

МИНИСТЕРСТВО ОБРАЗОВАНИЯ РЕСПУБЛИКИ БЕЛАРУСЬ  
Минский государственный лингвистический университет

М. М. Лойша, Е. В. Трескина

# АНГЛИЙСКИЙ ЯЗЫК: ДЕЛОВОЕ ОБЩЕНИЕ

## ENGLISH FOR SPECIAL PURPOSES

*Рекомендовано учебно-методическим объединением  
в сфере высшего образования Республики Беларусь  
в сфере лингвистического образования  
в качестве учебного пособия для студентов,  
обучающихся по направлению специальности 1-21 06 01-01  
«Современные иностранные языки (преподавание)»*

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Л 72

Рецензенты: кандидат филологических наук, доцент  
*С. А. Фомичева* (БНТУ); кандидат филологических наук, доцент  
*Н. С. Сычевская* (МГЛУ)

**Лойша, М. М.**

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учеб. пособие по курсу “Язык для специальных целей” для студентов,  
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Настоящее учебное пособие подготовлено в соответствии с учебной программой по дисциплине “Язык для специальных целей” и направлено на развитие коммуникативных умений в ситуациях официального общения на английском языке, что способствует формированию межкультурной компетенции обучающихся. Особое внимание уделяется изучению конвенциональных форм официального этикета на английском языке.

Предназначено для аудиторной и самостоятельной работы студентов, обучающихся по направлению специальности 1-21 06 01-01 «Современные иностранные языки (преподавание)».

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## INTRODUCTION

The purpose of this course is to teach students how to use the language appropriately in a variety of school and work related situations. This course focuses on both oral and written communication and will provide students with some of the language needed to communicate both politely and effectively in a variety of social situations. Emphasis is placed on formal conventions rather than informal ones. It is much better to err on the side of being formal and overtly polite than being too informal and potentially offensive.

This book contains seven units which address seven different topics. Each unit contains an introductory text, one or more language generators or phrases we need to deal with a specific situation, authentic samples, and exercises. The introductory text serves two purposes: to provide students with facts and topical information and to introduce the vocabulary they will need to fulfil the given tasks and to create the situations of their own. The introductory text in each unit is followed by a generator which is a universal pattern for making different types of official writing.

Each unit is exemplified by the authentic samples of both social and business or official letters and other documents which have been carefully selected for this course. Different types of exercises have been included in this course. Some have one specific set of correct answers, other exercises are open-ended – for example, writing minutes of a meeting. But the main purposes of all of the exercises are to reinforce the difficult or topic-specific vocabulary presented and to put the gained knowledge into practice.

This course also helps students develop oral communication skills needed to communicate effectively in official situations. Therefore, we believe that the book will be helpful to anyone aspiring to communicate in official settings both orally and in writing.

## UNIT 1. JOB APPLICATIONS

In different countries different conventions apply to the process of job application and interviews. In most parts of the world, the starting point for your job application will normally be an advertisement. This is often called a “job ad” (US also: “want ad”). Companies often state in job advertisements which skills are “essential”, and which are “highly desirable”, “desirable” or “preferred”.

Getting a job today involves several steps, starting with a CV (curriculum vitae – British English) or resume (American English), followed by psychological tests and interviews. The CV/resume is the only step where you have control over the information that you present. It contains all the unchanging information about you: your education, background and work experience.

This usually accompanies a letter of application which in some countries has to be handwritten not typed. A supplementary information sheet containing information relevant to this particular job may also be required though this is not used in some countries.

It is often mentioned how a potential employer would like to receive your application: in writing by post (“hard copy”), by e-mail (“soft copy”) or through their website. In some cases, you may be asked to fill in an application form. Unfortunately, no two application forms are alike and filling in each one may present unexpected difficulties. Some personnel departments believe that the CV and application letter give a better impression of a candidate.

If a position has not been advertised, you can send in a speculative application or unsolicited letter of application. However, before sending any application, you should check whether the company accepts such applications.

Interviews may take many forms in business today from the traditional one-to-one interview, to panel interview where several candidates are interviewed by a panel of interviewers, to deep-end interviews where applicants have to demonstrate how they can cope in actual business situations. Moreover, the atmosphere of an interview may vary from the informal to the formal and from the kindly to the sadistic. Fashions seem to change quite rapidly in interview techniques and the only rules that applicants should be aware of may be *Expect the unexpected* and *Be yourself*.

In different countries, different trades and different grades, the salary that goes with a job may be only part of the package of perks like a company car or cheap housing loans. Bonuses paid in a “thirteenth month”, company pension schemes, generous holidays or flexible working hours may all contribute to the attractiveness of a job.

## LETTER OF APPLICATION

It is essential to remember that a letter of application is normally your first introduction to a prospective employer. Your letter must therefore be clear and concise, correct and courteous. It should include the following facts:

- a formal application;
- reference to the advertisement (optional);
- educational background and details of relevant training;
- any previous employment and experience;
- reasons for applying for the job position;
- your willingness to attend the interview.

### Phrases You Need

#### Letter of Application in Response to an Advertisement

Reference to the job advertisement:

- *Recently, I saw an advertisement for a teacher in the Guardian Newspaper. The purpose of this letter is to apply for a position as a secondary school English language teacher.*
- *In response to your advertisement in the Guardian Newspaper, I am writing to apply for a teaching position.*

Something about your suitability for the position:

- *I have worked as a teacher for three years at School Number 29 in Riga, Latvia. I adore working with children.*
- *My desire has always been to work with young people and I enjoy children very much.*

Inclusion of Resume:

- *Attached is a copy of my resume.*

Polite Closure:

- *Thank you very much for your consideration of my application.*

## RESUME WRITING TYPES

A resume is a document that contains a summary of relevant job experience and education. The resume is typically the first item that a potential employer encounters regarding the job seeker and is typically used to screen applicants, often followed by an interview, when seeking employment. The resume is comparable to a curriculum vitae in many countries, although in the United States and Canada it is substantially different.

Each type of resume emphasizes different aspects of the studies or experience of the candidate. Depending on the experience the candidate has or not, there are different styles.

### **Without Experience Resume**

School leavers and graduates fall into this category. In this type of resume it is better not to claim significant experience unless it is truly so, because in this stage the candidates are selling themselves on promise rather than past achievements.

Generally, it is recommended to omit hobbies and interests from a resume, but an exception is made for school leavers as this section may contain evidence of maturity, mindedness, and team abilities. For graduates, involvement in clubs, societies, voluntary and charitable work will be well received. This demonstrates that a candidate is a well-rounded person and has taken a strategic approach to get the right competences.

### **Early Career Resume**

Normally, experience is very limited (less than two years). An early career job-hunter is looking to gain further experience and promotion and to maximize their limited experience to be more employable in the future. So the main challenge here is to make an employer understand not just what has previously been done, but what can be done in the future through emphasizing personal qualities, capabilities, qualifications, and acquired responsibilities. The objective of this resume is to show the capacity and the potential of the candidate and what they offer in particular that is different to other candidates.

### **Professional Resume**

Professional resume is a style used for people who already have a minimum experience of 3-5 years and that are in intermediate positions at responsibility level. It concentrates on the obtained objectives, solution of problems, applied abilities, promotion and development of the career. Studies have less importance than the acquired experience.

### **Executive Resume**

Executive resume is used for people in high positions. It concentrates on the objectives obtained as a director of a department or company, solution of problems, leadership, development of projects, use of abilities and motivation of team. In summary, to emphasize the competencies that they have and that are applied.

## RESUME GENERATOR

### NAME

Address (home and term)

Telephone (home)

Telephone (mobile)

E-mail

Date of birth

Nationality

### Personal Profile

Summary of what you have done (degree, relevant experience), the skills you have to offer and what you are looking to do. 3 lines max.

### Education and Qualification

Date                      University, Course, Qualification (grade or predicted grade)  
                                    Subject  
                                    Modules studied, dissertation

Date                      School / FE College  
                                    A Levels (grades if good) / Other qualifications

Date                      School  
                                    GCSE – number of subjects, including Maths and English

### Work Experience (most recent first)

Date                      Company Name, Job Title  
                                    Main responsibilities  
                                    Skills gained (communication, team work, interpersonal, problem solving, etc.)

### Skills

Languages (Include fluency levels and don't boast)  
IT skills  
Other relevant skills

### Interest and Activities

### References

Available on request



## **SAMPLES**

### **ADVERTISEMENTS**

#### **Teacher of English Reports to Head of English**

We are now seeking a skilled and committed teacher to join the English department. This position will entail working closely with the Head of English and other post-holders in the English team to support the achievement of our students. You will have a chance to collaborate with other teachers and leaders across the network, where there are numerous opportunities to develop knowledge and expertise.

We are highly ambitious for our students, and our staff are pivotal to our success. As part of the staff team, you will have the opportunity to work with great colleagues and develop your career through an outstanding professional development programme.

You will be encouraged to be a reflective and open practitioner and be supported by the expertise of the Principal and experienced network colleagues, to develop yourself as an outstanding teacher.

In addition, we offer attractive remuneration, above the national pay scales as well as a range of benefits.

#### The successful candidate will:

- be a strong teacher with a proven track record of securing excellent outcomes,
- have up-to-date knowledge of subject curricula and assessment requirements for English,
- be passionate about English education and the importance the subject has in the wider culture and ethos of the academy,
- have ambition to grow and develop.

#### To apply

For further information on this brilliant opportunity as well as the fantastic benefits available, please see the job description and person specification below.

Applications will be reviewed periodically, and the school may close the vacancy early and contact you for interview if high numbers of applications are received so early applications are advisable.

## **ESL Teachers Preparatory Year Programme**

### **Role:**

- Teaching load - 22hrs per week
- Teach English to undergraduate students

### **Requirements:**

- BA + MA English / TESOL
- 2yrs teaching at a similar (HE / PYP) level preferred
- Familiar with technology, i.e. Moodle, Blackboard, Banner etc.
- Middle East experience preferred

### **Package:**

- TAX FREE basic salary UP TO 17000SAR (£3300 / \$4500) per month, dependent upon experience and qualifications
- Visa (work) / family visa / local transfer
- Fully furnished accommodation (Single or family)
- Help with opening a local bank account
- Medical insurance
- Annual air tickets (Family incl 2 children)
- 60 days leave in line with academic calendar
- Education allowance
- 2yr renewable contract

Due to the high volume of applications we receive, if you have not been contacted within 5 working days of submission then please consider your application to have been unsuccessful.

## **LEAD TUTOR – LONDON**

### **Location:**

London with expected daily travel to FE providers across the area and access to our London office.

### **Hours:**

We would consider a range of contracts from 0.6 FTE (22.5 hours) – Full Time (37.5 hours) (Monday-Friday with core hours of 10am-4pm, however there is a possibility you will be required to work outside these hours).

**Salary:** £21,600 FTE incl London weighting - pro-rated for part-time hours.

**Other Benefits:** 3% employer's pension contribution, and ongoing learning and development opportunities.

### **MAIN DUTIES AND RESPONSIBILITIES:**

Your primary responsibility will be delivering high quality sessions using our bespoke English and Maths curriculum in our partner colleges and sixth forms – this may include being placed at our harder to reach colleges.

- Being proactive in looking for ways to develop and improve your tutoring skills and contributing to the overall development of the charity.
- Excellent maintaining of registers for your sessions to ensure attendance and student progress is recorded accurately and is up to date.
- Covering sessions outside your own when other tutors are absent.
- Assisting the internal programmes team with student communication – this may include contacting students via phone, text and email to sign them up to the programme, assign them to sessions, following up on student absences, and acting as a vital link between students and the wider programmes team.
- Other admin duties to support the internal programmes team – this may include, but is not limited to: posting booklets out of our office, updating student information on Salesforce (our CRM), promoting attendance to students via text and email.

### **Our Team, Culture and Benefits:**

As well as our positive team culture, we enjoy:

- 36 days of holidays per year, including bank holidays (pro rata allowance of 22 days)
- Ongoing learning and development opportunities
- The joy of working in a progressive and socially conscious, growing organisation where we can have an outsized impact on its success and development.
- 

### **How to apply:**

Please complete the application form, and return it by an email before 10am on Monday 10th October with the subject line 'Lead Tutor London'.

Shortlisted applicants will be invited to an interview which will take place during w/c 17th October.

## LETTER OF APPLICATION

45 Raspberry Lane  
Southport  
N. California

July 1, 20XX

Southport Comprehensive School  
57 Great Lane,  
Southport  
N. California

Dear Sir or Madam,

I wish to apply for the post of Teacher as advertised in the Southport News on June 23.

I am 22 years old and I have just graduated from St. Louis's College where I studied languages. I gained five passes in Humanities. Among the basic subjects which I did at college were World Literature, Philosophy, Methods of Teaching, Psychology, and Computing.

I love working with children. I find this work very rewarding and I am sure that my enthusiasm will compensate for the possible lack of experience. I worked in Germany as an Au-Pair girl with handicapped children. It was a very challenging job and I had to use my initiative very often.

The principal of the College, Mr. O'Neil, has agreed to act as a referee on my behalf.

Enclosed you will find my resume.

I am available for interview at any time.

Thank you very much for your consideration of my application. I am looking forward to your reply.

Faithfully yours,

*Handwritten signature*  
Agatha Weasley

## **SAMPLE INTERVIEW QUESTIONS**

1. Tell me about yourself.
2. What do you think are your strengths and weaknesses?
3. We have a lot of applicants for this job, why should we appoint you?
4. What has been your most valuable experience?
5. How would you describe your personality?
6. When did you last lose your temper? Describe what happened.
7. Which is more important to you: status or money?
8. How long do you think you'd stay with us if you were appointed?
9. Why do you want to leave your present job?
10. What makes you think you'd enjoy working for us?
11. Are you an ambitious person?
12. What would you like to be doing ten years from now?
13. What are you most proud of having done in your present job?
14. What was the worst problem you have had in your present job and how did you solve it?
15. What is the best idea you've had in the past month?
16. What is your worst fault and what is your best quality?
17. Don't you think you're a little too young/old for this job?
18. What are your long-range goals?
19. Describe your present job – what do you find rewarding about it?
20. What do you do in your spare time?
21. What excites you about the job you're doing now?
22. What worries you about the job you're doing now?
23. Describe your ideal boss.
24. How would you rate your present boss?

### **Career questions**

1. Tell me about your career aspirations.
2. Where do you see yourself in 5/10 years' time?
3. What attracted you to this industry/sector?
4. How will your studies support your career?
5. What are you looking for in a career?
6. Describe your ideal employer.
7. What are you looking for in a job?
8. What plans do you have to gain further qualifications?
9. Why are you interested in management?
10. Tell me something about your ambition.

## RESUMES

### AGATHA WEASLEY

57 Great Lane, Southport, N. California

**DATE OF BIRTH:** March 17, 2000

#### PERSONAL PROFILE

A highly motivated, hard-working and reliable graduate with some experience in teaching, excellent verbal and written skills, with an objective to start a career as a teacher.

#### EDUCATION AND QUALIFICATION

2018 – 2022     **St. Louis's College**, Southport  
Qualification in Languages and Methods of Teaching  
Diploma with Honours

2010 – 2018     **Burrock School**, Southport  
GCSE: 7 passes  
2 'A' Levels (English and French)

#### WORK EXPERIENCE (most recent first)

June – August 2020, 2021     **Au-Pair with handicapped children** (Lohmar, Germany)  
Main responsibilities:

- organized children's everyday activities (sports, games),
- participated in weekly family meetings.

#### SKILLS

Strong computer skills (MS applications, Photoshop, Adobe Reader 7.0, ABBYY Fine Reader 8.0)

#### INTEREST AND ACTIVITIES

Travelling around Europe helped to develop my communication skills and to improve my knowledge of foreign countries through meeting a variety of people.

#### REFERENCES

Available on request

**MICHAEL HUNT**

13 Clive Road, London SE21 8TZ, England  
+44 208 673892 (work)  
+44 7987 208 459 (mobile)  
mlchaelhunt@zfrg.co.uk

Date of birth: 17 January 1992

British

**PERSONAL PROFILE**

A committed HR Manager with experience in all areas of international HR management. Proven leadership capability, including managing and motivating international project teams. An excellent communicator with strong administrative, analytical and computer skills.

**EDUCATION AND QUALIFICATION**

September, 2014 **London School of Economics**  
to July 2016 Master's Degree in Business Administration

October 2010 **Cambridge University**  
to June 2014 Bachelor of Science in Economics

**WORK EXPERIENCE (most recent first)**

2020 to present **DVP Systems**, 156 First Road, Bromley, BR1 8HT  
Deputy director, HR  
Implemented the financial module of SAP, coordinated HR policies with our partners in Germany, France and Spain.

2016 to 2020 **ATC Solutions**, 49 Denmark St, London WC2 2JZ  
HR manager  
Implemented knowledge-management database, supervised pay structure at all levels of the company.

**LANGUAGE SKILLS**

English (mother tongue)  
German (proficient user)  
French (proficient user)  
Spanish (basic user)

**COMPUTER SKILLS**

Excellent knowledge of Word, Excel, Access, SAP, Html.

**REFERENCES** available on request

## PRACTICE

### I. Complete the sentences with either *job* or *work*.

1. I definitely don't want a part-time ... .
2. I want to ... full-time.
3. I might think about project ... .
4. Maybe I could do some voluntary ... for a while.
5. I've always had a nine-to-five ... .
6. In my line of ... , I don't expect to have much free time.
7. I should look at ... -sharing opportunities.
8. I want more ... satisfaction.
9. I'm going to use the internet for my ... search.

