

## Writing

- A** Turn to the Fast-Track Inc. Case study. Go through the job description on page 12 and the profile of the second candidate, Tadeusz Vajda, on page 13. Then choose the appropriate phrase from each pair in the box to complete Tadeusz's letter of application below.

As regards	At the end	want	look forward
However	Finally	would like	wait
sincerely	About	In addition	
faithfully	With reference	But	

<p>Fast-Track Inc. 377 West Main Street Boston, MA 02116 USA</p>	<p>ul. Garbarska 75 90 112 Łódź Poland</p>
	16 March
<p>Dear Sir or Madam,</p> <p>.....<sup>1</sup> to your recent advertisement on our Intranet, I          .....<sup>2</sup> to apply for the position of Sales Manager for Central          and Eastern Europe.</p> <p>I have been working as Fast-Track Regional Manager for the south of          Poland for five years. During this period, I focused on developing sales,          so that they increased by 12%.</p> <p>.....<sup>3</sup>, I also gained extensive experience of sales and of          managing teams in a wide variety of industries in Poland and in          neighbouring countries.</p> <p>.....<sup>4</sup> my academic background, I have a degree in financial          engineering from the University of Kraków.</p> <p>.....<sup>5</sup>, I am bilingual in Polish and English and I know the region          extremely well, as I have travelled frequently throughout Poland and other          central European countries.</p> <p>I believe that this combination of practical experience and qualifications          makes me an ideal candidate for the Warsaw post.</p> <p>I .....<sup>6</sup> to hearing from you.</p> <p>Yours.....<sup>7</sup>,</p> <p style="text-align: center;"><i>T. Vajda</i></p> <p>T. Vajda</p>	

- B** Now study the profiles of the other two candidates on page 13. Write a letter of application for one of these candidates.

## Useful language

### CHAIRPERSON

#### Beginning the meeting

Can we start please?  
Right, let's begin.

#### Stating the aim

The main aim of the meeting is to ...  
The purpose of this meeting is to ...

#### Asking for comments

What do you think?  
How do you feel about this?

#### Changing the subject

Let's move on now to ...  
The next item on the agenda is ...

#### Clarifying

What do you mean by ...?  
Sorry, I don't quite understand.

#### Summarising

OK, let's summarise.  
Right, let's recap ...

### PARTICIPANTS

#### Giving opinions

I think ...  
I'm in favour of ...

#### Agreeing

I think you're right.  
I (totally) agree.

#### Interrupting

Hold on (a moment).  
Can I say something?

#### Making suggestions

Perhaps we should ...  
We could ...

#### Disagreeing

I don't know about that.  
(I'm afraid) I don't agree.

their work and are never involved in decision-making.

## Useful language

### Making suggestions

We could offer staff a wider choice of food.  
Why don't we change the menus?  
How about offering healthier meals?  
What about having a no-smoking policy?  
I think we should send out a questionnaire.  
(strong suggestion)

### Giving opinions

I think that we should ask the staff.  
I feel that we have to consider the cost.  
I'm sure/convinced/positive that people would like it.  
Yes, but on the other hand it will make some people unhappy.

### Agreeing

Yes, that's right.  
I think I agree with you.  
Exactly.  
Good./Excellent idea./Great.  
I completely agree.

### Disagreeing

Yes, but what about the cost?  
I'm not sure I agree.  
I really don't agree.  
(strong disagreement)  
I'm not sure that's a good idea.  
For me, that's out of the question.

## Writing

Read the letter below and supply suitable bits of information (1–4) to complete it. Then write the missing paragraph, explaining why you are leaving the company. Include these points:

- Say how long you have been under stress
- Give three reasons why the stress is so extreme
- Say you saw a stress counsellor, and what advice she gave you.

12 Boulevard Jean Jaurès  
69623 Villeurbanne

CTS International  
FAO Mrs Belmaker  
Head of Human Resources  
3 Place Renault  
69025 Lyon

..... 1

..... 2

I am sorry to have to inform you that, after careful consideration, I wish to hand in my resignation.

My first two years at CTS were exciting and very motivating. Like the other people in my team, I always gave the best of myself, while I also felt that I was learning a lot. My superiors were easy to talk to, and there was always someone to listen to you.

