

# MEMO

What do you write? 2

If the purpose of your memo is to propose action (rather than give instructions or information), use the following plan.

- 1 Explain the current situation
- 2 Outline your proposal
- 3 Stress the benefits of following your proposal
- 4 Call for action

Put paragraphs a–d in the correct order to match the plan above.

- a I therefore propose that we hold a meeting to review the schedule and set new deadlines. I suggest Wednesday 9 April at 10:00 for this meeting.
- b The project is currently three weeks behind schedule and it is clear that we will be unable to meet the 1 May deadline. This is causing considerable stress among team members. In addition, our clients need to be given a reliable date for completion.
- c Please confirm that you are able to attend this meeting. It is important that as many people as possible attend.
- d Revising the schedule will reduce the pressure on staff and enable us to give our clients a more realistic completion date.



Grammar reference: Review of tenses 1, The passive, page 83

## Task 2

**Objective: Write a clear proposal**

### Step 1

Look at the notes below which a manager used to prepare a memo to propose reducing the frequency of meetings. Organise the points in the notes as suggested in *What do you write? 2*.

### Step 2

Rewrite the notes to create a memo of four paragraphs.

#### Notes

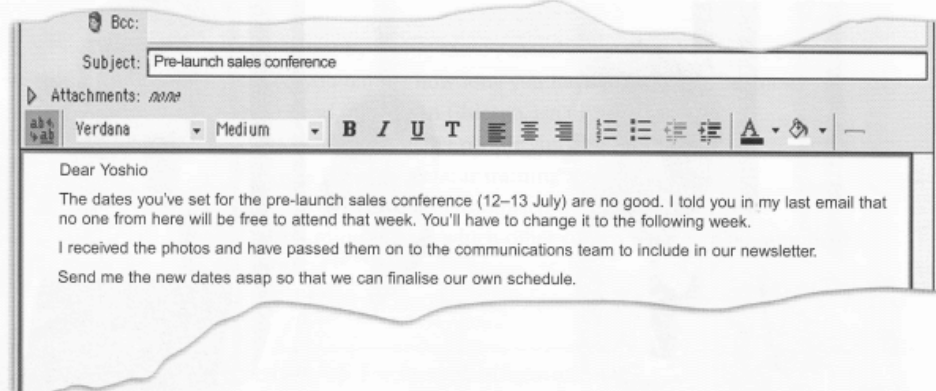
- Change to monthly meetings - best solution: first Monday of each month - hold extra meetings if necessary
- Team members say: weekly meetings waste time - often not much to discuss - most info could be shared via email
- Consider this proposal - send comments by Friday
- Monthly meetings: focus on most important points only - more efficient - save time

# EMAIL

## What do you think?

Many people now work in 'virtual teams', which means that all, or almost all, of their communication is via email. It is still important to build a good relationship with other team members even if you never meet them.

A US company is working with a Japanese distributor to launch a new model (the Titan) in Japan. The US export manager replies to Yoshio Kurimoto about the launch schedule. Look at his email message below. Do you think the tone of it will help to build good team spirit? Why? / Why not?



## What do you write? 2

Look at the suggestions 1–4 for making your emails to colleagues more friendly and diplomatic. Match them with the phrases a–h.

- |   |  |
|---|--|
| 1 Make requests polite and show consideration for people's workload                 | a This is just to remind you that we need to have your notes by the 13th so that we can ...        |
| 2 Show appreciation for other people's help or good work                            | b Have a good trip next week!  |
| 3 Be fair and constructive if you need to criticise or point out errors             | c I'm afraid there seems to be a discrepancy / misunderstanding / slight problem ...               |
| 4 Include some friendly conversation and end with friendly greetings or good wishes | d Many thanks for sending ...  |
|   | e Thanks very much for all your hard work on this.   |
|   | f I realise you are very busy at present, but could you ... ?                                      |
|   | g I really like your ideas – they're great!  |
|   | h I won't be at my desk next week as I'm off to the sales conference in Jakarta. I should be fine! |



Grammar reference: Modal forms, page 86

### Task 2

**Objective: Be friendly and diplomatic**

Use appropriate phrases to expand the email in *What do you think?* into an email that is friendly and diplomatic. Refer to the launch schedule. Show consideration for the fact that changing the date will affect other scheduled events, too. Wish Yoshio success with the ad campaign.

## FAX

Follow the rules for writing a fax in Style Guide.