### II. Match the adjectives describing jobs in the box with the most appropriate comment below.

*boring challenging hard glamorous rewarding secure stressful varied*

1. 'The job I'm doing at the moment is not easy. I haven't done anything like this before.' \_\_\_\_\_
2. 'I feel worried all the time – I just can't relax. Even when I come home I think about work.' \_\_\_\_\_
3. 'Every day the same old thing. Nothing interesting ever happens in this office.' \_\_\_\_\_
4. 'Yes, it's true that my job can be difficult at times – but I enjoy finding solutions to new problems. It makes things interesting.' \_\_\_\_\_
5. 'In my job no two days are the same – different people to meet, new projects, different things to do. I never get bored.' \_\_\_\_\_
6. 'I come home at the end of the day and I feel happy and satisfied. I know that I have really helped people in their lives.' \_\_\_\_\_
7. 'I'm not worried about losing my job – even in a recession they will always need people like me.' \_\_\_\_\_
8. 'International travel, staying at five-star hotels, cocktail parties, meeting celebrities – I love my job!' \_\_\_\_\_

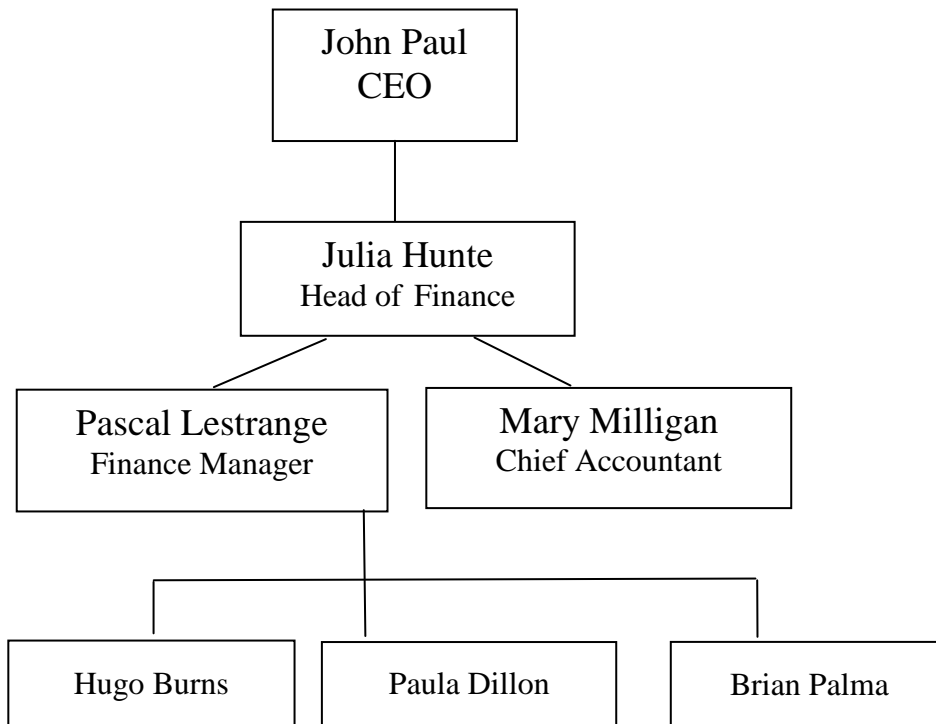


**III. Choose an adjective or a noun from one of the boxes to create word partnerships that complete a professional online profile with professional details.**

<p><b>ADJECTIVES</b></p> <ul style="list-style-type: none"> <li>• academic</li> <li>• interpersonal</li> <li>• track</li> </ul>
<p><b>NOUNS</b></p> <ul style="list-style-type: none"> <li>• ability</li> <li>• experience</li> <li>• knowledge</li> <li>• proficiency</li> <li>• knowledge</li> <li>• proficiency</li> </ul>

Highly motivated English and French teacher with six years' hands-on (a) ... at an international language school. I can offer a successful (b) ... record in teaching adults and young learners and have in-depth (c) ... of contemporary teaching methods. I also can demonstrate proven (d) ... in designing online courses, as our school offers online and offline classes. My excellent (e) ... skills allow me to communicate with different kinds of people. Because I attended university in France, I speak French with near-native (f) ... . In addition, I have a strong (g) ... background in English and French literature, which helps me to integrate reading in teaching English.

**IV. Complete this text about one of the departments with the correct words.**



**Verbs:** *delegate report run work*

John Paul (a) ... the company. He (b) ... a lot of the work to Julia. She (c) ... to John every month. Hugo, Paula and Brian (d) ... directly under Pascal.

**Adjectives:** *accountable junior responsible senior*

Julia Hunter is (e) ... for preparing the financial reports. She's (f) ... to John. John, Julia, Pascal and Mary are (g) ... members of staff. Hugo, Paula and Brian are (h) ... members.

**Nouns:** *co-workers manager mentor subordinates*

Hugo, Paula and Brian are (i) ... Pascal is their direct line (j) ... They are his (k) ... . He acts as their (l) ... , too.

**V. Complete the sentences below using the words in the box.**

<i>care charge deals handles looks responsible takes after for in of of with</i>
--

Maria	<p>is _____</p> <p>is _____</p> <p>_____</p> <p>_____</p> <p>_____</p>	the administrative side of the business.
-------	--	---

**VI. Job advertisements often contain a lot of abbreviations. Look at the advertisements below and see if you can explain what the abbreviations stand for. Also explain the abbreviations used in the advertisement samples.**

**SALES MANAGER London**  
£50k-£55k pa (neg.) including LW, plus comm.

We are an award-winning provider of software services and are seeking a sales manager to lead our dynamic team.

You will have circa ten years' relevant experience in sales.

Strong organizational, interpersonal and computer skills essential.

A second European language is highly desirable.

Experience of the American market preferred.


Send your CV and covering letter, quoting Ref. 818103, to:

**Gina Brown, Personnel, Foundation Firm,  
193 Cumberland Drive, London W1 2EH**

- a) £50k-£55k
- b) pa
- c) neg.
- d) LW
- e) comm.
- f) CV
- g) Ref.

**VII. Write an application letter in reply to the following vacancy or any teaching vacancy of your choice.**

### Online English Tutor - Summer school programmes



✉ Send ☆ Save Apply Now →

m2r Education need online English Tutors who have excellent experience to teach students in China. These are summer school programs and you will tutor between the start of July and the end of August.

**Note - Students are based in China so bear in the mind the time difference when applying.**

You will receive full training on the online teaching platform (ClassIn) prior to commencement of lessons. Classes will be either 1-2-1 or a maximum of 5 students per group.

**Minimum Requirements:**

- Experience of teaching reading, comprehension and writing is **ESSENTIAL**
- Ideally 2 years full time teaching experience
- Recognised teaching qualifications
- Robust internet connection
- Patient, flexible, highly motivated
- Extremely professional and customer focussed
- Able to plan lessons and provide post lesson feedback
- Teachers will need to design the lesson in order to teach in this program
- Full training will be provided and curriculum overview provided also
- Ability to teach, 5 days per week, either at 9am to 11am (UK) or 11.30am to 1.30pm (UK)**

ALL Tutors **MUST** be able to provide proof of qualifications, current DBS / police checks and 2 professional references. We will **NOT** accept any Tutors without these details.

🔗 Share

Apply Now →

**Send me job alerts for similar jobs**

Create a job alert and receive personalised job recommendations straight to your inbox

Create alert →

#### Similar jobs

Secondary English Teachers  
Needed for August 2021 - Middle East and Asia Locations  
EDVECTUS LTD

---

Secondary Teacher  
ASTUTE EDUCATION LIMITED

---

English Teacher  
BETA CAMBRIDGE SCHOOL

**VIII. Answer the questions about your course/degree.**

1. How did you come to choose your degree/discipline?
2. Why did you come to this university/college?
3. What do you like most/least about your subject?
4. What class of degree do you anticipate gaining? Why?
5. How will your studies relate to your work?
6. Tell me about any project work you have undertaken.
7. What is your strongest/weakest subject? Why?
8. What have you contributed to the university?
9. What have you enjoyed most at university?
10. What recent developments in your discipline have taken your interest recently?

## UNIT 2. CONTRACTS

A contract is a business agreement on work to be done, rates to be paid, goods to be sold or bought. It is also a document embodying such an agreement.

Contracts are concluded either between companies or between a company and a person. Every contract has several standard parts which are obligatory.

Most frequently these parts necessary parts include the following:

- legal addresses of contracting parties,
- the subject matter of the contract, i.e., what this business agreement is about; usually this also includes the total amount of money involved,
- a more detailed description of goods or services: their price, quality and quantity, etc.,
- the length of duration of the contract, i.e. over what span of time the obligations arising out of it are valid,
- the terms and procedure of payment, banking details,
- arbitration,
- claims and their settlement,
- guarantee period (if any),
- other conditions.

All contracts consist of clauses, which are numbered, and sometimes of subclauses.

## SAMPLE

### EMPLOYMENT CONTRACT

AN AGREEMENT made (*date*)

between the Governing Body of ... .. (hereinafter called “the School/College”)

and (*name of teacher*) of (*teacher’s address*) (hereinafter called “the teacher”)

WHEREBY IT IS AGREED as follows:

#### 1. APPOINTMENT

1.1. The School appoints the Teacher to the post of full-time (*job title*) at the School which is the Teacher’s place of work, commencing on (*first day of employment*).

1.2. The Teacher’s continuous period of employment with the School/College commences on (*date of commencement stated in Clause 1.1*).

1.3. No period of service by the Teacher with any previous employer shall count as part of the Teacher's continuous employment.

1.4. The Teacher will hold the appointment subject to confirmation by the Head on behalf of the School/College within the first year of employment.

1.5. During the first twelve months of employment, the appointment of the Teacher may be confirmed by the provision of a written certificate in the form set out in Appendix 1. If the appointment is not to be confirmed, clauses 9.2 or 9.4 (a term's written notice or pay in lieu) below shall apply.

*(If the appointment is temporary or for a fixed term):*

1.6. The appointment will terminate on *(date)*.

## 2. RESPONSIBILITIES

2.1. During school terms the Teacher shall work all school hours while the school is in session, as defined in the Staff Handbook, and at any other time (including school holidays, at weekends and before and after the school's normal starting and finishing times) as may be necessary in the reasonable opinion of the Head for the proper performance of his/her duties, as specified in their agreed job description, subject to appropriate and timely consultation.

2.2. The Teacher agrees to undertake any duties which fall within his/her current job description and capabilities and which may reasonably be required by the Head according to the normal practice of the School and with due sensitivity to the needs of the school community.

2.3. The Teacher may not engage in any outside activity which, in the reasonable view of the Head, might interfere with the efficient discharge of the Teacher's duties or is in conflict with the interests of the school. The Teacher may not, without the Head's prior written consent, receive any remuneration or reward for privately organised work with any pupil of the school at any time.

2.4. The Teacher's Employment shall be subject to the school's policies and administrative procedures which may be changed from time to time. A copy in which any alterations will be recorded within a month of the changes will be available for insertion into the Teachers' copy of the Staff Handbook.

### 3. HOLIDAYS

Subject to clause 2.1, the Teacher shall be entitled to take as paid holiday all school holidays in accordance with the published dates in the school calendar. Public and bank holidays occurring during school terms may well be working days.

### 4. SALARY

4.1. The Teacher shall receive a salary calculated in accordance with the salary scale(s) and associated arrangements of the school as amended from time to time by the Governing Body. This will be not less than the Basic Pay Spine for teachers in the Maintained Sector. A copy of the scale(s) and arrangements is available on application to the Head/Bursar. The teacher's starting/current salary is £ (...) including £ (...) for (*reference to school-specific or job-specific allowances*).

4.2. The salary shall be payable by monthly instalments in arrears not later than the last working day in the month.

4.3. Where the teacher resigns to take up a teaching post elsewhere which commences before the last day of the term, as defined in clause 9.3 below, his/her salary shall be paid only up to the date of commencement of that new teaching post, or the last day of the month preceding such a date, whichever is the earlier.

### 5. ACCOMMODATION (Boarding Staff)

In allocating certain duties to the Teacher, the Head may require the Teacher during school term to reside in accommodation provided by the school, in which case the Teacher shall occupy that accommodation free of charge and not as a tenant.

### 6. SICKNESS

6.1. The Teacher's benefits during periods of authorised absence through illness or injury are set out in Appendix 5.

6.2. The Teacher must inform as soon as is reasonably possible and keep the Head informed of absence due to sickness or injury and all necessary medical certificates must be forwarded to the Head as soon as possible.

6.3. In the case of a teacher's prolonged or frequent absence, or if there are other reasonable medical grounds, the School/College reserves the right to engage the school doctor or a nominated medical practitioner for a medical examination to ascertain whether the Teacher is considered fit in the future to carry out his/her

duties according to this Agreement. The Teacher will be entitled to be accompanied by his/her own doctor at such an examination and all costs and expenses will be paid by the school. A copy of any report produced by the school will be made available to the Teacher in accordance with legislation relating to access to medical records. The School/College reserves the right on grounds of ill health to terminate the Teacher's employment by notice before or after the expiry of any periods of benefits set out in Appendix 5, subject to the application of appropriate procedures.

## 7. MATERNITY, DEPENDENTS AND FAMILY

The provisions of the Employment Rights Act 1996, as amended by the Employment Relations Act 1999, shall govern the Teacher's rights to maternity pay, maternity and parental leave and other family rights. (See Appendix 6.)

## 8. PENSION

The Teacher shall participate in the Department for Education and Employment Teachers' Pension Scheme under the Teachers' Superannuation (Consolidation) Regulations 1988, as amended from time to time, unless the Teacher notifies the school in writing of his/her intention to exercise the right to opt out. The contracting out certificate is in force in respect of the Teacher's employment.

## 9. TERMINATION OF CONTRACT

9.1. The Teacher's appointment shall terminate on 31 August after the teacher attains the age of 60 years. An application for an extension to this retirement age would be agreed after an appropriate consultation and if this was deemed to be in the best interests of the school in the fulfilment of its aims and objectives as laid down in the School Development Plan.

9.2. During the first year of employment, the Teacher's appointment may be terminated by either party giving the other 8 weeks' notice in writing, expiring at any time.

9.3. In the second and subsequent years of employment, the Teacher's appointment may be terminated by either party giving to the other not less than one term's full notice in writing. For the purpose of this clause the last day of each term within the academic year shall be deemed to fall on the following dates:

- (1) Spring Term 30 April;
- (2) Summer Term 31 August;
- (3) Autumn Term 31 December

and a full term's notice shall be deemed to have been given where notice expiring on the last day of any term is given before the first teaching day of that term.

9.4. The School/College reserves the right to pay salary in lieu of notice.



## 10. CAPABILITY AND DISCIPLINE

10.1. The capability and discipline rules and procedure governing the Teacher's appointment are set out in Appendix 7. After due consultation, the School/College has the right to alter such rules or procedure from time to time as it thinks fit.

10.2. If an allegation of gross misconduct has been made against the Teacher, the Head may suspend him/her on full pay pending full investigation in compliance with the disciplinary procedure. If the allegation is found to be substantiated, the school may summarily dismiss the Teacher.

## 11. GRIEVANCE

In the event that the Teacher has any grievance concerning employment, the Teacher should refer to the grievance procedure set out in Appendix 8. If the problem is not resolved at the informal stage of that procedure, or where the informal stage of the procedure is inappropriate, the Teacher may take the matter to the formal stage.

## 12. HEALTH AND SAFETY

Under the Health and Safety at Work Act 1974 and subsequent legislation, the school is obliged to provide the Teacher with a workplace and working conditions which, so far as it is reasonably practicable, are safe and without risk to health. The Teacher is required by health and safety legislation to take reasonable care for his/her own health and the safety and the health and safety of others.

## 13. PROFESSIONAL DEVELOPMENT

13.1. Teachers are encouraged to pursue their own professional development, via private study and other work that would be of value to the school such as writing articles, external examining and lecturing. Any such activity shall not in any way interfere with the teacher's duties at the school.

13.2. A teacher shall seek approval from the Head Teacher before making any application to attend an educational conference or pursue a course of study.

13.3. A teacher, after 10 years' service, may apply to the school governors, through the Head Teacher, for leave of absence, up to a term, on full salary to pursue some further education activity, which would have direct benefit to the school, in the fulfilment of its aims and objectives as laid down in the Development Plan. At the time of application, the teacher should not be with 6 years of attaining the normal age of retirement.

#### 14. TRADE UNION RIGHTS

The Teacher shall have the right to be a member of such trade union as the Teacher chooses and to take part in its activities at appropriate times to be agreed with the Head, and to seek election to office and to hold office with any union. The Teacher also has the right to choose not to belong to a trade union. There is no collective agreement in force in respect of this employment.

*(If a new contract is to be given to a teacher already under contract...):*

#### 15. SCOPE OF CONTRACT

This present agreement shall take effect in substitution for any previous contract of employment existing between the School/College and the Teacher, and as from the date thereof, any such previous contract shall cease to have effect but without prejudice to any right or action which has arisen or notice or warning given thereunder.

SIGNED by the Head and on behalf of the Governing Body

..... Date . . .

SIGNED by the Teacher

..... Date . . .

## **PRACTICE**

### **1. Explain the italicized words in the sentences below.**

Lin Ltd and Wait & Co signed a contract *entering into a joined venture* to manufacture teapots. The agreement *stipulated* that the Lin would supply technical experts experienced in the design of teapots. *Under the term of the contract* wait would not attempt to sell any teapots produced solely by them, *without prior consent* of Lin. To do so would represent a *default on the part of* Wait, and *Lin would be entitled* to demand an explanation. In the event of such a default, Lin could *make a claim against* Wait, alleging the breaking of an agreement still in force. Wait *claimed* that the *amendment* had been made to the original contract, permitting them to sell a particular teapot. The two *parties* are now engaged in a *legal dispute*. Meanwhile, Wait has given *an undertaking* not to proceed with sales of the teapot.

### **2. Complete the sentences with the appropriate verbs.**

*to be allowed*

*to terminate*

*to state*

*to be entitled*

*to furnish*

*to default*

*to be effective from*

*to undertake*

*to specify*

*to notify*

*to enter into*

The parties 1) ... into agreement to sell office equipment. According to the contract, the parties 2) ... to work together for a minimum period of three years. Neither party is 3) ... to end the agreement without tendering written notice 90 days in advance. The contract, which is 4) ... 31st July 2003, 5) ... the responsibilities of each party. Either party is 6) ... to sell the products in any state of south or Central America. The manufacturer shall 7) ... the distributor with all the relevant documentation. If either party 8) ... on any item herein, the other shall have the right to 9) ... the agreement. In such circumstances, the terminating party should 10) ... the other party of its intentions at least 90 days prior to the date intended for the termination. The terminating party should also 11) ... the reasons for the termination.

**3. Match the following sentences with the contract clauses they were extracted from.**

- |                      |  |
|----------------------|--|
| Exclusive employment | a) The Teacher will submit written reports to the Employer on his/her activities and achievements on a (monthly/quarterly) basis in a format acceptable to the Employer.   |
| Terms of employment  | b) The Teacher's duties will consist of those set out in the job description in Schedule "A", as amended from time to time in writing upon agreement by the Teacher and Employer.  |
| Remuneration         | c) The Teacher will not perform any of the duties described in Schedule "A" for anyone other than the Employer during the term of his/her employment without the express written consent of the Employer.                                  |
| Termination          | d) This Agreement and all matters hereunder will be interpreted and construed in accordance with the Laws of the [State or Territory].   |
| Terms and condition  | e) The Teacher acknowledges that the employment is subject to the satisfactory completion by the Teacher of a 3 month probationary period.   |
| Employment benefits  | f) The Teacher's employment may be terminated at any time by either of the parties giving to the other _____ months written notice.  |
| General              | j) The Employer agrees to pay for the reasonable expenses incurred in connection with programs, courses and seminars to improve the Teacher's professional skills, provided that such expenses are approved of in advance by the Employer. |
| Job description      | h) The Teacher will be paid a fixed salary of \$ _____ per annum inclusive leave loading, payable monthly/fortnightly.   |

## UNIT 3. COMPANIES

A company or a business enterprise may be organized as a sole or single proprietorship, a partnership, or a corporation.

**Sole or single proprietorship** is a business owned by one person, who has absolute control over the use of company's resources. It is the easiest form to organize as well as it can be dissolved. Often the owner also acts as a manager. This form of ownership offers the owner freedom and flexibility in making decisions. It is common for small retail stores, restaurants, farms, service businesses, and professional practices in law, medicine, and public accounting. From a legal viewpoint the business and its owner are regarded as inseparable entities, thus, the owner is personally liable for the debts of the business. If the business becomes insolvent, creditors can force the owner to sell his/her personal assets to pay the business debts. Because of its limited size and provision for succession this form of organization may experience difficulty both in obtaining capital and in attracting new employees. A sole proprietorship is the oldest and most common form of ownership, it can also be referred to as the proprietorship, single proprietorship, individual proprietorship, and individual enterprise.

**A partnership** is a business owned by two or more persons voluntarily associated as partners. Partnerships, like sole proprietorships, are widely used for small businesses and professional practices. Consequently, a partner is personally liable for the debts of the partnership. Complementary management skills are a major advantage of partnerships.

