to England with the deputation that was to present India's case for self-government before the British authorities, Tilak spoke extempore at a reception in Madras.

"No one now requires to be told what Home Rule means... it is no longer seditious to say that we want Home Rule, and that Home Rule is our birthright. We are going to England to tell the British democracy plainly that the question as to what the first step should be, and what the time for granting full responsible government should be, is no longer a question on which bureaucratic opinion can be tolerated for a moment. We do not want the British democracy to decide how they should act as an umpire between the bureaucracy and ourselves. We are going to England for the purpose of convincing the British democracy that the grant of responsible government to India is the necessity of the hour. It is no longer a question of benevolent generosity or favour. That was, perhaps, the position ten years ago. Now the position is entirely changed. Responsible government to India has now become the necessity of the hour, the necessity of the Empire, and-may I say-the safety of the Empire."

Oral Speech (a) prepared (b) impromptu
Way back in 1909 (25th October),

N.C. Kelkar

A writer and a speaker of considerable distinction [biographer of Tilak] spoke on the highly debatable issue of the medium of instruction in the university. [The issue is not yet settled satisfactorily].

“I think I yield to none here in my admiration and appreciation of the English language and literature. And I think that we in India as a nation must be eternally grateful to the English language for opening to us endless vistas and beautiful avenues of Western thought, and what is perhaps of still greater importance, viz. the priceless store of national and political literature which has entirely revolutionised the aspect of things about the Indian ideals and Indian modes of thought. But though I think so highly of English as a second language, I dislike it as if it were my enemy when that language seeks to take the place of my mother-tongue and forces my thinking to be done, not in Marathi, but in English... I like English thoughts and ideas; but I like them only in so far as I can call them and make them my own. And mental assimilation is the only thing that can enable me to make them mine... if I take them without assimilation, they remain in me as a foreign body and, like a spear-point imbedded in the flesh, they inflame the region around them and make me uncomfortable and unhappy. But when you or I think in the Marathi language, then any other foreign thought or idea we take in has to run the gauntlet of the Marathi sentinel that is posted at the turnpike at every corner; and when an idea, however foreign or heterogeneous, submits itself during its journey to our mind to the vernacular phrase, vernacular idiom, vernacular grammar and vernacular syntax, then it loses nearly all its foreign character and we are able to call it and use it as our own.”

It will not only give a personal touch to your speech, but also confidence to you and comfort to the listeners. It will make the audience feel important to the speaker.

Students, keeping in mind the above guidelines, now let us examine the two sample speeches.

The first speech is by

Mr. J.N. Sapru, Chairman BOC India Limited, at the 62nd Annual General Meeting.

[You can read it about if you wish either at home or in class].

Good morning, ladies and gentlemen. It gives me great pleasure to welcome you to the 62nd Annual General Meeting of your Company. The 1996-97 Annual Accounts are with you but before we get down to discussing it and responding to your questions and observations, may I take this opportunity to say a few words.

Indian Economic Scenario

When we met twelve months ago, I had hoped that I would have a more cheerful picture to paint for the country this year. The General Elections were over and although no

political party had secured a majority, the mere cobbling together of a United Front Government with the support of the Congress party had given a flicker of hope that political wisdom and the fear of facing the electorate soon again would allow a longer and more stable tenure to the United Front Government and keep the wheels of government moving. Unfortunately, this was not to be. Political gamesmanship took precedence over other national priorities and we are back again to another round of elections, the results of which only astrologers and political pundits dare predict. As a consequence, we have lost two valuable years to consolidate and carry forward the Reforms. And given the political uncertainty, even the Finance Minister's "Dream Budget" along with the easing of credit and interest rates failed to kick start the industrial revival. To add to the turmoil, the Asian currency crisis and the Stock Market crash in the latter half of 1997 has given further ammunition to carry on the debate to those not comfortable with the Reforms and movement towards a freer market economy.