However, the takeover by Southbury changed everything.

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

Although the normal period of notice is three months, I was wondering if you could possibly let me leave in two weeks' time. If this is not convenient, I could work on a part-time basis until my contract officially ends.

..... 3

..... 4

*M. Brugal*  
Monique Brugal

**B Match these sentence halves to create a letter of invitation.**

Dear Mr Mazari,

- |   |  |
|---|--|
| 1 As the Sales Manager of Interco-op Europe, I would like                                 | a) to run a workshop on how to prepare a budget.             |
| 2 I have read many of your articles on successful planning in the <i>Financial Echo</i> , | b) to your reply.  |
| 3 At Interco-op, we believe   | c) would be convenient.                                      |
| 4 Therefore, we organise  | d) would be particularly useful for our junior team members. |
| 5 We would be very grateful if you agreed   | e) you can find time to accept our invitation.               |
| 6 In addition, a focus on how to make accurate sales forecasts                            | f) and found them extremely interesting.                     |
| 7 We understand that you are very busy, but we hope                                       | g) regular professional development seminars.                |
| 8 Any Monday or Thursday in the next six weeks  | h) staff training is of great importance.                    |
| 9 We look forward   | i) to invite you to give a presentation to our Sales Team.   |

Yours sincerely,

Linda Manasseh  
Sales Manager

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**D Discuss whether the extracts in Exercise C are examples of *calming people down* or *creating solutions*.**

**Useful language**

**Calming down**

I understand what you're saying.  
I can see your point of view.  
Well, I know/see what you mean.  
Why don't we come back to that later?  
Let's have a break and come back with some fresh ideas.  
You don't have to worry about ...

**Creating solutions**

A compromise could be to ...  
How about if ...  
What if ...  
Let's look at this another way.  
Another possibility is ...

**Closing a negotiation**

Let's see what we've got.  
Can I go over what we've agreed?  
Let's go over the main points again.  
OK, I think that covers everything.  
We've got a deal.  
Fine. Right. That's it then.

**Reading**

Read this e-mail from Max, a senior sales representative, to Jeff, his sales manager. Then complete it by putting each phrase (a–e) in the correct space (1–5).

- a) I would be very surprised if you hadn't heard any of those complaints yourself.
- b) Maybe I should say it was great.
- c) I'm afraid that if things do not improve, I won't be able to work here much longer.
- d) What we *do* mind, though, is their being so un-cooperative.
- e) I am aware that you are extremely busy as well.

**Writing**

Write Jeff's reply to Max's e-mail above.

- Thank Max for his e-mail. Say why it is important for you to know about this problem.
- Explain why you cannot meet Max next week. Say when you will be available.
- Say what you plan to do in the meantime.
- Tell Max you value his work. Ask him to be patient.
- End on an optimistic note.

## Letters

### Salutation

When you know the name of the recipient:

*Dear Mr/Mrs/Ms/Miss von Trotta*

Note: In AmE Mr., Mrs. and Ms. include a full stop/period, e.g. Mr. von Trotta

When you don't know the name of the recipient:

*Dear Sir or Madam* (BrE)

*Dear Sir or Madam:* (AmE)

### Main point

It is a good idea to put the main point at the beginning of the letter. People read the first paragraph carefully, but not always everything else.

Use the pronoun *we* when writing for your company. This is more formal than *I*.

### Endings (BrE)

When you know the name of the recipient:

*Yours sincerely*

When you don't know the name of the recipient:

*Yours faithfully*

### Endings (AmE)

*Yours truly,*

*Sincerely,*

Sign the letter with both first and second names. Then print your name and position under the signature.

### Common abbreviations

Re: regarding  
pp (on behalf of) when you sign the letter for another person

Enc(s). documents are enclosed with the letter

cc: copies (The names of the people who receive a copy are included in the letter.)

### European Business Associates

Mr Heinrich von Trotta  
Schneemans AG  
Hapsburger Platz 1  
80333 Munich

26 Rue de Glion  
1820 Montreux  
Vaud Canton

3 May 200-

Dear Mr von Trotta

Re: Invitation to speak at next conference

On behalf of European Business Associates we would like to invite you to be a keynote speaker at our 'Responsible Technologies for the Global Economy' conference planned for 19-21 October next year.