Ms Georgina Dickenson, Manager of the New Art Manufacturing Company Ltd, has asked you to draft a reply to this letter she has received from Kurt Schiller GmbH, her customer in West Germany. She has made some notes on the letter to guide you.

... and eighteen of the sofa-beds arrived in good condition. However, we have to inform you that two arrived damaged and are in an unsaleable condition - the frames are broken, the covers torn and the stuffing is hanging out. - quite a mess!

say we are sorry

One of these crates arrived intact with no visible signs of damage to the crate itself, which leads us to believe that damage occurred prior to the unlikely - no idea how - I'm checking out procedures anyway despatch of the goods. The other crate, however, was badly cracked and splintered, and there were signs that rats had got inside.

comment generally on handling problems

obviously damaged in transit

We must therefore insist on immediate replacements for the two damaged sofa-beds, and await your instructions as to how you wish to dispose of ...

send straightaway

keep for inspection - t.b.a.

## **FACTUAL REPORT**

You should write a report on your meeting (if you were not in class, you can write it on any other topic).

What do you write? 2

An **executive summary** is sometimes circulated independently of the main report. It gives the gist of the main information and means it isn't necessary to read the entire document. An executive summary usually contains:

- the purpose of the report
- any necessary recommendations
- conclusions.

**1** Match the functions 1-4 with the words and phrases a-l that you can use when writing an executive summary.

- 1 Introduce conclusions or recommendations
- 2 Give ideas that show a contrast
- 3 Add a point or idea
- 4 Focus attention on a specific topic or idea

- |                   |                       |                   |
|-------------------|-----------------------|-------------------|
| a Regarding ...   | e While ...           | i Concerning ...  |
| b Furthermore ... | f For this reason ... | j Whereas ...     |
| c However ...     | g Consequently ...    | k As a result ... |
| d Therefore ...   | h Nevertheless ...    | l In addition ... |

**2** Look at this extract from an executive summary and underline the correct word in *italics*.

### Executive summary

#### Introduction

The aim of the report is to explain why sales of the Demarco CX Printer failed to reach expected targets. The product launch initially produced encouraging results in the domestic market, '*whereas* / *regarding* the overseas market was a little slower to respond ...

#### Conclusions

Market research carried out at the R&D stage suggested that this market was oversubscribed. '*Furthermore* / *Nevertheless*, we believed that the unique selling points of the CX would lead to success in this market without the need for any increase in the marketing budget. '*Therefore* / *While* other, lower-priced brands were able to retain their market share, the cost of the CX proved ...

#### Recommendations

There are two main recommendations for improving sales of the CX. '*Concerning* / *In addition* to advertising, a new advertising campaign will be needed to highlight the unique selling points. '*Regarding* / *Consequently*, the marketing budget will need to be increased by approximately 15% ...

**Task**

**Objective: Write an executive summary**

You have written a detailed report on one of the following topics. Write the executive summary (maximum one page) for the report.

- A project that you are / have recently been involved with
- A training course that you have attended
- Main challenges for your country / company in the next five years



Grammar reference: Linking ideas 2, page 90

## FORMAL CORRESPONDENCE

Choose one of the options.

**2** Replace the underlined words or phrases in the letter with the most appropriate alternative below.

a 1 After      2 In addition      3 With reference

b 1 subject      2 regarding      3 apropos

c 1 discussed      2 settled      3 acknowledged

d 1 regret      2 apologise      3 forgive

e 1 like      2 wish      3 need

**Task 1**

**Objective: Write a follow-up letter to a telephone call**

You work for ActiMedia (see Unit 12 Task 1). Write a follow-up letter to the customer who had the problem with their whiteboard. Confirm key information and any arrangements agreed in the call. Remember to apologise for any inconvenience to the customer. End the letter politely and offer further assistance if required.

**Task 2**

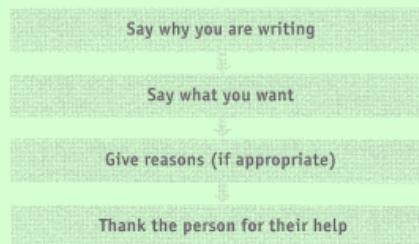
**Objective: Write a formal letter**

**Step 1**

**Write a letter to your partner.**

Student A: You work for a charity. Write a formal letter to your partner. Ask their company to donate something to a charity auction (choose a charity and an object). Give a reason why you chose their company.

Student B: You work for a local business. Write a letter to your partner asking them to come and give a talk (choose the subject, location and date). Give the reason why you have chosen them.



**Step 2**

**Read your partner's letter and write a response, politely turning down the request.**