In the meantime, with the Central Government budget largely absorbed by doles and subsidies and oversized bureaucracy, there is precious little left to invest in infrastructure and social development. With power shortages, choked ports, pathetic state of roadways and railways looking on the horizon and crying out for immediate investments and proper management, the country and its people are having to pay a heavy price for this inaction and prevarication. It is time that we learnt to segregate politics from economic necessities. Even one billion strong nation cannot reach the moon by holding hands. It will need the thrust to break through the Earth's gravitational pull. One must stop managing the issues of the twenty-first century with the mindset of the nineteenth century. In the interest of the country and India Incorporated, let bygones be bygones and let us concentrate on the present and improving the future rather than harping on the past. The only way to provide a better future for the havenots is by the creation of National Wealth. What therefore really matters is what investment does to create more income and more employment, rather than who provides it or where it comes from.

Performance Review

With your Company's business closely linked with and largely dependent on industrial activity in the country, its performance of necessity reflects the state of industrial slowdown, particularly in the Steel & Fabrication sectors, resulting in reduced offtake of all our major products. The margins too came under pressure with increased competitive activity in a stagnant market. Besides, both Gases and Healthcare businesses were adversely affected by the closure of your Company's Delhi unit at Kirtinagar from end November 1996, following the Hon'ble Supreme Court's order of 8 July 1996. It is estimated that this alone resulted in a loss of Rs. 88 million in turnover and Rs. 24 million in operating profit. In addition, Voluntary Separation payments were higher than the previous year by Rs. 46 million, of which Rs. 31 million were as a result of Voluntary Separation payments to Delhi employees alone.

Consequently, whilst Turnover at Rs. 2329 million increased by 4% over the previous year, the operating profit (before depreciation, interest, taxation and extraordinary income) at Rs. 319 million and net profit after taxation at a little over Rs. 84 million, declined by 17.6% and 37.8% respectively.

Oral Speech (a) prepared (b) impromptu

Future Prospects

Having regard to the present economic scenario in Asia and the political uncertainty and industrial slowdown in the country, the prospects in the current year (1997/98) appear to be no better and are expected to show an upturn in the following year. However, there is a silver lining. The speed of progress on all the new projects won by your Company in the past few years is a cause for satisfaction and gives promise of a steady income stream which the commissioning of the projects will ensure. Your Company's results will also benefit in the future with the commissioning of the Jamshedpur plant built for Tata Steel. This plant, apart from supplying the bulk of its production to Tata Steel, will release for sale in the merchant market a large quantity of low cost products.

Despite the somewhat subdued performance of this year, your company is well poised for growth. With the turnaround/consolidation phase successfully completed the priority is now to grow through protection and expansion of your company's market share in its entire product range by being close to its market place. Among the initiatives already taken in this context are the commissioning of two Liquid Compressing Stations in Tamil Nadu and West Bengal, both markets of promise. More such facilities will be opened in the current financial year.

Rights Issue

I am pleased to advise that the Rights Issue vide Letter of Offer dated 11 July 1997 was satisfactorily completed and 21,814,107 new Ordinary Shares were allotted on 22 September 1997 to the members on Rights basis in terms of the resolution passed by the members at the General Meeting held on 25 April 1997. The funds so raised are being utilized for the purposes mentioned in the Letter of offer. As a result of this Rights Issue, the Issued and Subscribed Capital of your Company now stands at Rs. 490,842,230 and the Reserves and Surplus at Rs. 2,076,618,000 Dividend

Considering the profits for the year, the expanded capital base and future economic scenario, your Directors have recommended a Dividend of Rs. 2 per share (20%) and pro rata on the Rights shares allotted on 22 September 1997. As the Company is now required to bear the tax on this dividend, the shareholders will be pleased to note that this Dividend will be net of tax in their hands.

Healthcare Business (Ohmeda)

You are aware of The BOC Group's decision to seek a purchaser for its global Ohmeda business as it believes that the Healthcare business would develop better as a part of a larger Healthcare business. In the absence of likely future support from the Group, your company, too, proposes to seek satisfactory divestment of this business and your Directors will approach you, once a suitable purchaser has been identified. The decision of The BOC Group to divest its Ohmeda Healthcare business provides an opportunity for your Company to concentrate all its energies, resources and skills on its core business of Industrial and Medical gases and Cryogenic Engineering.