European Business Associates is Europe's leading business-oriented media production company. We broadcast business programmes for television and radio throughout the European Union, including *Business Tod@y* every morning from 07.00 on CNM.

We would be very pleased if you would present for us at the conference. As Europe's leading manufacturer of environmentally friendly high-tech equipment, we believe you could help many other companies move in the same direction.

We hope this invitation is of interest and look forward to hearing from you.

Yours sincerely

*Brigitte Sea*

Ms Brigitte Sea  
Events Manager

Encs. Conference brochures

cc: Jean Thornett-Smith  
Senior Director

## Investment plans

### TRESSSEL INVESTMENT PLAN

#### 1 Rationale

In recent years, Tressel has become one of Europe's leading brands of sportswear. It is now on its way to becoming a global brand. However, in the last two years, sales have declined, causing a sharp decrease in the profits. This has been caused mainly by three factors: fierce competition in the industry bringing prices down; a fall in demand; production problems.

#### 2 Objectives

To remedy the problems outlined above and make Tressel a more competitive business internationally, an investment of €2.5 million was proposed.

#### 3 Options and benefits

The Board of Directors has agreed the following investment plan.

- Firstly, we need to invest in market research. This should give us a better understanding of our target customers' changing needs and desires, which can then guide product development.
- Product research and development is the second area that we need to develop, as we have relied heavily on the success of our traditional products. While these will probably continue to account for more than 50% of our turnover in the next two or three years, we will not stay ahead of the competition if we do not vary our range.
- Finally, setting up online sales should widen our customer base, increase sales, and make us more competitive.

#### 4 Cost

Investment in market research	€900,000
Investment in research and development	€1,300,000
Setting up online sales	€300,000

#### 5 Timeline

Market research: to be completed in three months' time, i.e. by the end of June.

R&D: ongoing process to be speeded up from July.

Online sales: website up and running by September.

#### 6 Evaluation

The heads of the departments concerned will hand in a monthly progress report. The Board will then meet to assess the progress made in all three areas.

There is no set layout for an investment plan, but the information should be well organised. The various sections should have a clear heading and be in a logical order.

The rationale gives background information relevant to the reasons for the plan.

The objectives are the goals which your investment will enable you to achieve.

This section gives details of the areas you have chosen to invest in and of the benefits they are likely to provide.

Breakdown of the total amount of money invested.

The timeline shows the period of time during which you expect the various stages of the plan to be reached.

This section gives information about the mechanism you have put in place to assess the progress made.



## Faxes

Faxes have the following headings:  
*To/From/Fax number/Date/Number of pages/Subject.*

The style of the fax can be formal, as in a business letter, or informal. This depends on who you are writing to.

Points can be numbered for clarity.

*Regards* is often used for the ending. More formal endings (*Yours sincerely/Yours faithfully*) are also acceptable, if you prefer.

### Fulton Chamber of Commerce

#### Fax Transmission

**To** Thierry Baptiste, CEO    **Fax no.** +33 769 76980  
**From** James Baker    **Fax no.** +44 1858 740675  
**Date** 5 April 200-    **Pages** (including this page) 1  
**Subject** Your letter, 2 April 200-

Dear Mr Baptiste

Thank you for your letter of 2 April asking about the possibility of opening a factory for the manufacture of your products in Fulton. Let me answer some of your questions.

##### 1 Employees

Yes, Fulton has a large workforce of well-trained and hard-working possible employees available.

##### 2 Infrastructure

Road and rail links to the main cities in the UK, the airports and the ports are excellent.

##### 3 Local tax

In certain situations it is possible to arrange favourable tax conditions for start-up organisations.

If you would like to discuss the possibilities further, please call my office to arrange a meeting for when you visit the UK. I look forward to hearing from you.

Regards

*James Baker*

James Baker  
Chief Development Officer

## Notices

### *Drucker and Drucker SOLICITORS*

#### STAFF NOTICE

On Thursday 29 July there will be a staff and management meeting to discuss opening a New York branch of the company.