**A corporation or a limited company** is a legal entity, having an existence separate and distinct from that of its owners. In the eyes of the law, a corporation is an "artificial person", with many of the rights and responsibilities of a real person. The owners of a corporation are called shareholders, and their ownership is evidenced by shares of capital stock. The extent of an individual's ownership of a corporation is determined by the number of shares of stock that he or she owns. Shareholders are free to sell some or all of their shares to another investor at any time. Therefore, the ownership of a corporation is easily transferable.

A major advantage of the corporation is that the shareholders are not personally liable for the debts of the business. If a corporation becomes insolvent, creditors have claims only against the assets of the corporation. Thus, a shareholder can lose no more than an amount that he or she has invested in a corporation.

Transferability of ownership and limited personal liability make the corporation an ideal vehicle for bringing together large amounts of ownership capital from many individual owners. In fact, some corporations have more than a million shareholders. Thus, most large businesses are organized as corporations.

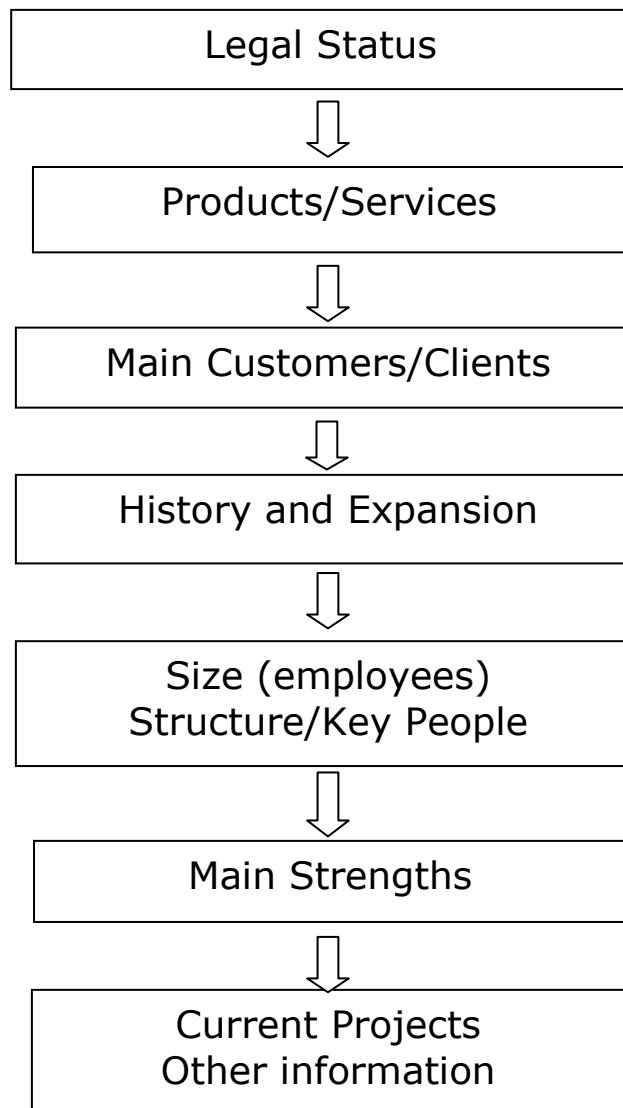
Each company has its own organization chart, which depends upon its size and area of activities. Most companies have Sales, Production, Finance and Personnel Departments, but there can be others as well.

With diverse ownerships, corporations do not enjoy the secrecy that proprietorships and partnerships have.

## COMPANY PROFILE

One can analyse a company's image by reading its profile which is a report on company's performance during a certain period of time.

### Profile Generator



## COMPANY PROFILES

### **PSA Peugeot Citroën**

Based in France, PSA Peugeot Citroën is engaged in the design, development, manufacturing and sales of passenger cars, light commercial vehicles, scooters and motorcycles. The group also provides a range of financial services, including consumer vehicle financing. In 2018 PSA Peugeot Citroën registered 3,4 m unit sales and a global market share of 5,3%. The group strives to sustain its profitability position and growth in the long term by improving business in North America and other parts of the world. Further, the group aims to be the leading ecological carmaker.

### **CIBER, Inc.**

(NYSE: CBR) is a pure-play international system integration consultancy and outsourcing company with superior value-priced services and reliable delivery for both private and government sector clients. CIBER's services are offered globally on a project – or strategic – staffing basis in both custom and enterprise resource planning (ERP) package environments, and across all technology platforms, operating systems and infrastructures. Founded in 1974 and headquartered in Greenwood Village, Columbia, CIBER now serves client businesses from over 60 U.S. offices, 25 European offices and offices in Asia/Pacific. Operating in 18 countries, with more than 8,500 staff and annual revenue over US \$1.1 billion, CIBER and its IT specialists continuously build and upgrade clients' systems to “competitive advantage status”.

### **The CRAYOLA Company**

Since 1885 color – along with creativity, learning and most of all, fun – has been the hallmark of the company. CRAYOLA manufactures colored pencils, colouring books and many other items of creativity; its customers range children to professionals. The company's world headquarters and manufacturing facilities are located in Easton, Minnesota and it has marketing branches in Canada, Australia and most countries of Western Europe. CRAYOLA's workforce amounts to 1,250 employees. The company is particularly famous for common projects with Hallmark Cards.

**PRACTICE**

**I. Study the introductory text Companies and discuss the following questions.**

1. What are the three forms of ownership?
2. How would you define each form of ownership and what examples of business, organized this way, can you supply?
3. What do you think are major advantages and disadvantages of each type of ownership?

**II. Study this organization. Which department**

- puts the products in boxes and crates?
- places ads in magazines?
- pays the staff?
- purchases supplies?
- sells the products to customers?
- plans how to sell new products?
- services the machines and equipment?
- arranges courses for the staff?
- recruits new employees?
- manufactures the products?
- invoices customers?
- looks after customers' problems and complaints?
- dispatches the products and sends them to customers?
- organizes control systems to prevent mistakes?
- deals with taxation, investment, and cash management?

<b>Human Resources Department</b>	<b>Production Department</b>	<b>Marketing Department</b>	<b>Finance Department</b>
Training	Production	Sales	Buying
Personnel	Distribution	After-sales Service	Customer Accounts
Wages and Salaries	Quality	Advertising	Chief Accountant
	Maintenance	Marketing	
	Packaging		



**III. Match the sentences describing well-known companies with the parts of the company profile generator. Some sentences may be used for several parts. Make a list of the words and phrases to build the company profile (the keywords and phrases are in italics).**

- Amazon *is known for* its disruption of well-established industries through technological innovation and mass scale.
- Amazon is the *largest Internet company by revenue* in the world.
- Amazon.com is *an American multinational technology company*.
- Automobiles *are marketed under the brands* BMW, Mini and Rolls-Royce, and motorcycles are marketed under the brand BMW Motorrad.
- Behringer is *a world-leading designer, manufacturer and distributor of professional audio equipment, musical instruments and their related products*.
- BMW *produces* motor vehicles in Germany, Brazil, China, India, South Africa, the United Kingdom, the United States and Mexico.
- Christian Dior is *a French luxury goods company, controlled and chaired by* French businessman Bernard Arnault.
- Crayola's *workforce amounts to* 1,250 employees.
- *Founded* in 1950, Dallas-based Centex is *one of the nation's leading home building companies*.
- Gazprom *is mostly owned by* the Russian government while remaining shares are traded publicly.
- In 2015, BMW was the *world's twelfth-largest producer of motor vehicles*, with 2,279,503 vehicles produced.
- It currently *designs and retails* leather goods, fashion accessories, footwear, jewelry, timepieces, fragrance, makeup, and skin care products.
- It *focuses on* e-commerce, cloud computing, digital streaming, and artificial intelligence.
- It *has shops in seven countries* across Asia and Europe, and is *the market leader* of groceries in the UK.
- It is the largest food company in the world, *measured by revenues and other metrics*.
- It *owns and operates a diverse array of* businesses around the world in numerous sectors.
- Its online sales and *profits surpassed* all US retailers (including Walmart, Amazon, and eBay) combined since 2015.

- Nestlé has 447 factories, *operates* in 189 countries, and *employs* around 339,000 people.
- Nestlé's *products include* baby food, medical food, bottled water, breakfast cereals, coffee and tea, confectionery, dairy products, ice cream, frozen food, pet foods, and snacks.
- Originally a UK grocer, Tesco *has expanded globally* since the early 1990s, *with operations in 11 other countries in the world*.
- *Products are sold throughout its portfolio of retail stores worldwide*, as well as through its online store.
- Since the 1960s, Tesco has *diversified into areas* such as the retailing of books, clothing, electronics, furniture, toys, petrol, software, financial services, telecoms and internet services.
- The company initially *started as* an online marketplace for books but later *expanded* to sell electronics, software, video games, apparel, furniture, food, toys, and jewellery.
- The Company *provides a comprehensive product range* covering multiple product categories *to a wide spectrum of end-users*.
- *The company provides consumer-to-consumer (C2C), business-to-consumer (B2C), and business-to-business (B2B) sales services* via web portals, as well as electronic payment services, shopping search engines and cloud computing services.
- Today, it has *business presence in 10 countries and territories around the world*.

#### **IV. Make up company profiles based on the following information.**

##### **Canon, Inc.**

Digital multifunctional devices (MFD-s), plain paper copying machines, laser beam printers, inkjet printers, cameras;

Incorporated in 1937, Tokyo;

Americas, Europe, Africa, Asia and Oceania;

25,412 employees;

Digital professional cameras;

Environmental activities and sponsorship

### Spartak Confectionary Factory

Chocolate, chocolate bars, sweets and candies with different fillings, waffles, cookies, cakes;

Diverse customer profile;

Gomel, Belarus;

Around 2,000 employees;

High quality ingredients

### Apple, Inc.

Hardware: Macintosh computers, iPod, iPhone; software products;

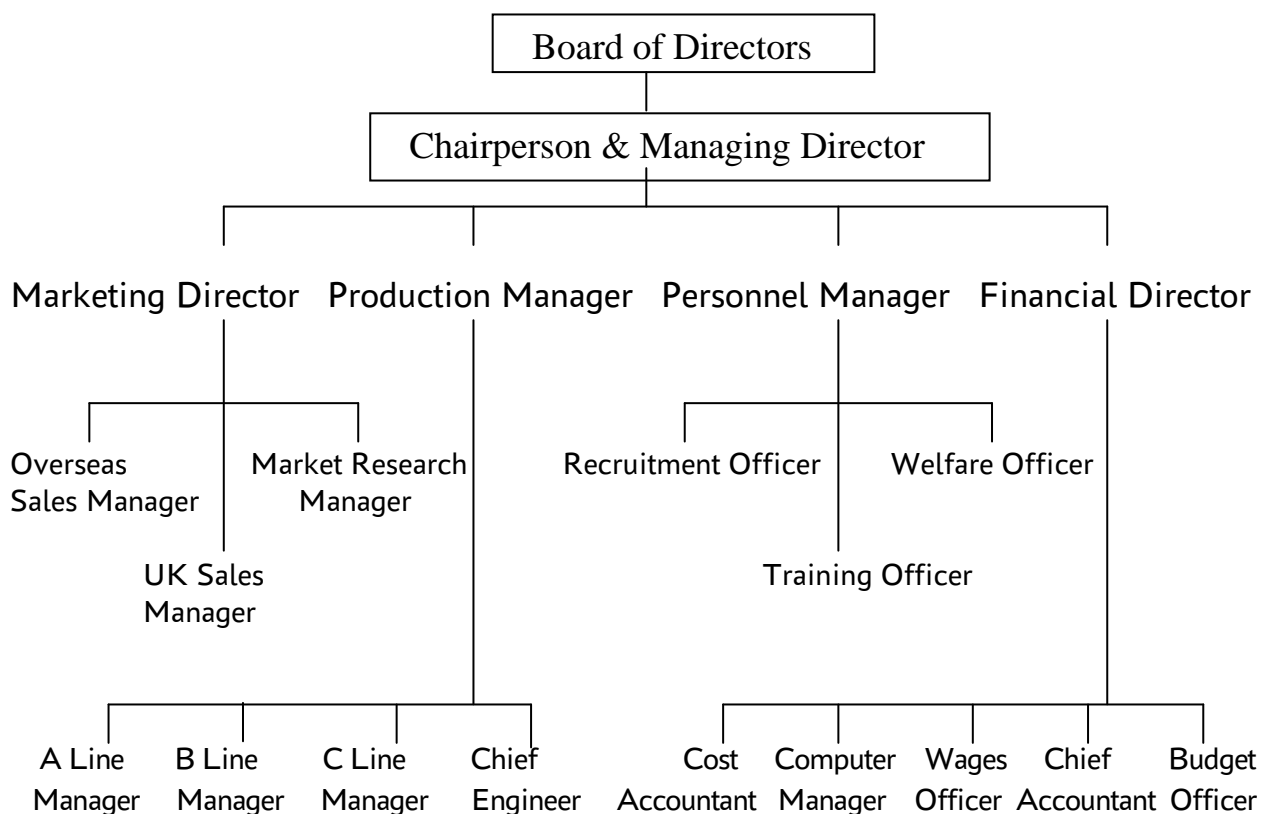
Industrial and consumer market;

Cupertino, California;

250 retail stores in nine countries, annual sales of US \$32,48 billion;

Philosophy of comprehensive aesthetic design

**V. Romford Engineering is a public limited company. The chart below shows the lines of communication and command between the company's senior officials.**



**After studying the chart you are required to answer the following questions.**

1. Who are the Marketing Director, the Production Manager, the Personnel Manager and the Financial Director (in other words the Departmental Heads) subordinated to?
2. From whom do the Line Managers and the Chief Engineer take orders?
3. If the Managing Director and the Production Manager had a meeting, what do you think they might discuss?
4. How many executive directors are there in Romford Engineering?
5. If the Computing Manager was sending information to the Managing Director should he send it through the Financial Director? Why?
6. How many immediate subordinates does each of the Departmental Heads have?
7. In what circumstances do you think the Marketing Director and the Production Manager might have conflicting interests?
8. Would you expect the Chief Engineer to be paid more or less than the Production Manager? Why?
9. What sort of work would you expect the Wages Officer to do?
10. If there was a dispute between one of the line managers and the Chief Engineer how would you expect it to be settled?
11. If there was a dispute between the Marketing Director and the Financial Director how would you expect it to be settled?

## UNIT 4. SOCIAL COMMUNICATION

Letter writing is an essential part of the communication, an intimate part of experience. “Letters are above all useful as a means of expressing the ideal self; and no other method of communication is quite so good for this purpose. ... In letters we can reform without particle, beg without humiliation, ship and shape embarrassing experiences to the measure of our own desires” (Elizabeth Hardwick, U.S. author, critic).

When liveried coachmen hopped into carriages and delivered the mail of the gentry by hand, correspondence was conducted by quill pen dipped in ink. Today, while some still hold on to their standard, non-electric typewriters as their business writing vehicle of choice, and others have relinquished their fountain pens for social correspondence, still others have mastered at least three word-processing systems and have moved on to direct and instant communication via facsimile (fax), electronic mail (e-mail), and voice and video mail via mobile telephones.

The earlier systems afforded some sense of privacy – the letters the coachmen carried were often closed by sealing wax – later letters were encased in envelopes held by gummed flaps, and still are today. Further privacy can be requested with the addition of the words “Confidential” or “Personal” added to the front of the envelope. The latter systems, however, are much more public and accordingly have some caveats associated with them. First, they should not be used to conduct personal business in a company setting or to exchange confidential information, and second, they should have as professional an appearance as it is expected for any other form of correspondence. Fast should not be equated with sloppy or unprofessional.

It should be easier to write a clear and concise letter than an essay because in letter-writing the reader is easily visualized. This is worth remembering. A letter has two purposes. It is both a messenger and an ambassador. As a messenger it carries what you want to say to its recipient; as an ambassador it carries your image, the image of the organization for which you work. What makes the letter so attractive and pleasing is not always the message of the letter; it is often the manner and the style in which the message is written.

When you meet someone who has a safety pin replacing a button on his shirt or who hasn't bothered to remove her chipped and worn fingernail polish, you receive a first impression image of this person. In the same way, correspondence that precedes us is an introduction to who we are and makes an initial impression on the recipient.

The appearance and legibility of the letter and the choice of paper and envelope produce the first impression, favourable or unfavourable, that carries over into the letter itself, for good or ill. This may seem obvious, but it is surprising how many people are careless in these respects and forfeit an important advantage they might have gained at the start.

The practice of sending and receiving emails is more popular than ever. However, there are many people who still prefer to communicate with others by using regular mail sent by way of their hometown post office, especially when they want to send a formal social letter. Besides, the formal letter structure you learn can still be applied to business emails and other formal emails. In our days the majority of letters bears mostly the official character and is concerned with different social situations associated with different social activities, thus, they are commonly known as social letters.

Social letters are letters written to inform the recipients about certain social events and/or invite them to attend those events. These letters can be used in personal social events such as birthday parties, weddings, engagement parties and much more. They can also be used in a business setting to notify employees and customers of social events such as the end of year party, company anniversary celebrations, conferences, etc. Therefore, social event letters can either be formal or informal depending on the recipient or nature of the event.

## LETTER GENERATOR 1

### Sender's Address

Address Line 2

Address Line 3

### Letter Date

### Recipient's Address

Address Line 2

Address Line 3

**Dear** [*Recipient's Name*]:

### Introductory Paragraph

### Main Part

### Concluding Paragraph

**Complimentary close,**

### Signature Block

Sender's Signature

Sender's Name

## LETTER GENERATOR 2

### CORPORATE LETTERHEAD INC.

4309 Davidson Blvd, Suite 1200

Princeton, NJ, 08550

Tel. (202) 345-2974 Fax. (202) 345-1998

info@corporation.com

www.corporation.com

#### Letter Date

#### Recipient's Address

Address Line 2

Address Line 3

Address Line 4

**Attention:** [*Optional Name*]

**Dear** [*Recipient's Name*]:

Subject Line [*Optional, usually bold, sometimes underlined*]

#### Introductory Paragraph

#### Main Part

#### Concluding Paragraph

#### Complimentary Close,

#### Signature Block

Sender's Signature

Sender's Typed Name

Sender's Job Title

**Enclosures:** [numbers – if required]

cc: [Name receiving copy – if required]

[Name receiving copy – if required]

**Sender's address.** The sender's address contains the writer's address and the date of the letter. This type of organizing the sender's address is used when a private individual is writing to another private individual or a company.

**Letterhead** (refer to Generator 2). The letterhead is usually written in the centre of a business letter. It includes the company's name, its address and the date. Therefore, the letterhead is used when a company is writing to a company or a private individual.

**Inside/recipient's address.** The inside address is written against the left margin and shows the name and address of the recipient of the letter. This information helps prevent confusion. Also, if the recipient has moved, the inside address helps to determine what to do with the letter. The inside address includes the appropriate courtesy title of the recipient and the name of the company exactly as that company writes it. When you have the names of individuals, remember to address them appropriately: Mrs., Ms., Mr., Dr., and so on. If you are not sure what is correct for an individual, try to find out how that individual signs letters or consult the forms-of-address section in a dictionary.

**Salutation.** Skip two lines after the inside address and then write the salutation (or greeting) at the left-hand margin of your paper. The normal form of the salutation is to start the letter with *Dear (Dear Mr. Wilkins)*. Pay attention to the accepted punctuation variables: Mr. – Mr; Dr. – Dr, etc. You may use any of the styles but as long as you resort to one of them, stick to it throughout your writing. The greeting in a formal letter may end either with a comma or a colon.