Board Changes

Let me now advise you of some changes in your Board of Directors. You will recall that Mr Shashi S Prasad was elevated to the position of Vice Chairman & Managing Director with effect from 31 January 1997, in recognition of his leadership of your Company since he took over as Managing Director in 1989. As a part of planned succession, he will step down as Managing Director at the conclusion of this meeting, but will continue on the Board as Vice Chairman in an executive capacity, thereby making available his vast knowledge and experience of the Gases Industry to ensure a smoother transition. Please join me in thanking Mr Prasad for his valuable contribution to your company in its turnaround and consolidation phase.

I take this opportunity to welcome Mr Raman Pandya who joined your Board on 1 January 1988 as Managing Director. Mr Pandya brings to your company a wealth of knowledge and experience, having worked in leading companies in senior positions. I am sure that all of you will extend your fullest support to Mr Pandya as he leads BOC India further along the path of growth, expansion and prosperity.

I also welcome on your Board Mr. Gregory Leo Sedgwick who has considerable international experience of the gases business. I am sure we will benefit immensely from his experience of Australian and Asia-Pacific operations.

Conclusion

In conclusion, I would like to thank each of you for your support and understanding. I would also like to thank employees at all levels for their sustained efforts and support.

The BOC Group has continued to support us proactively through technology transfers, know-how and international management practices. This support will become increasingly important as your Company takes on more investments and expansion programmes and I extend my grateful thanks to them for all its help.

Thank you.

The record speech is by **Mr. K.M. Mammen Mappilai**, Chairman and Managing Director of MRF, at the 37th Annual General Meeting of the Company.

Ladies and Gentlemen

I welcome you to this, the 37th Annual General Body Meeting of your Company. The Balance Sheet and Accounts for the year ended 30th September, 1997 have been with you for sometime now, and with your permission, I shall take them as read. It is said that the strengths of a Company are usually manifest during difficult times. The year gone by, has been such a severe time of testing. The protracted recession in all sectors of industry, was even more pronounced in the automobile industry. At such a moment, despite a lowering of tyre prices due to reduction of Excise, when the entire automobile industry and the tyre industry had suffered setbacks, the increase in MRF's turnover from Rs. 2029.21 crores in '95-'96 to Rs. 2122.20 crores, in the period under review, is

commendable. Sustained product quality is a long and arduous process. And in times of buoyant selling, there is always a temptation to stop the continuous upgradation of quality, because it does not bring any immediate gain. MRF's pressing on with continuous quality improvement, with a clear realisation that Quality is for the long/term, has always benefited us in critical times like the period gone by. The "Value for Money" concept is even more relevant in difficult market times. When the customer finds that the favourite Brand is within his grasp, at an affordable price, and with the best service the industry can offer, it makes a crucial difference in the marketing stance of a company.

Oral Speech (a) prepared (b) impromptu

Looking back : Founding of Balloon factory

Whenever MRF makes new achievements happen, my mind goes back in time, to when I started from the small rubber Balloon factory that I first founded. Though it made only rubber balloons and rubber toys and it was small, it had its own problems. But innovation was the very lifebreath of survival, even for that fledgling MRF Balloon factory.

Retreading rubber manufacturing

Six years later in 1952, when we moved into retreading rubber it was like stepping into a hornet's nest. Multinational companies were monopolising this market and an Indian company's entry irked them not a little.

The rest is history : How MRF fought a whole-scale war to take the leadership in the retreading rubber market and how eventually the Multinationals withdrew from the field are all part of that history, now. A bit of this history finds mention in the MRTPC-Report of 1965 where my name is mentioned in relation to this war with the Multinational companies, along with Mr. Kurian of the Kaira Co-operative Society (manufacturers of the well known Amul products) who faced a challenge of a much higher dimension.

Moving into Tyres

As India's largest manufacturer of retreading rubber, moving into tyres was a logical step. There were two other Indian nationals founding their tyre factories at the same time in 1960. Three of us were the first Indian tyre-entrepreneurs to come into tyre production - an area fiercely held by the Multinational tyre companies till then. MRF stuck to its 'core-competence' whether in tyres or retreading rubber ever since. Long before the present day 'Core-competence' theory was evolved, MRF was already practising it and always resisted the temptations to diversify into unrelated areas.