We look forward to hearing your suggestions as to how to ask for volunteers for relocation.

Joanna Grey  
Office Manager  
26 July 200-

Notices are used to inform people about changes of plan or to give instructions or warnings.

Notices need a clear heading.

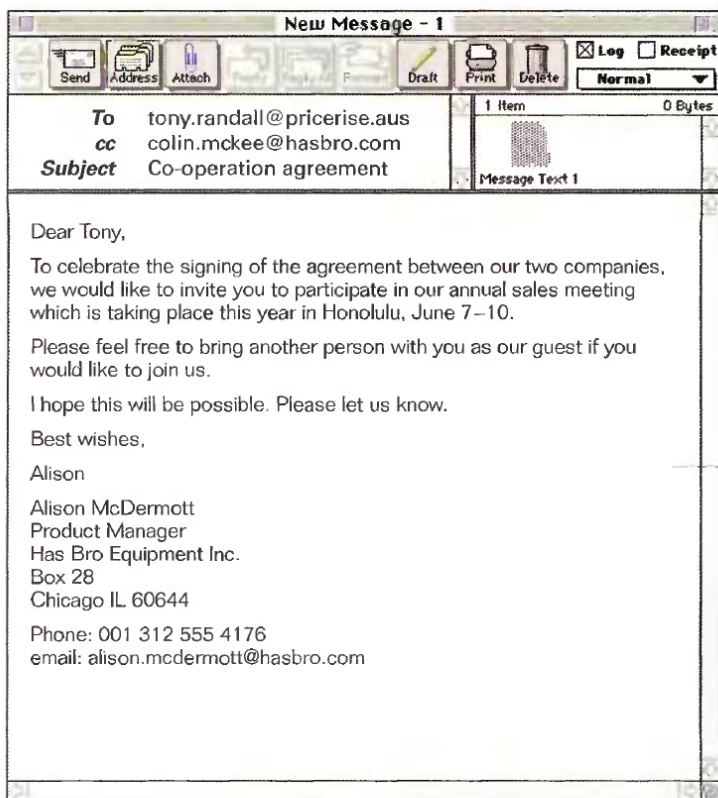
Information must be clear. The tone is normally formal.

The name and position of the person who wrote the notice and the date must be included.

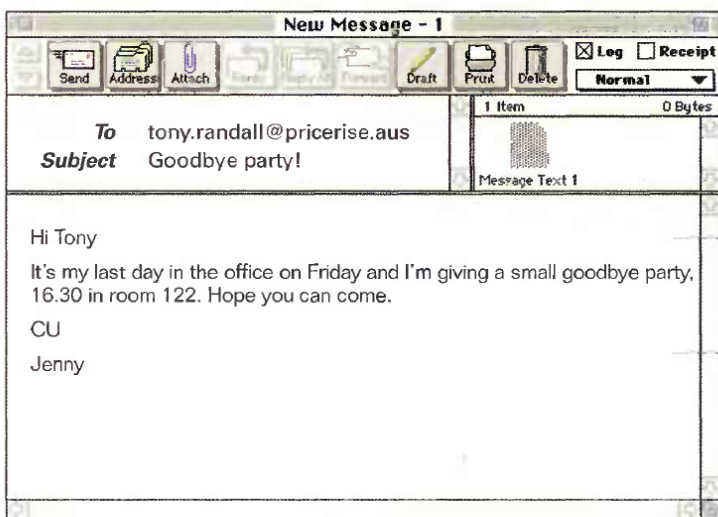


## E-mails

E-mails can have a formal business style or a very informal style, similar to spoken English.



This semi-formal style is similar to a standard business letter, but less formal and usually shorter. The ending is *Best wishes* rather than *Yours sincerely*. This style is best used when you are sending an e-mail to somebody who is outside your company, or whom you do not know very well. The focus is on giving or asking for information quickly.



The informal style is most suitable for e-mails within your company and for people whom you know well. The greeting is often *Hi*, *Hello* or even *How are you?* *Cheers* is a common ending, or sometimes the ending is omitted. Sometimes the writer will only use small letters. The style is much closer to spoken than to written English.