If you don't know whether the recipient is a man or woman, traditionally you write *Dear Sir/Madame, To Whom It May Concern, Dear Ladies and Gentlemen, or Dear Friends*. Or, address the salutation to a department name, committee name, or a position name: *Dear Customer Relations Department, Dear Recruitment Committee, Dear Chairperson, Dear Director of Financial Aid*, for example.

Deleting the salutation line altogether, however, is not always a good solution; it's quite impersonal.

**Subject or reference line.** The subject line is optional and can replace the salutation or is included with it. The subject line announces the main business of the letter.

**Body of the letter.** The actual message of course is contained in the body of the letter, the paragraphs between the salutation and the complimentary close.

The body is the main part of your letter. This is the place where you will share information and ideas with the person to whom you are writing. Think about the person you are writing. Be sure to start your letter with a sentence that really makes your reader interested in seeing what the rest of your letter has to say. Remember to answer any questions you may have been asked in a previous letter. Remember to start a new paragraph each time you begin to write about a new idea or subject.

Formal letters are generally formatted using a full block style. This style prescribes margin widths, paragraph spacing, and the order of the letter's content.



The full block style is a popular choice because it is the easiest layout to format. In the body of the letter, each single-spaced paragraph is separated by one blank line. Similarly, one blank line separates the final paragraph from the closing. Each line of the letter and the body, in particular, is flush with the left margin.

**Complimentary close.** Skip two lines after the body of your letter, and against left-hand margin or seldom in the middle of your paper, begin writing your closing. The *Sincerely yours* element of the formal letter is called the complimentary close. Other common ones are *Best wishes*, *Truly yours*, *Cordially*, *Respectfully*, or *Respectfully yours*. If you do not know the name of the recipient (typically in business correspondence), use *Yours faithfully* if you're following UK convention and *Yours truly* if you're following US convention (letters that start with *To whom it may concern* or *Dear Sir/Madam* fall into this category). You can design your own, but be careful not to create florid or wordy ones. Notice that only the first letter is capitalized, and it is always followed by a comma.

**Signature block.** Usually, you type your name four lines below the complimentary close, and sign your name in between. If you are a woman and want to make your marital status clear, use Miss, Ms., or Mrs. in parentheses before the typed version of your first name. Whenever possible, include your title or the name of the position you hold just below your name.

When it comes to company-to-company correspondence, some additional parts can be found in the layout: references, Latin abbreviations, enclosures.

**Enclosures.** To make sure that the recipient knows that items accompany the letter in the same envelope, use such indications as “Enclosure”, “Encl.”, “Enclosures (2)”. For example, if you send a resume and writing sample with your application letter, you'd do this: “Encl.: Resume and Writing Sample.” If the enclosure is lost, the recipient will know.

**CC (copies)** stands for courtesy copies (formerly carbon copies). If you send copies of a letter to others, indicate this fact among the end notations also. If, for example, you were upset by a local merchant's handling of your repair problems and were sending a copy of your letter to the Better Business Bureau, you'd write this: “cc: Better Business Bureau.” If you plan to send a copy to your lawyer, write something like this: “cc: Mr. Raymond Mason, Attorney.”

**R.S.V.P.** (*Répondez s'il vous plaît*) – French for “Please reply.” The use of this notation indicates that the writer expects the recipient to contact the writer with a “yes” or “no” response to the invitation extended in the body of the letter. Often a corresponding address and/or phone number is printed directly below this notation.

If you use letterhead stationery, remember not to use it for subsequent pages. However, you must use blank paper of the same quality, weight, and texture as the letterhead paper (usually, letterhead stationery comes with matching blank paper).

## TYPES OF SOCIAL LETTERS

### Invitations: Accepting and Declining

Through the years, the invitations used for all but the most formal of occasions – weddings, graduations, formal dinners, conferences – have taken various forms such as formal, semi-formal and informal invitations. Whatever the form, it is essential, for the desired impression, that an invitation contains the following elements – date, time, purpose, and degree of formality – which let the recipient know what is expected of him or her, and what to expect.

A formal invitation, usually in the form of a letter or printed card, is written in the third person, and replies also follow the same style. An informal note of invitation requires a written or phone response so that the sender knows whether to expect those who have been invited.

### Phrases You Need

#### Introductions

*You are cordially invited to a formal dinner in honour of;*

*We cordially request your presence;*

*We would like to invite you;*

*We would like to ask you;*

*We are pleased to invite you;*

*We invite you to become part of;*

*Mr. and Mrs. X request the honour of your presence at;*

*Mr. and Mrs. Y request the pleasure of your company at;*

*I hope you'll be my guest at...*

#### Conclusions

*RSVP (please respond);*

*Regrets only;*

*Please let me know by (date);*

*Please send the enclosed postcard to us know;*

*Let me know by (date);*

*Please let me know ASAP (as soon as possible) if...;*

*Please let me know if you are free on;*

*Please let me know if you'd like to attend with me as my guest;*

### Letters of Thanks

Letters of thanks are written to express your appreciation when someone has sent you a gift, done you a favour, shown you the hospitality, or the like. Thank-you letters, if well written, are an excellent opportunity to further strengthen the friendship represented by the occasion, item, or act for which you are expressing gratitude.

## Phrases You Need Introductions

*I am writing to thank you for;*  
*It means a lot to me;*  
*Your courtesy to ... was something I shall never forget;*  
*I want you to know how special you are...;*  
*You couldn't have given me anything that I would enjoy more;*  
*I just don't know how to thank you enough for;*  
*I won't say you shouldn't have done this because it's a worn-out expression, but;*  
*It was most generous and thoughtful of you to;*  
*I appreciate;*  
*Nothing could please me more;*

## Conclusions

*I hope that I may have the opportunity some day to return your kindness;*  
*Thank you once again for;*  
*My special thanks for;*  
*Your present will remind me;*  
*If I can be of any assistance;*

## **Goodwill Letters: Congratulations, Condolence, Christmas and New Year Wishes, Introductions and Recommendations**

A goodwill letter, as its name implies, is not written to obtain an order, or to collect outstanding bills. It is intended to pay for itself in another way, by building up goodwill. It is difficult to measure its value, but if this could be done businessmen would probably write goodwill letters more often.

They give both the reader and writer pleasure when the occasion arises to enclose a gift, to send good wishes, to express thanks or to remember an anniversary. Letters of condolences are probably the most difficult of all types that one is called upon to write. Only those who have suffered bereavement themselves can completely understand and sympathize in the loss and grief of another. This does not mean, however, that a caring letter of condolence cannot be written by anyone who will apply sincere thought, tact, and understanding to the occasion.

Goodwill letters let customers feel that they are in touch – in good times and bad – when business friends show sympathy, when they offer assistance, and when congratulations are due.

## Phrases You Need CONGRATULATIONS

### Introductions

*Congratulations;*

*Congratulations on/to;*

*I offer my heartiest congratulations for;*

*Please accept my/our heartiest congratulations;*

*Permit me to congratulate you on;*

*I want to be the first to congratulate you on;*

*I want to be among the many who are congratulating you;*

*I am sending you very special congratulations;*

*I want to send my congratulations to;*

*I would like to congratulate you on.*

*Many happy returns of the day;*

*We are so proud of you;*

*I want you to know we appreciate what you are doing for us;*

*All in all, a first-rate job;*

*Good job;*

*We appreciate your work here;*

*Good for you;*

*You must be proud of your accomplishments;*

*We are proud to have you associated with our company;*

*You earned this;*

### Conclusions

*Accept also my wishes for the very best in your future career;*

*You have my very best wishes for continued and increasing success;*

*Best wishes;*

*May you have many more happy days;*

*All good wishes;*

*All my good wishes;*

*I send you my warmest good wishes;*

*My very best wishes;*

*Here are my warmest and most sincere holiday greetings to you;*

*I rely on you to continue to perform at your current level of precision;*

*Here is to more of the same;*

*Best wishes for many future successes;*

*Best wishes once again.*

## Phrases You Need CONDOLENCES

### Introductions

*Please accept my most sincere sympathy in the untimely passed/ death;*  
*Let me extend my deepest sympathy;*  
*I offer you my most sincere sympathy;*  
*I was deeply saddened/shocked to hear;*  
*I wish to be among those who are offering the sincerest sympathy at this time;*  
*Please accept my most sincere sympathy;*  
*I can still hardly believe that;*  
*What a blow you have suffered;*  
*My sympathy goes to you;*

### Conclusions

*Please call me if there is anything I can do;*  
*My deepest sympathy is with you;*  
*My memories of... will be with me;*  
*You are in my prayers and thoughts;*  
*Please let me know how I can support you;*  
*May you be given strength to bear your pain and sorrow;*  
*I would like to do anything that would be of help of you;*  
*I know that your faith and courage will bring you peace even in the midst of this great sorrow;*  
*I hope that the memories of these recent times may make a little easier the sorrow you have to bear;*

## SAMPLES OF FORMAL SOCIAL LETTERS

### Invitation

Erskins and Co.  
985 Washington • Boise, ID 83805  
555-8800

October 1, 20XX

Carmen and Ted Schmitt  
800 Lander Lane  
Meridian, ID 83642

Dear Mr. and Mrs. Schmitt,

You are cordially invited to a formal dinner in honor of Samuel Whitters on October 21, 20XX, at 8 p.m. at the Boise Hilton.

Mrs. Schmitt, as you are an associate of Mr. Whitters, we would like you to speak briefly about his work in the lumber industry. If this is possible, please let me know within the next week.

Please note that this is a black-tie event. RSVP with the names of those attending by October 14.

Sincerely yours,

*[Handwritten signature]*  
John Randall III  
Chairman, Social Committee

**Invitation: Accepting**

604 E. Division Rd.  
Terre Haute, IN 47815

March 23, 20XX

Alan Justin  
67 West Marcus Street  
New York, New York 10032

Dear Mr. Justin:

Thank you for inviting me to address your students at the upcoming Student Interpreters Association Conference on June 2 at 9:00 a.m. I am pleased to accept.

As a deaf individual, I am aware of how beginning interpreters sometimes know very little about deaf culture. I feel the more they understand, the more effectively they can do their job. And their job is a critical one, because it provides us a link to the non-signing world. I would like, then, to address some aspects of deaf culture that may be unfamiliar to your students.

Do you think we could reserve one of the corner lecture rooms in Stabler Hall? The elevated seating would be ideal with so many people attending.

Thank you also for the invitation of a car to take me to campus – I am flattered. However, I planned to be on campus in the morning anyway, so the car will not be necessary.

I look forward to the conference.

Sincerely,

[*Handwritten signature*]  
Andrew Moses

**Invitation: Declining**

**JJT: Heavy Equipment**  
1288 E. U.S. 63 • Sioux City, IA 50585

April 9, 20XX

William J. Buchheit  
President  
Sanders and Thoms  
348 Lincolnway Dr.  
Denver, IA 50585

Dear Mr. Buchheit:

Your invitation to address the Economic Development Council was very flattering. I would very much like to speak to the group; unfortunately, however, I am program chairman for a CPA association meeting in Nashville the night of May 5. I've checked my meeting and travel schedule, and there's simply no way I can make it back to Denver by noon on May 6.

I have an alternate suggestion you may want to consider. Fred Hanke, our senior vice president, could make an excellent presentation on the same subject; you can reach him at 123-3456.

Thank you again for the invitation. Best wishes for an informative meeting.

Sincerely,

*[Handwritten signature]*  
Lannie Miller  
Campaign Chairperson



## Thank-You Letter

A Better Bookstore  
499 West Eighth Street  
Aurora, CO 80010

November 12, 20XX

Sheila Martin  
1422 Cramer Ave.  
Denver, CO 80121

Dear Ms. Martin:

Thank you for the extra amount of time and effort you spent to ensure that A Better Bookstore was successfully represented at this year's Mountain State Professional Reading Teachers' Conference. A check is enclosed as recognition of your superior work.

The sales of reading materials for elementary-age students were 20 percent higher than we anticipated. More importantly, I am confident that A Better Bookstore has gained new customers, due to your knowledge of the materials for sale and your emphasis on individualized attention to each conference participant you assisted.

Congratulations on a job well done.

Sincerely,

*[Handwritten signature]*  
Harry Tellman  
Manager

## Introduction

Jenkins, Louis & Albright  
2212 Boot Hill Rd.  
Montreal, 82001

November 27, 20XX

Professor Andrew Morrissey  
University of Ottawa  
1350 Sparks St., Suite 725  
Ottawa, ON, K1P 1C4

Dear Professor Morrissey:

Please allow me to introduce the bearer of this letter, Ms. Catherine Nasslund. Catherine is the architect that I spoke to you about last week when we talked on the phone.

As I explained, I am working on a feasibility study for one of the university programs here in Montreal that is considering the development of an Executive Management Training Centre. Part of my study involves having to estimate the possible fit-up costs for the proposed new centre.

The client is intent on making sure they get a “state-of-the-art” executive training facility. Naturally I thought of my alma mater at the Ottawa U. Executive MBA Center, as the perfect example as to how it's done.

As we discussed, if you would be kind enough to have one of the staff members there spend about one hour giving Catherine a tour of your facilities there, I would very much appreciate it. Catherine tells me that it is important that she take the tour when the classroom and case rooms will not be in use, since she will need to take various measurements.

As you suggested, Catherine contacted Sharon Hudson of your staff to make sure that she would be traveling there at a time when it would be possible to do everything she needs to do.

Thanks so much Professor Morrissey. I really appreciate your co-operation on this.

All the best,

*[Handwritten signature]*  
David Cameron, M.B.A.  
Senior Consultant

## Recommendation

GRANT WOOD HIGH SCHOOL  
319 30th St. S.E. • Cedar Rapids, IA 52403

January 16, 20XX

Linda A. Hagerman, Principal  
Thomas Jefferson High School  
788 Muscatine Ave.  
Iowa City, IA 52240

Dear Ms. Hagerman:

It is with great pleasure that I recommend Mary Alice Westerly for the physics position at Thomas Jefferson.

Mrs. Westerly taught at Grant Wood High School from 1998 to 20XX, during which time I was principal. Her primary teaching responsibilities were physics, chemistry and ninth-grade general science.

She was one of the best teachers we have ever had in the area of science, and we were deeply saddened when she and her family moved to Augusta, Maine. I can assure you that if I had a teaching position open in science, I would hire her. She is creative, deeply conscientious, professional and hard-working.

I strongly recommend her and am sure you will be more than satisfied with her performance in the classroom.

Sincerely,

[*Handwritten signature*]  
Tom Maxwell  
Principal

## Congratulation

Deerwood Resorts Ltd.  
499 West Eighth Street  
Aurora, CO 80010

June 25, 20XX

Belinda Asher  
620 Mayview Ave.  
Pineville, WV 24874

Dear Belinda:

On behalf of everyone here at Deerwood Resorts Ltd., I would like to sincerely congratulate you on your recent graduation from Mountain State University with your M.B.A. (Marketing).

I must say that I was not surprised to read of your success in the newspaper. During your first of four summers as an employee at our Lakeland Family Resort I noted how bright you are and how you have a very quick mind for business. Combine those attributes with your relentless work ethic and commitment to quality customer service, and it is obvious that you have a wide-open future ahead of you. I can only hope that your experience working with us contributed in some small way to your success.

On behalf of the management and staff at Deerwood Resorts I wish you all the best in your future career and life endeavors, whatever they may be.

Yours sincerely,

*[Handwritten signature]*  
Bruce Atkinson  
President and CEO

## Condolences

Wood Hollow Cranberries  
850 Random Rd. • New London, CT 06320

December 11, 20XX

M.K. Kirkman  
4590 N. Iowa Avenue  
Omaha, NE 68164

Dear Marilyn:

Please let me extend my deepest sympathy on behalf of all the staff here at Wood Hollow Cranberries on the passing of your mother.

I know that you spoke many times of how difficult your mother's battle with cancer was. Though we are saddened by her death, I'm sure that we share your relief that she is now at peace. She was a brave woman.

Please accept our sympathy. We have taken up a collection for a memorial contribution and have sent it to the American Cancer Society in your mother's name.

Sincerely,

*[Handwritten signature]*  
Gloria Williams  
Vice President, Sales

## Christmas Wishes

International Office Equipment Inc.  
P.O. Box 295 Nassau  
Bahamas

December 18, 20XX

Ladies and Gentlemen:

Near the close of another year, we would like to take this opportunity of thanking our friends and customers for their continued confidence and patronage.

We send you and your families our best wishes for Christmas and a very prosperous New Year.

Sincerely yours,

*[Handwritten signature]*  
H.Raffley

## **PRACTICE**

### **I. Put the following names and addresses in order.**

Example: *Nestlé S.A / Vevey / Corporate Communications / Switzerland / avenue Nestlé 55, 1800 / Eugenio Simioni*

*Mr. Eugenio Simioni  
Nestlé S.A  
Avenue Nestlé 55, 1800  
Vevey  
Switzerland*

1. Factory Hill – Home Delivery Service – CO5 0RF – Tiptree – Wilkin & Sons Ltd – Essex.
2. Italy – Public Relations Manager – Piazzale Cadorna 3 – Luxottica Group – 20123 Milan.
3. Mercedesstraße 120 – Business Analytics – 70372 Stuttgart – Daimler AG Headquarters – Wilfried Porth.
4. Éditions Philippe Amaury – Marc Clavié – 40-42 Quai du Point du Jour – F-92100 Boulogne-Billancourt – Direction Trading Print.
5. 08820 El Prat de Llobregat – Vueling Airlines S.A. – Parque de Negocios Mas Blau II Pla de l’Estany, 5 – Barcelona (España).
6. B.O. 49100 Corfu – Interpreting Department of Foreign Languages, Translation and Interpreting – Ionian University –Tsirigoti Squ. (Old Psychiatric Hospital) – Faculty of History and Translation – Galenus Building (1st Floor) – Secretariat – Greece.
7. Avex Building – 3-1-30 Minami-Aoyama – Mr. Masato Matsuura – Minato-ku – Tokyo 107-8577 – Auditor.
8. London – Woolwich – Middlegate House – The Royal Arsenal –SE18 6SX – Greenwich Leisure Limited
9. Monterrey – Blvd. Constitución 3098 piso 6 – Chief Financial Officer – C.P. 64650 – Softek – Col. Santa María –Nuevo León – México – Heriberto Murillo.
10. Poland – Public Relations Manager – 02-801 Warszawa – Kino Polska TV S.A. – ul. Puławska 435A.

### **II. Match the opening and closing greetings.**

- |  |   |
|--|---|
| a) Dear Mr. President<br>Dear Sir or Madam<br>Ladies and Gentlemen | 1. Take care<br>Best wishes<br>All the best |
| b) Hi Susan<br>Dear Robert and Mary                                | 2. Yours faithfully<br>Sincerely yours      |
| c) Dear Mrs. Jones<br>Dear Mr. Smith                               | 3. Best/Kind regards<br>Sincerely           |

**III. What is the purpose of writing the following letters? Think about the appropriate names for them.**

a) Dear Dr. Thornlope,

I am writing to express my deep gratitude for your superior care while I was undergoing treatment for circulation problems at Mulberry Medical Center.

I especially appreciated the straight-forward way in which you communicated the severity of my condition. It's never easy to hear what you had to tell me about diet, exercise and the need for medication, and you handled the situation with care and grace.

I know I haven't always been the most cooperative patient, and your patience has not gone unnoticed.

My recently improved health is a credit to your expertise and attentiveness. I will be certain to continue to recommend you to everyone I know.

Sincerely,

b) Dear Richard:

Congratulations on your promotion to general manager at Ryan Corporation. You have excellent business skills and the drive to go far — keep up the good work!