How MRF Won the Indian Roads and became No. 1

Indian Roads : The Ultimate Challenge for any tyre market in the World!

Many National and International tyre companies have found to their dismay, that the Indian roadways are almost untameable. Indeed not other tyre maker in the world has yet developed a tyre technology for Indian roads! To be sure, they all possess tyre technology per se, which they have fine-tuned from time to time. But it was left to the individual tyre makers in India, to adapt that basic technology and to customise it, to tame the brutally punishing conditions of the roads in India. In the difficult business of truck-tyres, one has to contend not only with the brutal road-conditions but also with the extraordinarily

heavy loads which many truckers carry. This Double-Dilemma was the Ultimate Challenge to any tyre maker, National or International. It took MRF two Decades of R&D efforts, to fine-tune a technology which could deal with this Double-Dilemma. The fact that we became the No. 1 Brand in truck-tyres is testimony to the success of MRF's R&D efforts, in this particular field of adapting basic tyre-technology. That MRF is the ONLY tyre maker in the world with this highly developed technology for Cross-ply tyres, is evident in fact that MRF leads the pack in Cross-ply tyres even in foreign markets with similar road conditions. In such markets, MRF has not only tamed the hostile roads, but has also scored over the Multinational companies currently operating in India, now entering India and even those who are talking of entering India. So in a manner of speaking, MRF has already put to test its products against the Best of the International tyre giants and has come out winning.

“Technical Collaboration”: An impediment to India's own R&D?

Does the Indian Industry, after attaining the age of 50 years, need to continue to look for ‘technical collaborations’ from abroad, in every conceivable industry? Many a time, we find that we are paying for the same technology, year-in and year-after, sometimes, even for decades. The continuance of such technical collaborations, beyond reasonable time periods often kills the Spirit of Independence and makes a company permanently dependent on others. It is needless to mention that in emerging areas to basic-technology, we must seek help through technical collaborations. But in such of those industries where technology has been developed over a 30-50 year span, shouldnt our Indian companies do their own R&D for improving and fine tuning their technology? Some answers may be found, if you look at the developed and developing Economies in S.E. Asia. Many of them have long since stopped technical collaborations’ and would be hortified, if one were to suggest such a possibility.

Why do some Nations or Industries balk at Technical Collaboration?

It is because most of these companies in such countries, have developed over the years, many new areas of indigenous technology and innovations that are Proprietary, and the last thing that they would want, is for a possible international competitor to come and look intimately at their Proprietary processes. Ladies & Gentlemen, it may surprise you to know that MRF is today, in such a position. And you should take pride in the fact that your company's R&D Team has made strides in developing Radial tyre technology for Indian roads, based on our Cross-ply techno competence. You all know that we also had a technical collaboration with one of the world's largest tyre makers till a few years ago. We had the arrangement for a period of about 5 years, when it came to an end. Even today, within the inner-circles of the company, there is animated discussion as to who learned more in the process. The colaborator or we. This probably gives you a fairly objective perspective of the dimensions of progress we have made in technology development.

The Economic Scene

No area of economic activity has been unaffected or indifferent to the current recession, except perhaps the software industry. There is obviously no short-term cure for such a recession, except that one has to shore-up resources to tide over the lean periods. The difficulty, of course, is that nobody knows how long this will last. We know that it is

some-what cyclical, and hopefully, of a short-term duration. MRF must depend on its traditional resourcefulness and discipline to ride out the current recession while maintaining its Leadership position.

Oral Speech (a) prepared (b) impromptu

Economic Nationalism : The justifiable right of an aspiring nation.

The last 6-7 years of Economic Liberalisation, have had their beneficial effects in various dimensions. For the electorate, particularly the vast middle-class, that everyone has been talking about, the issue is no more the 'ideology' of any Party. They have a One-Point Agenda: 'Economic prosperity'. All Indian-Governments in the future will have to take into account, the aspirations of this burgeoning and potentially world's largest buying audience of India's Middle-Class. Another beneficial effect has been the post-liberalisation debate on the level-playing field for Indian companies to face Global competition. Earlier many Indian reform enthusiasts believed that Economic Nationalism is something to be shied away from, just as the Governments of the '70s and '80s believed that private profit was not a good thing. Fortunately, there are now many who are beginning to realise that there is nothing embarrassing about standing up for Economic Nationalism. If the Super Powers and other developed countries can adopt measures to protect their vital industries, why should India do any differently? Economic Nationalism must not be considered as a plea of the weak but, it should be taken as the justifiable right of an aspiring nation. Encouraging competent Indian companies to stand strong, and not to be weakened by short-term liberalisation waves, is something that every Indian Government will have to put at the top of their agenda.

Indian National Companies must be given an elevated playing field.

Competition must be encouraged by all means. But, I daresay that Indian National companies that are proven to be competent, and playing their roles rightfully, (of which, there are many thankfully, in this country), must be given an elevated-playing field to take on the Global Giants. If other developed countries in the West can do this, and continue to do this, why should India feel shy to stand for its own? Indeed, I dream of an era when all Indian Governments will take it as their first Economic priority to stand strongly behind India's several world class companies. Then and only then, can we visualise these Indian companies taking up their global positions in carrying India forward, into the next millennium.

MRF excels in non-tyre activities too

I am happy to draw attention of MRF's success in non-tyre activities too. Funskool the toy subsidiary has grown well to become the largest toy-maker in the country, with a handsome share of exports to developed and developing countries. The Conveyor Belts Division has grown healthily, to become one of the top-3 belt makers in the country. The Speciality Paints Division has made good progress in producing truly an outstanding

range of Polyurethane finishes that are in wide use for various surfaces from auto-bodies to wood-surfaces, to shatter-proof glass containers and a whole range of products and services. In all of the three industries, we have leveraged MRF's basic strengths in Chemical, Rubber and Resin technology. And we are happy that the lead ership practices of quality and continuous improvement have become a living part of even our non-tyre activities.

Working Results

During the year ended Septeber 30, 1997, your company recorded a turnover of Rs. 2122.20 crores as against the previous year's turnover of Rs. 2029.21 crores. The profit before tax stood at Rs. 82.53 crores. The profit before tax stood at Rs. 82.53 crores as against Rs. 80.20 crores during the previous year. The Directors recommend a final dividend of 30% for the year 1997. With the two interim dividends of 30% each, paid earlier in the year, the aggregate dividend works out to 90%.

Singularly shining tyre company in Asia

I am happy to inform you that MRF is the only Asian-tyre company in all-Asia to be selected among the 200-most admired companies in Asia. This is unique distinction that MRF has achieved over the last 5 years in a row, by being voted to the top-200 Asian companies by readers of the Far Eastern Economic Review. The Far Eastern Economic Review, is a Dow Jones publication published from Hong Kong. In association with Citibank, a survey is conducted annually among the readers. And MRF is uniquely selected for admiration on various important Corporate performance parameters - the only Asian tyre company to appear in this list. To conclude I would like to record our thanks to the Central & State Governments, Financial and Banking institutions, suppliers, dealers, customers, shareholders and employees for their continued support.

Thank you.

Now students, how about reviewing these two speeches.

Oral Speech (a) prepared (b) impromptu

Comments on the Reproduced Speeches

Both the speeches are very good examples of the classical axiom that all speech/writing/piece of discourse has three parts : a beginning, a middle, and an end. In this respect both the speeches are very well drafted. Any reader/listener can easily identify the three parts. Only religiously following the principle 'Be Clear' makes it possible. Both the speeches have sub-headings for this purpose.

The beginning of both the speeches is somewhat ritualistic in nature. It is, indeed, customary for a chairman to welcome the guests/invitees to the meeting in which his speech is to be delivered. It does not take much time, nor does it need many words. But some speakers do speak a bit more than others even while welcoming the guests. As they say "The style is the man". We can see this difference in the styles of address when the compare the two speeches. While the opening sentence of the first speech is warmer in its

tone, the speaker in the second speech tends to come bearer to the listeners through the conversational nature of his discourse.

He addresses the listeners more than once.

The middle of the speech constitutes its main body. In both the cases we identify the following common points:

- a. an overview of the current economic situation of the country.
- b. a brief history or 'performance review' of the company.
- c. main problems/achievements of the company during the year under review.
- d. any changes in the organisation.
- e. rights issue, dividend etc.
- f. a look to the future.