I'm pleased the management at Ryan recognizes your abilities.

Best wishes for many future successes.

Sincerely,

c) Dear Mr. Tillis:

Thank you for the invitation to be a guest lecturer in your communications class at Atlanta Community College. I'm sorry, but I'll have to decline the invitation.

I recently became the president of the Atlanta Communications Association, and these added responsibilities have already required more time than I have available. I would suggest that you contact Al Gordon, the ex-president of ACA. He may be available and with his experience, he should make an excellent guest lecturer.

I am honored to have been invited by you. You are well respected within the communications industry, and I wish you all the best with your class.

Sincerely,



d) Dear Ms. Grimschaw:

We of the Greater Pittsburgh Family Fund would like to invite you to chair the Health Committee for 20XX.

The Health Committee disburses funds to help families who have exhausted all other medical resources. We are asking you to chair this committee of eight people for one year.

Your leadership and organizational skills are essential for our continuing success. As a committee member last year, your dedication to health was apparent. Here is your chance to make a difference in the lives of families in desperate need. We need your combination of compassion and competence in directing the Health Committee.

Presently, the committee meets weekly to review requests and act on them. Additionally, you would need to prepare a monthly disbursement report to be presented to the Greater Pittsburgh Family Fund's monthly Steering Committee. You would report directly to me.

Thank you for considering this offer. Please let me know by July 15, 20XX, if you are able to take this position. I look forward to working with you.

Sincerely yours,

e) Dear Mr. Holland:

I accept with pleasure your kind invitation to attend the dinner honoring Jack Demont, Senior Vice President of Occidenton, on February 3 at the Fairmont.

I will be looking forward to receiving further information as the dinner plans progress.

Sincerely,

f) Dear Lou:

I was shocked to hear of the death of your partner, Max Wassermann. Although I knew he was ill, I was still taken by surprise by his sudden passing.

Max and I worked together at the old Cramer's Store in downtown Santa Fe when we first arrived here in 1934. I will never forget his immense capacity for helping other people. I share your sorrow at this time.

If there is any way that I can help, please let me know. Rest assured that your loss is all of Santa Fe's loss.

Sincerely,

g) Dear Ms. Gaskin:

Happy Birthday! We want you to know you are being thought of on your special day. I hope all of your birthday wishes come true.

In honor of your birthday, we'd like to offer you this special discount. If you present this card at your next visit to our store, you will receive 20 percent off all merchandise. We appreciate your business and hope to see you again soon.

Cordially,

h) Dear Mr. Park:

This letter will recommend Donna Stewart, a senior human resources professional. Donna joined Hammerly Inc. (a chain of 34 retail outlets across six states) in October 20–, as a human resources representative. She has been under my supervision since that time.

Donna has been actively involved in all human resources activities. She has demonstrated particular strengths in workers' compensation and unemployment insurance activities, group health administration, selection interviewing, and forms/policy development. She is completely knowledgeable of COBRA, as well as the provisions of work eligibility verification. During the 10-month expansion that added 28 stores and more than 400 employees to Hammerly, she frequently supervised all human resource functions while I was traveling.

I have the highest personal and professional regard for Donna. She is a unique blend of natural ability, directness, common sense, congeniality, and sincerity. She is completely loyal and totally trustworthy. She smiles readily and interacts effectively at all levels.

Upon the occasion of my resignation, I recommended Donna to assume all of my duties and responsibilities. I did so because of her demonstrated competence, her dedication, and her desire to assume additional responsibilities.

Without reservation or qualification, I recommend that Donna receive every consideration for any position in the human resource field.

**IV. Match the letters beginnings (1-8) with the endings (a-h).**

Beginnings ...	... Endings
1. I wanted to congratulate you for achieving one million dollars in total sales this year.	a) Thank you for thinking of me.
2. All of us here at Gregory's Bus Company feel terrible about the loss of your husband, Joseph.	b) Please know that we are thinking of you during this difficult time.
3. I am happy to introduce our new sales representative, Terry King, to you. Terry will be in charge of servicing your account.	c) Terry will be contacting you within the next two weeks to personally introduce himself, discuss his monthly schedule and answer any questions you might have.
4. The National Beachcombers Society will be holding its annual convention in San Diego, California, from April 4-8, 2007. It would be our honor if you would accept our invitation to speak as our guest at the event.	d) I want you to know that your efforts are vital to the success of Best Value Realty Company. You are indeed an asset to our company. Keep up the good work.
5. The warmest of holiday greetings to you and your family.	e) Your contribution to the success of Schwartz Manufacturing is greatly appreciated.
6. Thank you for the excellent job you did in preparing and presenting the quarterly report!	f) I am honored by your request, and will do my best to help ensure the conference is a success.
7. I am most pleased to write a character reference for Joann Osterson.	g) I am sure that whoever hires her will find her a good worker as well as a pleasant person.
8. Thank you for your invitation to your company's luncheon. I regret to inform you that I won't be able to attend due to another business commitment.	h) We at Gibraltar Gems hope this holiday season brings you the best of everything. Our regards to all of you.
9. Thank you for the invitation to act as a guest lecturer at your investment seminar. I just had an opening for March 3 become available in my calendar, and I can think of no better way to fill it.	i) Thank you for your consideration. I look forward to hearing from you in the near future.

**V. Write a letter for one of the following situations:**

- a) Your university library has received a donation of books and other materials that has significantly extended and complimented the existing collection. Write a thank-you letter to the donor. Make up any necessary details.
- b) Your groupmate has received a scholarship to study at a foreign university for a year. Write a letter of recommendation for them so that they can apply for a place at an on-campus dormitory.
- c) Your school teacher has won a Teacher of the Year Award. Write a letter of congratulation.
- d) You are organizing a university graduation ceremony. Write a letter to any notable person of your choice to invite them to give a commencement speech at the ceremony.

## UNIT 5. BUSINESS COMMUNICATION

Business people devote a lot of time to various types of verbal communication. When it comes to sending business messages, speaking is more common than writing. Giving instructions, conducting interviews, working in small groups, attending meetings, and making speeches are all important activities. Even if writing may be sometimes less common, it is important too. When you want to send a complex message of lasting significance, you will probably want to put it in writing.

Intercultural business writing falls into the general categories depending on the subject and purpose of your message, the relationship between you and the reader, and the customs of the person to whom the message is addressed. The primary tools for communicating information in business include e-mail messages, letters, memos, reports, phone calls, meetings, and conversations.

Emails are the most common form of intercultural business correspondence. They serve the same purposes and follow the same basic organizational plans (direct and indirect) as emails you would send within your own country. If you and the reader speak different languages, be especially concerned with achieving clarity. The formal email (sometimes the letter) is now used primarily for formal correspondence with clients, customers, and others outside the company, particularly people you have not met.

Imagine, for instance, that you need to ask for advice or information from someone you do not know personally. The person will likely give an email more attention than a text message because an email conveys an added element of formality and courtesy. Your word choice should also reflect the relationship between you and the reader. In general, be somewhat more formal than you would be in writing to people in your culture. In the emails you receive, you will notice that people in other countries use different techniques for their correspondence. If you are aware of some of these practices, you will be able to concentrate on the message without passing judgment on the writers. Their approaches are not good or bad, just different.

In a study of 800 emails written by the top executive officers in the U.S., all 800 emails were found to be short, clear and personal. By the time these people became CEOs, they had learned never to send out an email that didn't reflect these three basic principles of good writing:

- business emails serve one purpose;
- business emails are expensive;
- business emails serve as a record.

Although the use of e-mail meets the needs of the fast pace of business and society, there are advantages and disadvantages to its use.

Speed and convenience are the primary advantages, e-mail is ideal for routine communications between coworkers. For instance, an e-mail message is usually the best means of announcing a new policy, introducing a recent hire, informing colleagues of a meeting time, and reminding an employee of an approaching deadline. E-mail messages are also useful for day-to-day or extremely timely exchanges with people outside the company. Because of their low cost, they are often preferred for communicating with overseas contacts.

However, lack of privacy and security are its disadvantages. The number of errant e-mails and “junk mails” that have caused embarrassing situations for employees can attest to the opinions that it is an inappropriate form of correspondence.

Writing formal e-mails presupposes following the same rules as for formal letters. However, the layout of e-mails has some elements that differ from formal letters and, therefore require additional comments.

## EMAIL GENERATOR

**To:** *Recipient's Address*

**Subject Line:** [*Obligatory*]

**Dear** [*Recipient's Name*]:

**Introductory Paragraph**

**Main Part**

**Concluding Paragraph**

**Complimentary Close,**

**Signature Block**

Sender's Full Name

Sender's Job Title

Company Name

Company Contact Details

## Subject Lines

The subject line is the first thing your reader will see, so make sure that it is relevant. It should be a short summary of your e-mail. Ideally, it should show clearly why you have written and whether any action or response is required. “Hi” or “meeting” is not enough if your mail is about the planned date for the next meeting. Be specific.

- At the start of the subject line, write “URGENT” only if it really is. Write “REQ” if you require something. Use “FYI” (for your information) if you do not expect a reply, but add a few comments about the subject of the e-mail – “FYI” alone won’t make someone want to open it.

- Don’t make the subject line too long, and avoid using too many punctuation marks or capital letters, or your e-mail could be mistaken for spam.

- In informal e-mails, the subject line is sometimes the first part of the first sentence of the e-mail. For example, the subject line is “Today’s meeting is ...”, and the e-mail begins “ ... at four. Please bring the report”.

- If you are responding to or forwarding an e-mail, make sure the subject line is still relevant.

Here are some examples of bad and good subject lines:

BAD	GOOD
Trip	London trip planned for 10 Sept.
HELP	REQ: Pls send image
URGENT	URGENT: Resend report on Russia
FYI!!!! ;)	FYI: Susan liked web design

EOM: If you have a very short message, write it all in the subject line. You can add (EOM) or <EOM>, meaning “end of message”, to show that the reader does not need to open the e-mail.

- Hotel booking confirmed (EOM)
- RE: Meeting Thursday at 10 – OK <EOM>

## Signatures

Your signature should contain your name, title or position, the full company name and address as well as your phone number, e-mail address, fax number and website address. You may want to include your title in more than one language. Create a second, shorter signature for more informal e-mails, but always include a contact number. Some companies include a short summary of their services, a slogan or special offers. If you do, keep it short and include a link for more information. Many companies add a legal disclaimer to the end of the signature. Use symbols to show where the signature and disclaimer start and end.

-----  
Susanne Fisher

Key Account Manager  
Growth Energies House Ltd  
22 Thatcher Street  
London SW2  
United Kingdom  
Tel: +44 (0) 20 7987 9035  
e-mail: s.fisher@growthenergynoreply.co.uk  
Internet: <http://www.growthenergynosite.co.uk>

\*\*\*\*\*

DISCLAIMER The content of this e-mail is confidential to the addresses and may also be privileged. If you have received this e-mail in error, please e-mail the sender by replying to this message.

\*\*\*\*\*



## NETIQUETTE

### Dos

- Think carefully about what you want to say before you start to write.
- Keep e-mails short and concise.
- Use paragraphs. Leave a line between each paragraph and write only one point in each. Put the most important information at the start.
- Use the “To” field for several people if all are equally important.
- Use the “Cc” field for a person who needs to know about the e-mail but who doesn't need to reply.
- Use the “Bee” function (blind copy) for recipients whose addresses you want to hide. However, don't overuse this function: it can be unsettling to see that someone else has received the e-mail – but you don't know who it is.
- Flag an urgent message as “urgent” but don't flag every message.
- Send e-mails in plain text, not html, whenever possible. Some people's clients reject html e-mails as they could contain viruses.
- Wrap text when using plain text. Shorter lines are easier to read, so set your e-mail client's automatic word wrap to 75 characters.
- Set the font size at 12 and use a common font, if you use html.
- State explicitly at the end if any action is required.
- Reply to an e-mail that has clearly been sent to you by mistake. Send it back to the sender or forward it to the intended recipient.
- Re-read the e-mail before you send it, and use a spellchecker.
- Be polite. Always.

### Don'ts

- Don't send an e-mail if it's about a sensitive or confidential matter.
- Don't use e-mail if there is a danger of misunderstanding. Use the telephone instead.
- Don't flame. If you think someone is being rude, don't be rude back. You may have misunderstood the message. Call the person.
- Don't send an e-mail if the matter is complicated. The more complex the subject, the less suitable e-mail is as a medium.
- Don't write anything you wouldn't say in a meeting to colleagues, friends, superiors, customers, competitors ... and family! People often write things in e-mails that they would never say.
- Don't use e-mail if the news is really bad, for example if you have to fire somebody. Hold a face-to-face meeting to allow the other person to ask questions and express his or her opinions.
- Don't criticize colleagues or clients in an e-mail.
- Don't overuse your company e-mail account for your personal correspondence.
- Don't request a receipt for every e-mail you send out.
- Don't forward every “funny e-mail” you get to everyone you know.
- Don't e-mail everyone in the firm unless they need the information.
- Don't press “Send” until you have checked whether the information is correct, the message sounds right, you are sending it to the right person and there are no mistakes.

## TYPES OF BUSINESS EMAILS

### Inquiries to Business/Government Offices

The most common business emails are inquiries and replies to them. An inquiry (also spelt enquiry) is sent when a businessperson wants some information, especially about the supply of goods, range of services, leaflets or catalogues, quotation or prices, samples, terms and discounts, delivery times and deadlines, method of transport, insurance. A businessperson will save unnecessary correspondence by giving full details that are relevant.

If prospective customers approach suppliers for the first time, it is useful to tell them something about their own business, the kind of goods they need and for what purpose they are required. In this case of customers of longstanding or repeat orders, the inquiry may be very simple. Often a phone call or a postcard will do.

### Phrases You Need

#### Introductory Sentences (Reason for Writing):

- *I am writing to inquire/ask ...*
- *I am writing in reply to your advertisement for ...*
- *I am writing with reference to the advertisement in ...*
- *Regarding your advertisement (ad) in ...*
- *You were recommended to us by Kim Couraud.*
- *Some of my business associates spoke very highly of you.*
- *We are retailers/importers/wholesalers in the ... trade, and would like to get in touch with suppliers/manufacturers.*

#### Request:

- *We are interested in buying ... and would like to have further details ...*
- *Could you please send me a course catalogue and schedule?*
- *Would you please let us have a firm offer for ...*
- *Would you please let us have your current catalogue showing ...*
- *We would be grateful if you could set up a meeting with us.*
- *We would like to meet with you at your earliest convenience.*
- *Would you kindly quote your best prices and terms of payment for ...*
- *I would be grateful if you could send me some information about ...*
- *I would appreciate it if you could quote me ...*
- *Please also let me know if it would be possible to ...*

Closing Thought (Reference to Future Contact):

- *We look forward to receiving your quotation/reply by return/as soon as possible.*
- *Thank you in advance for any information you can give us.*
- *An early answer would be appreciated.*
- *I look forward to receiving a catalogue from you.*
- *I hope that we can meet in the near future.*
- *Hopefully a time can be arranged when we can meet.*

### Replies to Inquiries

The reply to an inquiry may be a simple one, containing just the prices and other information asked for. The sales-conscious businessperson, however, will take the opportunity to stimulate their correspondent's interest in their goods or services by including a sales message and the assurance that the customer will receive personal attention.

Offers are also sent without a preceding inquiry when a supplier wants to draw the attention of customers and new customers to a special product or range of goods or services. A firm offer is subject to certain conditions, a deadline for the receipt of orders, or a special price for certain quantities.

### Phrases You Need

Thanking the Potential Customer for His/Her Interest:

- *Thank you for your letter of December 15.*
- *Thank you for your inquiry dated ... and for your interest in ...*
- *Thank you for your letter of ... enquiring/asking for information about ...*
- *We would like to thank you for your letter of ... enquiring/asking for information about ...*
- *I am writing in reply to ...*

Providing Requested Materials and Information:

- *We are pleased to enclose ...*
- *Enclosed you will find ...*
- *We enclose ...*
- *Please find enclosed our current price list.*
- *We would also like to inform you ...*
- *Regarding your question about ...*
- *In answer to your question/enquiry about ...*
- *Enclosed is a catalogue for our spring offerings.*
- *We are pleased to submit our lowest prices/to enclose our latest price list/ for the goods you inquired about.*
- *The goods you require are in stock and are available for immediate delivery.*
- *The goods you inquired about are sold out, but we can offer you a substitute.*
- *Pay special attention to the fact that ...*

### Closing a Letter Hoping for Future Business:

- *If I can be of any further assistance, please do not hesitate to call.*
- *Please let us have your order as soon as possible, since supplies are limited.*
- *If you find our terms acceptable ...*
- *In case our proposal would be acceptable ...*
- *We look forward to receiving a trial order from you.*
- *We look forward to hearing from you/receiving your order/welcoming you as our client/customer.*
- *Please contact us again if we can help in any way/there are any problems/you have any questions.*

### Orders, Covering Letters, Order Acknowledgements

In comparison to the correspondence so far, placing an order is simple from the point of view of letter-writing. Very often the purchasing department or the buyer fills in an order form, although they may prefer to write a covering letter to make certain points quite clear. There could be special import regulations, which make it necessary to complete formalities, or they may want to stress delivery instructions or other matters.

The supplier sends an order acknowledgement promptly, to thank his customer for the order. If prices or delivery times have changed, the customer must be notified. If the goods ordered are no longer available, a substitute may be offered.

### Phrases You Need (Covering Letter)

#### Enclosing Documents:

- *Please find enclosed our order for ...*

#### Conformation of the Terms of the Deal:

- *We have decided to accept ...*
- *Further to/with reference to our ... conversation ...*

#### Additional Information:

- *Would you please send ...*
- *Would you please make sure that ...*
- *If you don't have any of the listed items in stock, please do not send substitutes in their place.*

#### Polite Closing Thought:

- *If there are any problems with delivery, could you let us know immediately?*
- *If this transaction is successful, we will place larger orders in the future.*
- *We would appreciate delivery within ... and look forward to your acknowledgement.*

## Payment and Reminders

Customers usually settle their accounts by cheque when payment is due, according to the terms of payment. However, some overlook the date and have to be reminded of the amount outstanding.

However, to be successful, reminders must show patience, tact, and understanding, often in circumstances that are very trying from the creditor's standpoint. So, the first letter is written in a friendly tone, as the delay may have been due to an oversight. When payment has not been received in reply to this reminder, the creditor will write again in a firmer tone. If the debtor gives no reason for non-payment and sends no remittance, the last course is to use the services of a collection agency or take legal actions.

There may be good reasons for a customer's inability to pay. Where possible he should at least make a part payment, and agree to settle the balance of his account within a reasonable time.

### Phrases You Need

#### Reason for Writing:

- *Our records show that you have an outstanding balance dating back to ...*
- *We are writing to ask you why you have not settled our invoice ...*
- *We wrote to you on ... and enclosed a copy of your June statement, the balance of which still remains outstanding.*
- *We wrote to you on two occasions ... concerning the outstanding balance of ...*
- *As you know from our previous correspondence ...*

#### Action:

- *Having dealt with you for some time, we were disappointed in ...*
- *We have been waited three months for either a reply to explain why the balance has not been cleared, or a remittance, but have received neither.*
- *Although we are reluctant to take legal action to recover the amount, you leave us no alternative.*
- *Therefore, unless we ... , my solicitors will be instructed to start proceedings to recover the debt.*
- *Please would you either send us a reply or cheque within the next seven days?*

#### Closing Thought:

- *Thank you in advance for your cooperation. We hope to continue doing business with you in the future.*
- *Please let me know if I can be of assistance.*

## Complaints. Handling Complaints

Mistakes may occur in day-to-day business, and these give cause for complaints. There might have been a misunderstanding about the goods to be supplied; perhaps the warehouse clerk made an error in addressing the parcel; sometimes a consignment is dispatched too late or delays are caused in transit; damages may have occurred during delivery; a manufacturing defect is discovered when a machine is used. The customer is understandably annoyed.