The conclusion is also a kind of ritual. Its primary function is to thank all the listeners and concerned parties. In both the speeches it has been done very well though in slightly different words. While in the first speech a separate paragraph has been devoted to thanks to the parent organization in the second speech the singular distinction earned by the organization has been high-lighted.

Now let us look at the 'effectiveness' part of the two speeches. You can see that both have served their purpose rather well. But a second look at them shows the difference in their degree of effectiveness. The first speech shows its emotional aspect while lamenting the state of Indian economy and then, in the third paragraph, very meaningfully uses figurative language as in these sentences. "Even one billion strong nation cannot reach the moon by holding hands. It will need the thrust to break through the earth's gravitational pull". But soon after this the speaker comes down to succinctly stated, matter-of-fact business and sounds impersonal.

The second speech is more rhetorical and conversational in nature. Right from the beginning the speaker establishes a one-to-one, eye-to-eye contact with the audience. See the difference between the opennings.

"Good morning, ladies and gentlemen,..."

(first speech).

"Ladies and Gentlemen".

I welcome you to this....."

(second speech).

Students, you can see how quickly, the speaker strikes rapport-with the use of 'I' and 'you'. He recounts his own experiences to enliven the speech and comes nearer to the audience/readers by addressing them again midway in this way, "Ladies and Gentlemen, it may surprise you to know..."

Then, the speaker in the second speech puts rhetorical questions like these : "Does the Indian industry, after attaining the age of 50 years, need to continue to look for 'technical

collections' from abroad, in every conceivable industry?" "Why do some nations or industries balk at technical collaborations?" "If other developed countries in the west can do this, and continue to do this, why should India feel shy to stand for its own? "If the super powers and other developed countries can adopt measures to protect their vital industries, why should India do any differently?" such questions carry answers and messages loud and clear.

Besides these questions, the speaker also makes forceful assertions like these :

"Indian national companies must be given an elevated playing field".

"MRF excels in non-tyre activities too".

"Economic nationalism : The justifiable right of an aspiring nation".

Besides rhetorical questions and forceful assertions, the writer/speaker of this speech use of pauses, periods, question marks, exclamation marks, inverted commas - all the instruments of well orchestrated speech/writing.

In this way we see that, while both the speeches are well planned and clearly delivered, the second one is the more effective of the two by sheer use of rhetorical devices. In the world of business there is not much scope for thundering oratory or use of flowery language as in literary seminars. But one can always gain profitable insights from all sources to write and deliver effective speeches.

Students, how about bringing similar speeches to class, and reviewing them analytically.

As you must have realised by now, great speakers down the ages have always used the language at their command to express their view in a unique manner. The speeches of Nani Palkhiwala have always been carefully listened to. G.D. Birla was an avid reader and a powerful speaker for all occasions.

So students, never lose an opportunity to listen to famous speakers of your time. And whenever possible, try to read the great speeches that have been published. Now I have the excerpts of a few speeches of prominent people delivered on important occasions.

Read them aloud and see how they have tried to put across their ideas.

Oral Speech (a) prepared (b) impromptu

Franklin Delano Roosevelt - The 1933 Inauguration

This is pre-eminently the time to speak the truth, the whole truth, frankly and boldly. Nor need we shrink from honestly facing conditions in our country today. This great nation will endure as it has endured, will revive and will prosper. So, first of all, let me assert my firm belief that the only thing we have to fear is fear itself-nameless unreasoning, unjustified terror which paralyzes needed efforts to convert retreat into advance. In every dark hour of our national life a leadership of frankness and vigor has met with that understanding and support of the people themselves which is essential to victory. I am convinced that you will again give that support to leadership in these critical days... We face the arduous days that lie before us in the warm courage of national unity: with the clear consciousness of seeking old and precious moral values: with the clean satisfaction

that comes from the stern performance of duty by old and young alike... In this dedication of a nation we humbly ask the blessing of God. May he protect each and every one of us. May he guide me in the days to come.