They will get better results if they take the trouble to explain their complaint clearly, and to propose ways in which matters can be put right. Their company may make mistakes too: firms often have to manage with insufficiently trained personnel or to contend with staff shortage, so mistakes and accidents happen.

It is particularly necessary to exercise tact in handling complaints. A disappointed customer cannot be put off with mere apologies – they are entitled to know how the mistakes will be remedied: when they will receive the goods ordered; what they are to do with the wrong consignment or the damaged goods they received; when they will receive a replacement for their defective machine, or if it can be repaired quickly.

### Phrases You Need (Complaint)

#### Reason For Writing:

- *I am writing you concerning ...*
- *This letter is in reference to my purchase of ...*
- *I am writing you concerning a problem that has arisen from the purchase of ...*
- *I am writing with regards to ... that I recently purchased from your company.*

#### Description of the Problem:

- *Here is what happened ...*
- *As someone who has worked with ... we were very disappointed to find/see/ have discovered ...*
- *The problem developed shortly after ...*

#### Possible Solution:

- *I have to ask you to accept the responsibility for these damages/this accident.*
- *In accordance with ... practice ...*
- *In accordance with law I request ...*
- *As our written agreement stipulated, we expected ...*
- *We would like you to ..., or provide us with a refund.*
- *I would appreciate being compensated in the amount of ...*
- *Because ... only functions partially, I am requesting repairs, another ... with comparable features, or a refund equal to the purchase price + C.O.D. charges, and shipping and handling.*

#### Polite Closing Thought:

- *As a loyal customer, at least until this point, I have every confidence that the compensation I request above will be provided, considering the high standard of service and consideration the company has demonstrated toward customers in the past.*
- *In the interest of fair play and in keeping a future customer satisfied, I hope there will be no further delays in resolving this problem.*
- *I expect to receive the rebate within the month and thank you for your prompt attention to this matter.*
- *I have used many of your products in the past without any problems and hope to continue a positive relationship with your company and its products in the future.*
- *Your prompt attention and response would be greatly appreciated.*

#### Phrases You Need (Adjustment)

##### Polite Acknowledgement:

- *Thank you for your letter of Dec. 15.*
- *I was very disappointed to read your letter of ... dealing with ...*
- *I have just received your March 24 letter about the damaged shipment you received and regret the inconvenience that it has caused you.*

##### Deny or Grant the Request:

- *From your account of the problem, I am quite sure that your request for the adjustment on the damage to ... will be granted.*
- *I have to decline all your claims.*
- *I am very disappointed about this fact.*
- *I duly accept liability for...*

##### Promise Action:

- *As someone who values your business, I have already ...*
- *I'll investigate the matter.*
- *I'll look into it.*
- *The extent of the damages is now under investigation.*

##### Offer Solution and Compensation:

- *I think the following solution might help us both.*
- *Please return the goods at our expense.*
- *Also, we will deduct another X percent of the bill for the misunderstanding.*
- *If all is in order, as it sounds to be in your letter, you can expect the full reimbursement within 2 weeks after our representative's inspection.*

Polite Closing Thought:

- *Thank you for your patience.*
- *If I can any further assistance, please do not hesitate to call.*

### **Memorandums**

A memorandum or memo is a short note, report or message, generally written on a specially printed form for circulation within a company. Although e-mail messages are now used instead of memos for most intercompany communication, memos are still suitable for notes sent to people higher in the company hierarchy, especially in conservative companies.

The memo is also appropriate for lengthy, formal communications to coworkers that may eventually be circulated to your supervisors or to contacts in other companies.



## SAMPLES OF BUSINESS EMAILS/LETTERS

### Inquiry

To: Rich Jordan  
Subject: Request for catalogue and samples

Dear Mr Jordan

We were most impressed by the products that your company demonstrated at the trade fair in Berlin, and would like to know more about the Green range.

Please could you send us a catalogue and your terms of payment and delivery? We would also appreciate it if you could supply us with some samples.

Many thanks in advance.

Yours sincerely

Louise Williams  
Product Manager

Presents and Gifts  
34 High Street  
London W1 3AZ  
Tel: 020 7898 9898  
E-mail: [lwilliams@presentsgiftsok.co.uk](mailto:lwilliams@presentsgiftsok.co.uk)

## Inquiry

To: Richard\_Webly@good.seasons.com

Subject: Info on teambuilding event in October

Dear Mr. Webly:

Rinehart Consulting is interested in holding its annual team building staff meeting in Chicago the weekend of October 10, 20XX.

We are planning on attendance of 12 staff members who would arrive in time for dinner on Friday, October 9. We need a breakfast buffet for Saturday and Sunday, October 10 and 11, and a buffet lunch and sit-down dinner on Saturday. Twenty-five people will be at each meal. The meeting room for Saturday should accommodate 12-15 people.

Could you send price information for 12 double rooms, meals and meeting room with overhead, screen and flip chart to my attention at the above address. I would also appreciate any information you have on tourist attractions in Chicago.

I look forward to your prompt answer.

Sincerely,

Thomas A. Wood  
President  
RINEHART CONSULTING ENGINEERS  
San Jose, CA 95117  
Tel: 020 7898 9898  
E-mail: T.Wood@rinehartengineers.com

## Reply to Inquiry

To: physics\_facility@rockyflats.com

Subject: Re: request for info on optics programs

Dear Dr. Harlow:

Your inquiry regarding our services is welcome. I am attaching a brochure that will summarize our optics program for infrared conductors and the surface lab work we do.

If you will send us similar literature from your agency, I can be more specific about what we can do for you.

I will call you later this week to answer any questions. Thank you for your interest.

Sincerely,

Zack A. Bromley, Ph.D.  
Product Manager  
Defence Engineering  
784 Trinity  
Los Alamos, NM 87544  
Tel: 020 7898 9898  
E-mail: zack\_bromley@defenceengineering.com

## Reply to Inquiry

### United Commercial Bank

P.O. Box 5700  
Ukiah, CA 95482

September 14, 20XX

Steven R. Bishop  
President  
SRB Consulting  
P.O. Box 135  
Ukiah, CA 95482  
Subject:

Dear Mr. Bishop:

Thank you for your interest in our bank's Small Business Banking Service (SBBS). I certainly enjoyed the opportunity to visit with you Tuesday afternoon.

As I mentioned, SBBS is designed to meet the special banking needs of the small business owner. We have packaged a number of popular services under the SBBS umbrella – including a free regular checking account, complimentary personalized checks and a standard safe deposit box.

Enclosed is an SBBS brochure listing our services; I have highlighted in yellow those you inquired about. And with this brochure, I have also included several others on the bank and its offerings.

I will call your office next week to answer any questions you may have and to discuss how United Commercial Bank can best serve you and your consulting company.

Sincerely,

*[Handwritten signature]*

Michael Warren  
Customer Officer

Enc.

## Order Acknowledgment

To: shepparschool@gmail.com

Subject: Re: order #34AG5

Dear Mr. Johnson:

We were pleased to receive your order for 500 Outcomes PI student books, catalogue reference XK22345JM. However, we are unable at this time to fulfill the order.

Our present inventory has been depleted, and that book is now on backorder until mid-July. Our supplier of educational literature is unable to supply the materials until July 1, thus pushing us back to mid-July for possible delivery. We have tried without success to find an alternate source. If you like, we could cancel your order so that you could place it elsewhere. Otherwise, we will keep your order and rush it to you as soon as we can start receiving the books you requested again. Please let us know your preference this week.

Thank you for your understanding in this matter. We apologize for your inconvenience.

Sincerely,

Cass Walker  
Sales Manager

Teaching Easy Corporation  
P.O. Box 3445 • Idaho Falls, ID 83406  
Telephone: 021 236 6571

## Covering Letter

### ***Lynch & Co. Ltd.***

(Head Office). Nesson House, Newell Street, Birmingham BJ 3EL  
Telephone: 021 236 6571 Fax: 021 236 8592

Satex S.p.A  
Via di Pietra Papa  
00146 Roma  
ITALY

9 March, 20XX

Dear Mr Causio,

Please find enclosed our order, No. DR4316 for men's and boys' sweaters in assorted sizes, colours, and designs.

We have decided to accept the 15% trade discount you offered and terms of payment viz documents against payment, but would like these terms reviewed in the near future.

Would you please send the shipping documents and your sight draft to Northminster Bank (City Branch), Deal Street, Birmingham B3 ISQ.

If you do not have any of the listed items in stock, please do not send substitutes in their place.

We would appreciate delivery within the next six weeks, and look forward to your acknowledgement.

Yours sincerely,

*[Handwritten signature]*

Lionel Crane  
Buying Manager

Enc. order form No. DR4316

## Payment Reminder

30 Silverstone Ave  
Kamloops, BC  
V2A 8B1  
Tel: 250-429-0002

February 21st, 20XX

Mr. Ken Davis  
Hanson's Montessori School  
15 Main St.  
Kamloops, BC  
V2A 7B5

Our ref: #223  
Subject:

Dear Mr. Davis:

### Outstanding Invoice

Our records show that you have an outstanding balance dating back to January, 20XX. Your January invoice was for \$445.00 and we have yet to receive this payment. Please find a copy of the invoice enclosed.

If this amount has already been paid, please disregard this notice. Otherwise, please forward us the amount owed in full by March 1st, 20XX. As our contract indicates, we begin charging 5% interest for any outstanding balances after 30 days.

Thank you in advance for your cooperation. We hope to continue doing business with you in the future.

Sincerely,

[*Handwritten signature*]

Maria McPhee  
Accountant

Enclosure: Invoice #223

**Western Wear**  
2212 Boot Hill Rd. • Cheyenne, WY 82001

December 5, 20XX

Ted Wilson  
515 Ramey Ct.  
Laramie, WY 82063  
Subject:

Dear Mr. Wilson:

Your bill of \$319.04 is now 90 days overdue.

The total amount is due now.

If your payment in full is not received by December 10, your file will be turned over to a collection agency.

Sincerely,

*[Handwritten signature]*

Mary West  
Credit Manager



**Letter of Complaint**

206C Park Lane  
Austin, Texas 78705

11 February 20XX

Director of Consumer Relations  
American Airways  
Mail Drop 4F13  
P.O. Box 56989  
DFW Airport  
Dallas, Texas 75441-4545

Dear Director:

I am writing you concerning a round-trip flight from Austin, Texas, to Detroit, Michigan, I made on December 10, 20XX. Travel demands have made me a consistent patron of American for the past six years. In that time, service on your airlines has always been good to excellent. But an interruption in service on the flight mentioned above has prompted my request for a 50 percent reduction in airfare on my next flight.

Here is what happened on December 10. While changing planes during the return trip at DFW Airport, I was informed that our flight would be delayed. After two hours' delay, we boarded the plane we had just left in order to meet our Chicago connection in Dallas. After take-off from DFW, our pilot casually informed us that we should be impressed by the fact that the Dallas Cowboys football team had just left our seats. This was the only explanation of our inconvenience.

I believe that this re-routing was done purely for promotional gain and was in no way mechanically or technically necessary. As a loyal patron of American Airlines, at least until this point, I have every confidence that the compensation I request above will be provided, considering the high standard of service and consideration your company has demonstrated toward its customers in the past.

Sincerely,

*[Handwritten signature]*

Scott Woodrow

Encl.: copy of ticket

## Adjustment

Green Tree Freight Co., Inc.  
Columbus, Ohio 45453  
(315) 565-6789

March 26, 20XX

Mrs. Phoebe F. Hughes  
Complete Table, Inc.  
P.O. Box 3132  
Austin, TX 78703

Dear Mrs. Hughes:

I have just received your March 24 letter about the damaged shipment you received through Green Tree Freight and regret the inconvenience that it has caused you.

From your account of the problem, I am quite sure that your request for the \$240 adjustment on the damage to the 2 crates of Valjean Cristal stemware will be granted. A certain amount of breakage of this sort does unavoidably occur in cross-country shipping; I am sorry that it was your company that had to be the one to suffer the delay.

I must remind you to keep the damaged crates in the same condition in which you received them until one of our representatives can inspect them. That inspection should take place within 2 weeks.

If all is in order, as it sounds to be in your letter, you can expect the full reimbursement within 2 weeks after our representative's inspection. I hope this unfortunate accident will not keep you from having merchandise shipped by Green Tree Freight in the future.

Sincerely,

*[Handwritten signature]*

David F. Morgan  
Customer Relations

## Memorandum

To: All staff members  
From: Director of Foreign Affairs  
RE: Visit of VIPs from Brazil  
Date: March 11, 20XX

Please let me know your availability for meeting our Brazil group at the airport on March 15. They will be arriving at 7:00 a. m. and will need to be picked up, taken to their hotel and helped with any transportation arrangements they may need. An interpreter will accompany them.

Please mark your calendars for that evening. We will be posting an after-work cocktail party for them, and I expect all of you to attend.

Ted Green

Extension 13

## **PRACTICE**

**I. The phrases below are typical of informal spoken English. Rewrite them as sentences for a business letter. Some words have been given to help you.**

1. It's about that ad we saw in Marketing Monthly. (writing/reference to/recent edition)
2. Can you send us something about what your company sells? (grateful/information/range)
3. Thanks for your letter of March 12 asking about what we sell. (dated/enquiring/products)
4. I have some bad news. I'm afraid your order is going to be late. (regret/inform/delayed)
5. See you in Frankfurt next month! (look forward)

**II. What is the purpose of writing the following letters? Think about the appropriate names for them.**

a) Dear Mr. Smith,

The furniture made for our last order, No. 12346 seems to be too much in variance from the pattern we gave you.

We can correct this furniture but we cannot tolerate that for the future.

Sincerely,

b) Dear Mr. Johnson,

We are in receipt of your letter regarding the merchandise purchased (time) and then returned. You noted in your letter that one of your store associates had made a mistake and you received the incorrect package. As you can imagine, we deal in a high volume of sales. Therefore, occasional errors such as the one you experienced do occur.

However, we are proud of the fact that these errors are few and far between in number. We are enclosing a check for the full amount of your purchase.

Your patronage is highly valued. Please drop in again and let us see that your next purchase is handled correctly.

Sincerely,

c) Dear Mr. Johnson,

I am taking the liberty of writing you this letter instead of interrupting you by phone.

Last week I mailed you a brief proposal. Now I am wondering if it suits your company's needs.

We wish to do business with you and would appreciate it if you would let us know as soon as possible if we fit into your plans.

Cordially yours,

d) Dear Mr. Johnson,

There has been a rapid rise in labor and operating costs. Because of these facts, our company has reluctantly decided to increase service charges on September 1, 2023.

These service charge increases will vary depending on the service your company uses.

We appreciate your patronage and look forward to continuing our business relationship.

Most sincerely,

### III. Underline the correct word

1. *Dear/Hi* Mr Green
2. Kind *regard/regards*
3. *Your/Yours* sincerely
4. I hope you are *well/fine*.
5. I *could/would* be grateful if you *could/would* send me an application form for the job.
6. I would *appreciate it/appreciate* if you could resend the file. The one I have does not open.
7. *Do you want/would you like* me to book a taxi to pick you up from the airport?
8. I *ask/wonder* if you could do me a favour.
9. If you *inquire/require* any further information, please do not hesitate to contact me.
10. I look forward to *hear/hearing* from you.

**IV. Rewrite the email in a more formal style by replacing the underlined phrases with phrases from the box.**

*I feel that at the moment we are not Thank you myself  
I look forward to seeing you with regard to  
please do not hesitate to contact me again my apologies  
as effectively as we might professional guidance you are  
I would be grateful if you could require any further replying sooner  
Best regards be present September requested I attach*

Thanks for your email of Sept 22 and sorry for not getting back to you.

I am writing about the meeting next month where you're going to come to our office to present your project plan to me and some colleagues. Two points:

First, as you wanted, here's a document with the names and job titles of everyone who will be at the meeting.

Second, please show us in the meeting a working example of your product. I think we're not analysing business processes very well, and we would like some help in this area.

If you need any more information, just let me know.

See you next week.

All the best

Marta Frey

**V. This is an e-mail from a supplier, Nigel Marr, who is Senior Sales Consultant at lighting supplier Bright Lights Ltd, to a new customer, Barbara Bathson. Add in a subject line and rewrite it to the correct format, style and tone.**

*Hi.*

*Got your order yesterday - 7 Macintosh glass lampholders and three pull switches. Should be despatched tomorrow but can't be sure. Will let you know, when I find out, when you will receive them. BTW the seventh lampholder will be free because of a special offer we've got on at the moment. We're really pleased to have got your order and to be supplying you with this 😊*

*Cheers.*

*Nigel*

## VI. Write a letter of inquiry.

1. You are the sales rep for Oxford Publishing Company. Write to James Baker (your colleague Sarah Miller gave you his name) to order some brochures on your materials.

In your letter:

- say how learnt about the company,
- ask about prices and discounts,
- explain that you need the brochures in English and Czech for a trade fair in the Czech Republic next month.

2. As secretary of a large commercial organization in London, write to the Head Office of a Trust Hotels chain asking for special terms on arrangements for your sales representatives. Stress the high frequency of their travel.

## VII. Write a letter of complaint.

1. Jaime Flores bought a kitchen appliance from a mail order catalogue. Read his letter of complaint and add necessary details.

*Dear Manager,*

*The other day I ordered a microwave oven from your catalogue. When it arrived, it didn't work. Please refund my money.*

*Sincerely,*

*Jaime Flores*

2. You have been living in a rental apartment for the past year. Recently a new neighbour has moved in who has loud parties several times a week. Write a letter complaining about this to the landlord.

In your letter:

- explain the situation,
- describe why it bothers you,
- suggest a solution.

## VIII. Write a memo.

On behalf of a university dean specify the schedule for faculty and students during Christmas and New Year holidays. Please make special provisions for makeup classes. Use standard memo format.

## UNIT 6. TELEPHONE TALKS

Telephone talk seems to be one of the most challenging skills for the foreign speaker to master. And probably everyone experienced some fear when making the first phone call to an English-speaking person. It could be a real problem to choose what to say, how to do it properly. One can be afraid of being not understood or being unable to understand.

Fortunately, making phone calls is a learnable skill. Basic official phone language consists of constantly repeated expressions with little variations. Once the formulas used for speaking on the telephone are mastered, a call will no longer be a frightening experience, but rather enjoyable. This part presents the most typical situations and how to handle each one.