Sir Winston Churchill - before Parliament in 1940

I have, myself, full confidence that if all do their duty, if nothing is neglected... we shall prove ourselves once again able to defend our island home, to ride out the storm of war, and to outlive the menace of tyranny, if necessary for years, if necessary alone... The British Empire and the French Republic, linked together in their cause and in their need, will defend to the death their native soil, aiding each other like good comrades to the utmost of their strength. Even though large tracts of Europe... have fallen or may fall into the grip of the Gestapo and all the odious apparatus of Nazi rule, we shall not flag or fail. We shall go on to the end, we shall fight in France, we shall fight on the seas and oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our island, whatever the cost may be, we shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender.

Pt. Jawaharlal Nehru - 14th August, 1947, on the eve of Independence

Long years ago we made a tryst with destiny, and now the time comes when we shall redeem our pledge, not wholly or in full measure, but very substantially. At the stroke of the midnight hour, when the world sleeps, India will awake to life and freedom. A moment comes, which comes but rarely in history, when we step out from the old to the new, when an age ends, and when the soul of a nation, long suppressed, finds utterance. It is fitting that at this solemn moment we take the pledge of dedication to the service of India and her people and to the still larger cause of humanity.

At the dawn of history India started on her unending quest, and trackless centuries are filled with her striving and the grandeur of her success and her failures. Through good and ill fortune alike she has never lost sight of that quest or forgotten the ideals which gave her strength. We end today a period of ill fortune and India discovers herself again. The achievement we celebrate today is but a step, an opening of opportunity, to the greater triumphs and achievements that await us. Are we have enough and wise enough to grasp this opportunity and accept the challenge of the future?

John F. Kennedy - 1961 Inauguration

In the long history of the world, only a few generations have been granted the role of defending freedom in its hour of maximum danger. I do not shirk from this responsibility. I welcome it. I do not believe that any of us would exchange places with any other people or any other generation... And so, my fellow Americans, ask not what your country can do for you - ask what you can do for your country. My fellow citizens of the world, ask not what America will do for you, but what together we can do for the freedom of man. Finally, whether you are citizens of America or citizens of the world, ask of us here the same high standard of strength... which we ask of you. With a good conscience our only

sure reward, with history the final judge of our deeds, let us go forth to lead the land we love... knowing that here on earth God's work must be truly our own.

Martin Luther King Jr. - on the Mall in Washington, 1963

I say to you today, my friends, that in spite of the difficulties and frustrations of the moment I still have a dream. It is a dream deeply rooted in the American Dream...I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood... I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character. I have a dream today-And if America is to be a great nation this must become true. So let freedom ring from the prodigious hilltops of New Hampshire. Let freedom ring from the mighty mountains of New York. Let freedom ring from the heightening Alleghenies of Pennsylvania!... From every mountain side let freedom ring. When we let freedom ring, when we let it ring from every village and every hamlet, from every state and every city, we will be able to speed up that day when all god's children, black men and white men, Jews and Gentiles, Protestants and Catholics will be able to join hands and sing in the words of the old Negro spiritual, "Free at last! Free at last! Thank God Almighty, we are free at last"!

Students, try and compile similar extracts for your own collection.

Oral Speech (a) prepared (b) impromptu

Making Impromptu Speeches

Make use of incidents in the lives of great men:

All of us read a lot about great men and remember almost all the major incidents in their lives. By repeatedly turning them out in our minds we make them, consciously or unconsciously, our models. Since we remember them so well, it is always easy to see their relevance to any situation and start off an impromptu speech with a suitable reference or to find a place for them some where in the course of our speech.

Size up the patience level of the audience:

In the light of the points given above it is also important to have an eye on the mood and patience level of the audience. Almost all the listeners know about all the great figures that we have in our mind and to whose lives we choose to make a reference. So, we have also to keep in mind that the audience can't be patient with the repetition of what they

know. The speaker has to be has enough to see what to say, when, and in what connection.

Get involved, don't partificate:

One can't make a successful impromptu speech without getting involved in the communication situation at the moment. At such a moment the listeners are really in a mood to receive what we say. But they are certainly not in a mood to be 'told' or sermonized or pontificated. The style of a long, prepared and circulated or read-out speech may at times assume the overtones of pontification or serious words of advice. But an impromptu speech is best received if it is light hearted and forceful with a sense of empathy with the listeners.