### THE PHRASES YOU NEED

#### Answering the Phone/Introducing Yourself:

- *Good morning/afternoon/evening, Madison Company, how can I help you?*
- *Hello/Good morning/afternoon/evening! This is/my name is ...*
- *Speaking.*
- *This is ... speaking.*
- *How/may/can I help you?*

#### Asking for Someone:

- *May/Can/Could I speak to/with ...*
- *I'm calling for ...*
- *I'd like to speak to ...*
- *Could you put me through to ...*

#### Connecting Someone:

- *Hold on, I'll put you through to ...*
- *Just a moment. I'll transfer you to ...*
- *I'll connect you to ...*

#### Putting Someone on Hold:

- *Just a moment, please.*
- *Would you hold on, please.*
- *Hold the line, please.*
- *I'm sorry/I'm afraid s/he is on another line/not here at the moment/ in a meeting/at lunch/has left for the day.*
- *All of our operators are currently busy. Please, stand by for the next available operator.*



#### Taking a Message:

- *Can I take a message?*
- *Would you like to leave a message?*
- *Would you like to be put through to his voice mail?*
- *Go ahead.*
- *Shall I read it back to you?*

#### Leaving a Message:

- *Can I leave a message?*
- *Please ask him to/get him to/have him call me as soon as he gets in.*

#### Clarifying Information:

- *Pardon? Sorry, I didn't catch that. Could you repeat/speak up/speak more slowly? May I have your name?*
- *Can I read it back to you to make sure I got it right?*
- *Let me repeat your information to make sure I got it right.*
- *I'm sorry. I didn't understand. Would you mind explaining it to me?*
- *Excuse me, would you please spell this word?*

#### Ending and/or Excusing:

- *Well, thank you for calling.*
- *Well, it was nice of you to call. I better let you go.*
- *It was good hearing from you. Listen, I've to run.*
- *Sorry, I have to excuse myself – something just came up.*
- *Sorry, I need to take another phone call.*
- *Sorry, I'll call you back later.*

#### Problems:

- *I'm sorry, I can't hear you/I'm losing you/we're breaking up/we got cut off.*
- *You must have dialled the wrong number.*
- *You've got the wrong number.*
- *My cell phone dropped the signal.*
- *There's some background noise.*

## SAMPLES OF TELEPHONE TALKS

### Calling a Business

- Secretary. Divers Invest, may I help you?  
Brown. Yes, please. This is Tracey Brown calling for Tom Black.  
Secretary. Would you spell your name, please?  
Brown. Yes, it is B-R-O-W-N.  
Secretary. Thank you. Do you know which Department Mr. Black is in?  
Brown. I am not sure. Could you look it up for me?  
Secretary. One moment, please. It looks like he is in Research and Development.  
Brown. Thank you. Could you put me through, please?  
Secretary. Well, I am ringing. Oh, sorry, it looks like he's busy. Would you like to leave a message?  
Brown. No, thank you. I'll try again later.

### Leaving a Message

- Holmes. Could I speak with Ella Graham in Personnel Department? This is Ted Holmes from the American Trade Mission.  
Secretary. I'm afraid she's out to lunch. Would you like to call back later?  
Holmes. I would like to leave a message, if you don't mind.  
Secretary. O.K. Go ahead.  
Holmes. Please have her call me at the American Trade Mission regarding references for Sam Green.  
Secretary. Would you like to leave your phone number?  
Holmes. Well, it's 232-57-983 (two-three-two-five-seven-nine-eight-three).  
Secretary. Thank you. I'll give her the message. Goodbye now.  
Holmes. Goodbye.

### Holding the Line

- Receptionist. Burberry Products. Can I help you?  
Green. Yes. Marketing Department, Rachel Smith, please. It's a personal call.  
Receptionist. Just a minute. I'll put you through.  
Green. Thank you.  
Receptionist. Sorry, that line is busy. Would you mind holding?  
Green. I'll hold for a couple of minutes.  
Receptionist. That line is still busy.  
Green. Never mind, please cancel the call. I'll try again later.  
Receptionist. Would you like to leave a message?  
Green. No, that's O.K., I'll be away from the phone. Thanks anyway.

## Voice Mail

### Record:

We are unable to answer your call right now. Please leave your name, number, and brief message at the sound of the beep, and we will get back to you as soon as we can.

### Message:

This is Claire calling for Susan. My number is: 325-67-89. Please call me tonight: I need to talk to you about the purchase of the furniture. I'll be home till 9:30.

## PRACTICE

**I. Three people are involved in this jumbled conversation, Mr. Seymour of Jetset Services, Mr. Witzel of Sybil S.A. and a switchboard operator. Put the conversation into the correct order.**

1. His number's busy. Would you like him to call you back?
2. Yes, speaking.
3. Sybil S.A. Can I help you?
4. Right. Well, thank you for calling.
5. I'm afraid he's on the line at the moment. Do you want to hold or leave a message?
6. Hello, is that Mr. Witzel?
7. My name is Michael Seymour of Jetset Services. I've been trying to get through to you. I'm phoning to find out whether the display stands I ordered last week have been sent off.
8. No, it doesn't matter, I'll hold.
9. Mr. Witzel is free now, I'll put you through.
10. Yes, they've just been sent off and should arrive in the next couple of days. If there's any problem, give me a call.
11. Hello, this is Michael Seymour of Jetset Services. Could I speak to Mr. Witzel in Customer Services, please?
12. No, I'll hold.
13. Thank you. Goodbye.
14. Oh, good. Yes, I will, but I hope it won't be necessary.

**II. Look at the phrases used in telephone conversations. Match phrases 1-8 with phrases a-h that have the same meaning.**

- |                                      |                                       |
|--------------------------------------|---------------------------------------|
| 1. Could I speak to ... , please?    | a) Can you repeat that?               |
| 2. Please, hold the line.            | b) Would you like to leave a message? |
| 3. Thanks for getting back to me.    | c) Thanks for calling me back.        |
| 4. Can I take a message?             | d) You're breaking up.                |
| 5. Can I call you back later today?  | e) Can I give a call later?           |
| 6. I'm afraid she's on another call. | f) Could you hold on a moment?        |
| 7. Your phone's cutting out.         | g) Her line's busy at the moment.     |
| 8. I'm sorry, I didn't catch that.   | h) Can you put me through to... ?     |

**III. Match the phrases in II with these stages of a telephone call.**

- |   |       |
|---|-------|
| 1. Offering to take a message                       | _____ |
| 2. Saying someone is busy                           | _____ |
| 3. Telling someone that the mobile reception is bad | _____ |
| 4. Asking to speak to someone                       | _____ |
| 5. Asking someone to wait                           | _____ |
| 6. Asking someone to repeat what they said          | _____ |
| 7. Thanking someone for returning your call         | _____ |
| 8. Asking someone if you can call them later        | _____ |

**IV. Complete the telephone phrases with these words.**

take      put      hold      getting      give      cutting      catch      like

1. Please \_\_\_\_\_ the line.
2. Thanks for \_\_\_\_\_ back to me.
3. Can I \_\_\_\_\_ a message?
4. Your phone's \_\_\_\_\_ out. Shall I call you back?
5. I'm sorry, I didn't \_\_\_\_\_ that. Can you repeat what you said?
6. Would you \_\_\_\_\_ to leave a message?
7. Can I \_\_\_\_\_ you a call later?
8. Can you \_\_\_\_\_ me through to Meredith?

**V. Say what the underlined words and phrases mean.**

1. I rang up the company to complain but I couldn't speak to the right person.
2. Can you get back to me first thing tomorrow?
3. Just a minute. I'll put you through.
4. We were cut off earlier.
5. Could you read that back to me?
6. The line's busy. Will you hold?
7. There's some interference. I'll hang up and call you again.
8. The line's very faint. Could you speak up a bit?
9. Could you bear with me for a minute?
10. Could we put off our meeting? Something important has come up.

**VI. Read the following questions and think of appropriate reactions.**

- Sorry, I didn't catch your surname...
- ABC Company. How can I help you?
- I'd like to speak to Mr. Rodriguez.
- Yes, who's calling, please?
- Sorry, there's no reply at this number.
- Is that extension 4?
- Am I speaking to John Lars?
- I'm afraid no one is available to answer your call. Leave your name and message after the tone.

**VII. Think of possible questions that might precede the following answers.**

- No, it isn't. You've got the wrong extension.
- Yes, please, do.
- Yes, who's calling, please?
- Thank you. I'll call her when she is free.
- That's ridiculous. A company with 200 employees and no one answers the call.
- I'm afraid he isn't available at the moment.
- That's – led4@tut.by.

**VIII. Follow the pattern to make up a dialogue.**

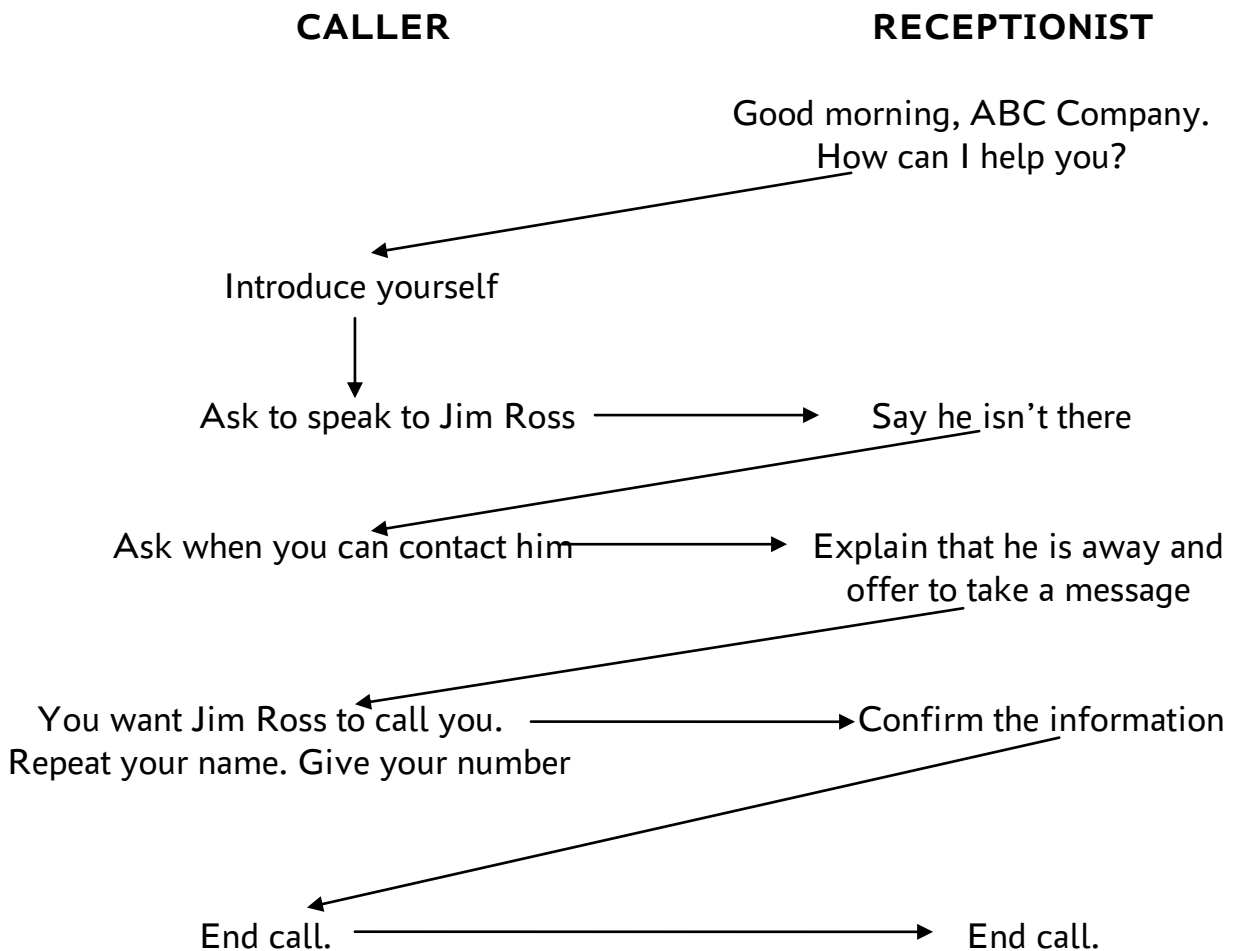
Answer the phone – introduce yourself and ask to speak to Z –  
Z is absent – ask when Z is available –  
explain and offer to take a message –  
message – confirm the information –  
end call – end call.

**IX. Practice giving and receiving telephone messages. Work in pairs. One of you give the message, beginning *I'd like to leave a message for . . .* or *Could you take a message for . . .*, and the other one write down, in note form, what the message is. Then read it back so that the sender can check that it is right.**

Give messages:

- a) from a secretary about a meeting;
- b) from a hospital about an accident;
- c) from a colleague about a change of plans;
- d) from a travel agency about a flight cancellation;
- e) from a student accommodation office about a flat.

**X. Use the following flow chart to make a complete telephone conversation.**



## **XI. Work in pairs, plan and then act out dialogues suitable for the following situations.**

1. You are the private secretary to a busy company executive. He has told you that he doesn't want to be disturbed by anyone. Put off three very persistent callers.
2. You have just heard a radio programme which has made you very angry. Phone your local radio station and make your complaint.
3. You are a tired and busy receptionist in a large office. Have a conversation with a caller who has just been put through to a wrong number twice.
4. A foreign business partner has just arrived at the airport on the invitation of your company. He is calling your office to inquire why there is no one to meet them at the airport. Apologize and explain that the driver has been sent to pick them up but stuck in a traffic jam. Offer an appropriate solution of the problem.

## **XII. Say it in English.**

1. – Здравствуйте, школа Хэмптона, слушаю вас.  
– Здравствуйте, соедините меня, пожалуйста, с директором.  
– Как вас представить?  
– Меня зовут Паоло Маркони.  
– Спасибо, не вешайте трубку. Извините, мистер Маркони, директор сейчас говорит по телефону. Что-нибудь передать?  
– Передайте ей, пожалуйста, что я звонил по поводу нашей встречи в четверг. Я хотел бы перенести ее на следующую неделю.  
– Да, конечно, я передам. Она знает ваш номер?  
– Да, но я оставлю свой мобильный на всякий случай.  
– Хорошо, записываю.  
– Мой номер +375 29 756 03 54.  
– Давайте проверим, +375 29 756 03 54?  
– Да, все верно.  
– Хорошо, я передам ваше сообщение директору.  
– Спасибо, до свидания.
2. Пригласите мистера Грейди из бухгалтерии.  
– Не вешайте трубку. К сожалению, он сейчас не может подойти к телефону, он на другой линии, что-нибудь передать?  
– Нет, спасибо, я перезвоню попозже.
3. – Служба помощи клиентам, слушаю вас.  
– Добрый день, меня зовут Вильям Моррисон. Я пытался до вас дозвониться уже 40 минут, но линия все время занята, и я не мог к вам пробиться. Я звоню по поводу компьютера, который я купил у вас

позавчера, не могли бы вы соединить меня с кем-нибудь, кто занимается аппаратными проблемами.

– Я направлю ваш звонок в отдел технической поддержки.

– Мистер Моули слушает.

– Меня зовут Вильям Моррисон, я купил у вас компьютер, а он не работает, как положено.

– А в чем проблема?

– С дисплеем, он сломан. То есть картинка есть, но он не хочет ее распечатывать. Если честно, я даже не смог найти, откуда появляется распечатка...

4. – Здравствуйте, меня зовут Барбара Джонс. Можно, пожалуйста, услышать Мануэля Герреру из редакторского отдела?

– Конечно, миссис Джонс, не вешайте трубку, соединяю...

– Здравствуйте, Виктор Мартинес, слушаю вас.

– Здравствуйте, извините, секретарь ошиблась номером. Я звонила Мануэлю Геррере.

– Ничего страшного. Мануэля сейчас нет на месте, поэтому вас переключили на меня. Я его заместитель, Виктор.

– Здравствуйте, Виктор. Я Барбара Джонс. Не подскажите, когда Мануэль будет на месте?

– Он целый день будет на совещании. Что-нибудь передать?

– Да, пожалуйста. Попросите его перезвонить мне сегодня или завтра утром на мой мобильный.

– У него есть ваш номер?

– Не уверена, записывайте. Номер +375 25 ... .. 56.

– Извините, не услышал, вы пропадаете. Повторите, пожалуйста.

– Да, конечно, мой номер +375 25 275 09 56.

– Спасибо, записал. Я передам ему, что вы звонили.

– Спасибо, до свидания.

5. – Алло.

– Добрый день, Джон дома?

– Это я.

– Джон, это Билл. Билл Бредли.

– Извините, вы, должно быть, ошиблись номером. Я не знаю никакого Билла Бредли.

– Подождите, не вешайте трубку. Мы с вами познакомились сегодня в баре. Я продаю пылесосы...

– А! Я же сказал вам, что меня это не интересует...

– Я просто подумал, что, может быть, вы передумали...



## UNIT 7. MEETINGS

### TYPES. PROCEDURES

Business people spend quite a lot of time in meetings, and meetings come in all shapes and sizes, ranging from formal committee meetings to informal one-to-one meetings. There are several reasons why meetings are held:

- reaching decisions in a meeting means that all the participants can feel more committed to the decision;
- more information is available;
- different and unexpected ideas can be contributed;
- meetings can lead to more imaginative and informed decisions – often more courageous decisions than one person might feel brave enough to make.

Some of the drawbacks of meetings are:

- more time is required than if one person made the decisions;
- there is more talk (and this is sometimes irrelevant and repetitive);
- there is more group pressure.

The larger the meeting, the longer it may take to reach a decision. There seem to be ideal sizes for meetings, depending on the purpose. A meeting where information is being given to people can be quite large, because there is not likely to be much discussion, and questions may be asked by a few individuals on everyone else's behalf.

The way a committee operates often depends on the chairperson: he or she may control the proceedings very strictly, or let everyone speak whenever they want. An effective chairperson should be flexible. In some committee meetings the members have to take a vote before a decision can be made: formal proposals (or motions) may have to be tabled, seconded and discussed before a vote can be taken. Other meetings may require a consensus of the members: everyone agrees with the decision – or at least no one disagrees. Meetings usually involve discussion.

Even one-to-one or small informal meetings are structured (usually with an agenda) and planned. They are different from chance conversations in a corridor or over coffee. Small informal meetings may also take place or continue during a meal.

A committee normally comprises between three and twenty members. It is headed by a chairperson who has the power to control the discussion. The abilities of the chairperson are likely to be reflected in the effectiveness of the committee. They will be expected to identify the problem for the committee members, consider the available facts with them, and encourage them to express their views.

The committee is essentially a communication device. The problem in a large organisation is to ensure a two-way flow of instructions (downwards) and feedback (upwards). It is often possible for a management to delegate the responsibility for making decisions in non-critical areas to committees, though it is important to remember that the Board of Directors (at the apex of the organisational hierarchy) is also a committee and functions accordingly.

Under no circumstances can voting take place unless a quorum (a minimum number of members) is present. The quorum will be laid down in the committee's terms of reference. A motion (or resolution) is the term used to describe the point in the meeting when a decision is being considered. One of the members will normally make the proposition and will then need to find a seconder – someone who supports it. The wording of the resolution is very important as the committee will be bound by it if more than a half of the members present vote in favour. The only way a member can avoid the collective responsibility for the decision is by resigning.

Minutes are required to be kept of the decisions taken at the meetings which become a record of the business transacted and the decisions reached. The proceedings are required to follow the order set out in the agenda which is distributed to the members before the meeting. Taking minutes, and writing them up later are special skills, involving decisions like *Do we need to know which person made every point?* and *Is this person worth mentioning?* Minutes usually report detail of the time, date and duration of the meeting and the names of those present, but the content of the report itself may be detailed or brief, depending on the anticipated readership.

## **ORGANIZING AN EFFECTIVE AGENDA**

Most meetings have an agenda. For a formal meeting, this document is usually circulated in advance to all participants. For an informal meeting, the agenda may be simply a list of the points that have to be dealt with. The purpose of an agenda is to speed up the meeting and keep everyone to the point.

The agenda for a formal meeting must be organized in logical order. The agenda shows not only the topics but the meeting's function regarding each topic (to receive a report on, to confirm, to approve, etc.). All items on which a decision is to be taken should appear on the agenda, which would usually have this format.

1. Minutes of previous meeting.
2. Matters arising.
3. Items.
4. Any other business.

The agenda is a key tool for successful meetings. It is especially important when the participants come from different cultural and linguistic backgrounds, because it helps prevent misunderstandings. A good agenda, sent out before the meeting, allows participants to prepare themselves properly. And during the meeting, it is the main tool to help the facilitator keep control of the meeting process.

Here are six tips on what to think about when you are preparing the agenda for an international meeting.

Remember, the agenda is not simply a list of items to be discussed at the meeting. It is a cross-cultural tool to help you make sure that your international meetings; work even more effectively.

**1. List the names of those expected to attend.** Include apologies for absences if already known in advance. It is important for everyone to know who will be there. People can then contact each other before the meeting.

**2. Have a heading called “Action points” to follow up decisions made in any previous meeting.** It is important in regular meetings to make sure that all actions agreed upon are carried out. It also puts some pressure on participants to actually do what they said they would do.

**3. Make it crystal clear what each heading on the agenda means.** Sometimes we assume that the participants know the background to everything, but this may not be the case. When you write “New software”, is it clear that you want to discuss buying new software for support, for example? Or might some participants think you are looking at other software recently bought by your team? Perhaps the heading should read: “Proposal to purchase new software for sales support”. This is longer, but now people now what to prepare for.

**4. After the heading, it is good practice to state who is responsible for introducing it,** and to say what type of item it is (information, a decision, brainstorming, a report, etc.).

For example: “3. Proposal to purchase new’ software for sales support. Responsible: Klaus Jensen (Decision)”.

**5. Set a time limit for the discussion to help focus people’s minds:** “3. Proposal to purchase new software for; sales support. Responsible: Klaus Jensen (Decision/ 30 minutes)”.

**6. Think carefully about the order of the items on the agenda.** Often you will need to get a decision on one item before you can discuss another. Then it would be silly to put them in the wrong order. But there are other considerations besides these practical, logical ones. You could order the items like this:

- Let people warm up their language skills in international meetings by starting with the easy but urgent items. This creates an atmosphere of agreement.
- Then go on to the more difficult, urgent items.
- Now have a couple of easy items again to bring back the atmosphere of agreement.
- Next, deal with the really difficult, controversial items.
- End with one or two easy items on which you know there will be agreement, so you can finish on a positive note.

## **PREPARING FOR A MEETING**

### **Calling a Meeting**

There are a number of ways that you may call or be called to a meeting. Some meetings are announced by e-mail, and others are posted on bulletin boards. If a meeting is announced at the end of another meeting, it is important to issue a reminder. A reminder can also come in the form of an e-mail or notice. Verbal announcements or reminders should always be backed up by documented ones. The date, location, time, length, and purpose of the meeting should be included. It is also important to indicate exactly who is expected to attend, and who is not. If you are planning on allocating someone to take on a certain role, make personal contact with that person to inform them of his or her duty.

### **Writing an Agenda**

In order to keep the meeting on task and within the set amount of time, it is important to have an agenda. The agenda should indicate the order of items and an estimated amount of time for each item. If more than one person is going to speak during the meeting, the agenda should indicate whose turn it is to “have the floor”. In some cases, it may be useful to forward the agenda to attendees before the meeting. People will be more likely to participate in a meeting, by asking questions or offering feedback, if they know what is going to be covered.

### **Allocating Roles**

The person in charge of calling and holding a meeting may decide to allocate certain roles to other staff members. Someone may be called upon to take the minutes, someone may be asked to do roll call, and someone may be asked to speak on a certain subject. This should be done either in person, or in an e-mail.

## **OPENING A MEETING**

### **Small Talk**

Whether you are holding the meeting or attending the meeting it is polite to make small talk while you wait for the meeting to start. You should discuss things unrelated to the meeting, such as weather, family, or weekend plans.

### **Welcome**

Once everyone has arrived, the chairperson, or whoever is in charge of the meeting should formally welcome everyone to the meeting and thank the attendees for coming.

### **Introductions**

If anyone at the meeting is new to the group, or if there is a guest speaker, this is the time when introductions should be made. The person in charge of the meeting can introduce the new person, or ask the person to introduce him or herself.

### **Roll Call/Apologies**

If the meeting is a small group, it is probably unnecessary to take attendance out loud. The person who is taking the minutes will know everyone personally and can indicate who is present and who is absent. In a larger meeting, it may be necessary to send around an attendance sheet or call out names. If an important figure is absent, it may be necessary for the chairperson to apologize for his or her absence and offer a brief explanation for it.

### **Objectives**

Some people who hold meetings prefer to pass around copies of the agenda, and others will post a large copy on a wall, or use an overhead projector. No matter which format is used, attendees should be able to follow the agenda as the meeting progresses. Before beginning the first main item on the agenda, the speaker should provide a brief verbal outline the objectives.

## **FOLLOWING THE AGENDA**

### **Watching the Time**

One of the most difficult things about holding an effective meeting is staying within the time limits. A good agenda will outline how long each item should take. A good chairperson will do his or her best to stay within the limits.

### **Regaining Focus**

It is easy to get off topic when you get a number of people in the same room. It is the chairperson's responsibility to keep the discussion focused.

### **Voting**

When issues cannot be resolved or decisions cannot be easily made, they are often put to a vote. Most votes occur during meetings. Votes can be open, where people raise their hands in favour or in opposition of the issue. In an open vote, the results are evident immediately. Other votes, such as who should be elected to take on a certain role, are private or closed. During private votes, attendees fill out ballots and place them in a box to be counted. The results may not be counted until after the meeting.

When a motion is voted and agreed upon it is carried. When it is voted and disagreed upon it is failed. Most often votes are put to a majority. If there is a tie vote, the chairperson will often cast the deciding vote.

### **Comments and Feedback**

During the meeting, participants will comment, provide feedback, or ask questions.

## **CLOSING A MEETING**

### **Wrapping Up**

There are different reasons why a meeting comes to an end. Time may run out, or all of the items in the agenda may be checked off. Some meetings will end earlier than expected and others will run late. The odd time, a meeting may be cut short due to an unexpected problem or circumstance.

### **Reminders**

There is almost always one last thing to say, even after the closing remarks. A chairperson might close the meeting and then make a last-minute reminder. Instructions for tidying up the room may also be mentioned.

### **Thank-You's and Congratulations**

The end of the meeting is also the time to thank anyone who has not been thanked at the beginning of the meeting, or anyone who deserves a second thank you. Congratulations or Good-luck can also be offered here to someone who has experienced something new, such as receiving a promotion, getting married, or having a baby.

### **Follow Up**

In the closing remarks, the chairperson, or participants may want to discuss the date and time for the next meeting, when the minutes will be available, or when a decision should be made by. This is also the time to give contact information, such as how to send a question by e-mail or who to call regarding a certain issue.

## LANGUAGE YOU NEED

### Opening a Meeting

Welcome:

- *Well, since everyone is here, we should get started.*
- *Hello, everyone. Thank you for coming today.*
- *I think we'll begin now. First I'd like to welcome you all.*
- *Thank you all for coming at such short notice.*
- *I really appreciate you all for attending today.*
- *We have a lot to cover today, so we really should begin.*

Introductions:

- *I'd like to take a moment to introduce our new tour coordinator.*
- *I know most of you, but there are a few unfamiliar faces.*
- *Hi everyone. I'm Judy Strauss. I'll be acting as Amanda's assistant while Nancy is away on maternity leave.*
- *Please join me in welcoming (name of participant).*
- *It's a pleasure to welcome (name of participant).*
- *I'd like to introduce (name of participant).*
- *I don't think you've met (name of participant).*

Roll Call/Apologies:

- *It looks like everyone is here today.*
- *If you notice anyone missing, please let Jane know so that she can make a note of it.*
- *Unfortunately, Ken cannot join us today. He has been called away on business*
- *Mike will be standing in to take the minutes today, as Lisa is home with the flu.*

Objectives:

- *We're here today to ...*
- *Our aim is to ...*
- *I've called this meeting in order to ...*
- *By the end of this meeting, I'd like to have ...*

### Following the Agenda

Introducing the Agenda:

- *Have you all received a copy of the agenda?*
- *There are three items on the agenda. First, ...*
- *If you don't mind, I'd like to ... go in order (OR).*
- *Skip item 1 and move on to item 3.*
- *I suggest we take item 2 last.*

#### Introducing the First Item on the Agenda:

- *So, let's start with ...*
- *Shall we start with ...*
- *So, the first item on the agenda is ...*
- *Pete, would you like to kick off?*
- *Martin, would you like to introduce this item?*

#### Closing an Item:

- *I think that covers the first item.*
- *Shall we leave that item?*
- *If nobody has anything else to add,*

#### Next Item:

- *Let's move onto the next item/*
- *The next item on the agenda is ...*
- *Now we come to the question of ...*

#### Giving Control to the Next Participant:

- *I'd like to hand over to Mark, who is going to lead the next point.*
- *Right, Dorothy, over to you.*

#### Summarizing:

- *Before we close, let me just summarize the main points.*
- *To sum up, ...*
- *In brief, ...*
- *Shall I go over the main points?*

#### Watching the Time:

- *I think we've spent enough time on this topic.*
- *We're running short on time, so let's move on.*
- *We're running behind schedule, so we'll have to skip the next item.*
- *We only have fifteen minutes remaining and there's a lot left to cover.*
- *If we don't move on, we'll run right into lunch.*
- *We've spent too long on this issue, so we'll leave it for now.*
- *We'll have to come back to this at a later time.*
- *We could spend all day discussing this, but we have to get to the next item.*



### Regaining Focus:

- *Let's stick to the task at hand, shall we?*
- *I think we're steering off topic a bit with this.*
- *I'm afraid we've strayed from the matter at hand.*
- *You can discuss this among yourselves at another time.*
- *We've lost sight of the point here.*
- *This matter is not on today's agenda.*
- *Let's save this for another meeting.*
- *Getting back to item number 5 ...*

### Voting:

- *All in favour? (Those who agree raise their hands or say "Aye")*
- *All opposed?*
- *Motion to hire more tour guides, moved by Thomas.*
- *Motion to hire more tour guides, seconded by Nolan.*

### Comments and Feedback:

- *If I could just come in here ...*
- *I'm afraid I'd have to disagree about that.*
- *Could I just say one thing?*
- *I'm really glad you brought that up, Kana.*
- *I couldn't agree with you more.*
- *Jane, could you please speak up. We can't hear you at the back.*
- *If I could have the floor for a moment ...*
- *We don't seem to be getting anywhere with this.*
- *Perhaps we should come back to this at another time?*
- *Have I made that clear?*
- *Do you see what I'm getting at?*
- *Let me put this another way ...*
- *I'd just like to repeat that ...*
- *I didn't catch that. Could you repeat that, please?*
- *I missed that. Could you say it again, please?*
- *Could you run that by me one more time?*
- *I'm afraid I don't quite understand what you are getting at.*
- *Could you explain to me how that is going to work?*

## Closing a Meeting

### Wrapping Up:

- *It looks like we've run out of time, so I guess we'll finish here.*
- *I think we've covered everything on the list.*
- *I guess that will be all for today.*
- *Well, look at that...we've finished ahead of schedule for once.*
- *If no one has anything else to add, then I think we'll wrap this up.*
- *I'm afraid we're going to have to cut this meeting short. I've just been informed of a problem that needs my immediate attention.*

### Reminders:

- *Oh, before you leave, please make sure to sign the attendance sheet.*
- *I almost forgot to mention that we're planning a staff banquet next month.*
- *Don't forget to put your ballot in the box on your way out.*
- *If I didn't already say this, please remember to introduce yourself to the new trainees.*
- *Could I have your attention again? I neglected to mention that anyone who wants to take home some of this leftover food is welcome to.*
- *If you could all return your chair to Room 7 that would be appreciated.*
- *Please take all of your papers with you and throw out any garbage on your way out.*

### Thank You's and Congratulations:

- *Before I let you go let's all give a big thank you (everyone claps) to Thomas for baking these delicious cookies.*
- *I want to thank you all for taking time out of your busy schedules to be here today.*
- *As you leave today, don't forget to wish Stella luck on the weekend. The next time you see her she will be happily married.*

### Follow Up:

- *We'll meet again on the first of next month.*
- *Next time we meet I'll be sure to have those contacts for you.*
- *If anyone has any questions about anything we discussed today, feel free to send me an e-mail.*
- *The minutes from today's meeting will be posted as of tomorrow afternoon.*
- *I'll send out a group e-mail with the voting results.*

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## SAMPLE OF MINUTES

### Minutes of the meeting held at the Head Office of Magdalen School on 7/9/20XX

PRESENT: Richard Harris (Chairman), Amanda Bell, Donald McGregor,  
Jonathon Coe, Wendy Adam

IN ATTENDANCE: Chris Bowman (Director, Vienna BA School)

APOLOGIES: Peter Thornborough

#### 1. Welcome

RH welcomed everyone to the meeting.

#### 2. Minutes of the last meeting

These were accepted to be a true record.

#### 3. Vienna International School Project

RH invited CB to outline his proposal for the joint educational project. Following this there was a question and answer sessions. All reactions were favourable but it was suggested that a working group look at the proposal in more detail before taking things further.

Action: AB to be in charge of the working group and invite members to review CB's proposal.

#### 4. New school brochures

As discussed at the last meeting, a new brochure has been designed to incorporate the changes at Magdalen School over the last year. Due to delivery problems, the brochures are still at the printers. RH asked for a volunteer to collect them.

Action: WA to collect the brochures tomorrow.

#### 5. Staff party

To celebrate the 50<sup>th</sup> anniversary of Magdalen School, a party will be held at the end of the next month.

Action: JC to organize the invitations.

#### 6. A.O.B.

There was none.

#### 7. Date of next meeting

Wednesday 14<sup>th</sup> October

January 3, 20XX

Paramount International Language School

**Minutes of a Meeting of the Board held on 3 January 20XX at suite 4,  
Grove House, 67 Cherry Road, London W6**

Present: Tracy Perkins  
Sean McCone  
Patrick Swales

**1. OPENING**

The Meeting was declared open and by agreement Mr. Swales took the Chair.

**2. REPORT OF THE COMMITTEE (attached).**

**3. CLOSE**

There being no further business the Chairman declared the meeting closed.

***PRACTICE***

**I. Look at the advice for writing minutes. Complete the sentences with *Do* or *Don't*. Then decide if these things should be done before, during, or after the meeting.**

1. ... .. use the meeting agenda to help you design the outline of the minutes.
2. ... .. try to write down everything everyone says.
3. ... .. decide how you will take the minutes: handwrite, word process, or record them.
4. ... .. wait for a week before writing up the minutes from your notes.
5. ... .. make sure you know who is who in the meeting.
6. ... .. make an action plan for each point on the agenda.
7. ... .. include names of who is present and who is absent.
8. ... .. write long sentences.
9. ... .. use participants' initials.

**II. These are the minutes of a formal meeting. Some words have been left out. Choosing from the words in the box, complete the minutes. The first has been done for you.**

Minutes of the last meeting	chaired	Seconder
Present	Members	Apologies
chairman	subcommittee	Action
Any Other Business	Date of next meeting	Proposer

(1) [Present]: Mr. Jones (chairman)  
Mr. Smith  
Ms. Perkins  
Ms. Carson  
Ms. Trueman (secretary)

(2) ... : Ms. Green and Mr. Brown were unable to attend and sent their apologies.

(3) ... : No business remained from the last meeting.

### **Membership of the Committee**

It was agreed that the Production Manager should be invited to become a member of this Committee.

Proposer: Ms. Perkins

(4) ... :Mr. Smith

Carried unanimously.

### **2010: Development of European markets**

A (5) ... is to be set up to consider ways in which the company can meet the challenge.

(6) ... should be drawn from the Sales, Publicity and Marketing departments; Mr. Jones will be the (7) ... of this.

### **Other developments**

After some discussion, it was agreed that Ms. Perkins should look into the possibilities of moving some manufacturing operations to Kenya.

(8) ... : Mr. Jones

Seconder: Ms. Carson

Carried unanimously.

### **Next year's promotional budget**

The heads of the Design, Promotion, Sales and Marketing Departments are to form a committee to work on this. The committee will be (9) ... by Mr. Jones and he will notify the people concerned.

(10) ... : Mr. Jones

(11) ... : Since there was nothing further, the meeting was adjourned.

(12) ... : The next meeting will be held on 6<sup>th</sup> of March.

### **III. This is the transcript of a meeting held to discuss the possible purchase of a piece of land on which to build a sports centre. Write suitable minutes for circulation to all concerned.**

R: OK, let's get started. Good morning, everyone. Great to see you all here today. Now, what I want to look at today is a problem, a nice problem in a way, but a problem, the fact that we're now getting a lot of telephone and email enquiries from new countries: Belgium and France, and Germany, but also the Czech Republic, Poland and Hungary. I think the new website is helping; it's attractive and it's generating traffic. But it's creating problems.

B: Can you explain again what the problem is, exactly? New customers – that isn't a problem, is it?

R: No, the problem is that in many of the emails that people are sending, particularly, but also some phone calls, people are not using English; and we don't have the skills in house to deal with customer enquiries in Polish and Czech, etc.

P: OK, so the real problem is a lack of language competence here in the company, which we need to solve or we will lose potential customers. I guess that's the point.

R: Exactly. So, I wanted to take a few minutes of your time to discuss this. Any ideas?

P: Um, would it be possible to train our people here to use the different languages? It's a cost, but it's a solution.

R: OK, intensive training could be a solution. I'll note that down, thanks. What else can we do? Bibi?

B: How about using a call centre service for different languages? People who call us, they can choose the language they work with, and we contract a call centre to handle first contacts, and then they contact our sales staff.

R: That sounds like a possible solution.

A: OK, but I'm not sure how that would work. If we do that, it will increase our costs.

R: Let's stick with ideas for the moment. So, Annette, anything to add?

A: Maybe we recruit some people with the languages we need.

R: I think that's a nice idea; simple and doable. I don't know the cost, but I like the fact that we might be able to do it relatively quickly. So, I think recruitment is the best option.

B: Why do you think recruitment is the solution?

R: Well, we are looking for new salespeople anyway, at least two. And so it's a very easy thing to just add languages to the profile required.

B: I am not sure that it is the best solution. I prefer training.

P: Bibi, just building on Roel's idea, I think it's easier to hire someone than train them in language skills. For our staff to learn Czech or Hungarian, it would take a very long time ... years!

B: You may be right.

R: OK, then I think we need to look at recruitment as the quick solution. Agreed?

B: OK, I can live with this.

P: Yes.

A: Agreed.

R: Shall I take this on, or do any of you have time to do this? Annette, you normally handle people topics.

A: Do you want me to do that? I'm happy to take it on.

R: Great. So if you could get a job description done by the end of this week for us to discuss, then we can advertise next week, maybe hire by the end of the month. Problem solved in three weeks? Thank you, guys. You are such a great team.

Учебное издание

**Лойша** Марина Михайловна  
**Трескина** Елена Викторовна

## **АНГЛИЙСКИЙ ЯЗЫК: ДЕЛОВОЕ ОБЩЕНИЕ**

Ответственный за выпуск *М. М. Лойша*  
Редактор *Л. А. Каштанова*  
Компьютерная верстка *Е. А. Запеко*

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Адрес: ул. Захарова, 21, 220034, г. Минск.