"Brevity is the soul of wit":

Once you starts speaking, you may go and on. This is indeed a temptation, because, just as we love our name, so do we love to hear our own voice. The message, therefore, is that we must be adept in making impromptu speeches that are short and sweet. A long, rambling speech acts like a sedative to the audience. Snoring or yawning listeners are quite a common sight.

Occasions like a new member joining our group/team, somebody leaving the organization, the news of a flash strike, congratulating somebody on his achieving a distinction or getting married, proposing a vote of thanks, inaugurating a fair/a club, welcoming a visitor, an emergency meeting convened at just an hour's notice are among the ones on which we speak impromptu. There are certain well known and time - honoured conventions for all these occasions. But effective speech is one who makes his speech effective by following the guidelines.

Students, we have discussed in detail the various aspects of prepared and impromptu speech.

Flow about a brief recapitulation? It will help you to remember the features easily. There are innumerable occasions for making speeches, both prepared and promptu. The six cardinal questions/points that a speaker has to keep in mind are - What? Why? When? How? Where? Who?

Clarity, simplicity concreteness, effortless grace, brevity, informality, enthusiasm, attention to the nonverbal aspect of speech, effective use of language, emotional stability and sharing of experiences - these are the characteristics of all good speeches.

All speeches have a three-part structure. The three parts are - beginning, middle, and end. The structure of a typical chairperson's speech can be stated like this :

beginning - welcome middle -

An overview of the current economic scene

A brief history of the organization,

The main problems or achievements of the company during the period under review;

Any changes to be reported;

Rights issue, dividend etc,

A look to the future.

End /conclusion - thanks to all the listeners and concerned parties.

All 'chairpersons' speeches follow almost the same pattern. But, depending upon the speaker/writer's attitude and command of language, the degree of their effectiveness differs.

One can always improve one's power of speech by emulating great speakers.

One has to make more impromptu speeches than prepared ones.

By repeated practice, organizing our thought, visualizing ourselves in impromptu speaking situation, giving examples from our experience, showing genuine interest in the audience, remembering quotations, jokes and incidents from the lives of great persons, keeping an eye on the listeners' patience level, checking ourselves from pontificating and being brief we can become adept in making impromptu speeches.

We can always distinguish between the occasions that require preparation and the ones suitable for impromptu speeches.

Now, I hope we can look forward to a rewarding interaction in class on oral speech.

Oral Presentation

My dear students, as you all know, speaking before an audience is an art that has to be learnt with great care and serious effort. It has to be expressed in such a way that it appears natural and spontaneous.

Many of you have confessed of feeling nervous or having some hesitation while making a presentation. But I'm sure that with sincere effort and regular practice you'd certainly be able to overcome your doubts and hesitations.

Though you have studied it as a part of Business Communication, there is no harm in revising it once again.

Presentations

In industry and commerce the term 'presentation' has come to be used in preference to 'public speaking'. The reason, perhaps, is that the purpose of a presentation is more precisely, more concretely defined. There may be many occasions for a presentation, such as:

- Launching a new product or service.
- Starting a training course/session.
- Presenting a new business plan.
- Making a marketing/sales proposal.
- Making a contribution to a conference/seminar.
- Diversification of a business.

Speaking before an audience on any of these occasions, or on a similar occasions is a serious matter. It requires careful preparation that cannot satisfactorily be done by one

person alone. That is why a presentation has been defined as “a formal or set-piece occasion with two usual hallmarks: the use of audiovisual aids, (and) team work.” (Adair).

Looked at in this way, a presentation stands out as a speech made with the help of at least one teammate on the basis of sufficient material/information gathered and processed for a significant business occasion and delivered with the help of audio-visual aids in order to make a positive impact on the audience. In order to make a successful presentation one has to take these steps:

a.

Be clear about the occasion

It means that the person proposing to make a presentation must know his proper sphere and the purpose he wants to fulfil through his presentation. Is it going to be a presentation for a seminar or a conference, or the occasion of launching an exciting new product? Is there sufficient time for the presentation and discussion thereafter? It is also very important to know what has been happening till the time the presentation is going to take place.