Sometimes people use abbreviations if they want to save time:  
CU = see you  
thx = thanks  
RUOK? = are you OK?

## Reports

A report should be well organised with information in a logical order. There is no set layout for a report. It will depend on:

- the type of report
- the company style.

The format used here is suitable for formal reports:

- title
- executive summary
- introduction
- findings
- conclusion
- recommendations

### Business Software plc

#### Product report

##### Executive summary

We have been contacted by Lenz AG, a German manufacturer of mobile telephones, and asked about the possibility of a co-operation agreement. We would adapt our business software for use in their products. Tests show that their product is a very good one and popular with our target market.

##### Introduction

This report will look at:

- the hardware manufacturer and their equipment
- software that could be used on their mobile phones
- the advantages of working together
- recommendations for action

##### Findings

- 1 Lenz has been developing cheap, small-scale electronic devices for 35 years. In the last five years, they have focused on more expensive mobile phones for businesspeople. These have been very successful. One in four mobile phones for the business market is a Lenz.
- 2 Our new 'Executive Organiser' software has a lot of attractive features for the travelling businessperson (e.g. address book, e-mailware, voice recorder, streetfinder function, etc.).
- 3 Market research shows that there is a big interest in our products being used on machines apart from computers.

##### Conclusion

The two companies have products which fit well together.

##### Recommendation

We should have a meeting with representatives from Lenz as soon as possible to discuss a joint venture between our companies, with the aim of putting our software onto their mobile phones.

Tracy Cruickshank  
Research and Development Director  
19 October 200 -

The *executive summary* is a summary of the main points and conclusion of the report. It gives the reader a quick overview of the total situation.

The *introduction* shows the points that will be looked at.

The *findings* are the facts discovered.

The *conclusion* is what you think about the facts and how you interpret them.

*Recommendations* are practical suggestions to deal with the situation and ideas for making sure future activities run more easily.

## Letters

### Salutation

*Dear Sirs* if you are writing to a company or organisation

*Dear Sir/Madam* if you know the position, but not the name

*Dear (name)* if you know the person's name

### Common titles

*Mr* for men

*Mrs* for married women

*Miss* for unmarried women

*Ms* for women, if you don't know or prefer not to specify marital status

### Common abbreviations

*Re.* regarding

*pp.* (on behalf of) when you sign the letter for someone else

*encs.* documents are enclosed with the letter

### Endings

*Yours sincerely* if you know the person's name

*Yours faithfully* if you do not know the person's name

Sign the letter, then print your name and position under your signature.

### **FAR EASTERN AIRWAYS COMPANY LIMITED**

Regent House, 5th Floor,  
12/16 Haymarket, London W1V 5BX  
Administration: 020 7285 9981  
Reservations: 020 7564 0930  
Fax: 020 7285 9984

15 February 2000

Mr Roberto Garcia  
Universal Imports  
28 Whitechapel Court  
London E10 7NB

Dear Mr Garcia

### **Re: Roxanna Garbey**

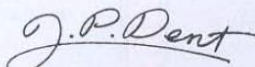
Roxanna Garbey has been accepted for a position as Passenger Service Agent with Far Eastern Airways at Gatwick Airport.

In order for Roxanna to work at Gatwick, she must have a special PASS which would permit her to visit high security areas. She has given your name as a reference.

I would appreciate it if you could complete the enclosed form and return it to us as quickly as possible. She is due to start work with us on 15 March, but can only do so after we receive your reference.

Thank you for your cooperation. I enclose a stamped addressed envelope.

Yours sincerely



J. P. Dent  
Personnel Manager

## Memos

Memos are usually for internal communication.

They should include the following headings:  
To / From / Subject / Date

They should be short and include only relevant information.

Points should be arranged in logical order.  
In longer memos, it is common to number points.

The tone of a memo may be formal, informal or neutral.

It is usual to end with your initials rather than a signature.

### MEMO

To: **All department heads**  
From: **Patricia Marchand,**  
**General Manager**  
Date: **18 April**  
Subject: **Visit of German agent**

Please note that Katya Schmidt, our German agent, will be visiting the company on Friday, 26 April.

There will be a meeting on that day at 11.30 am in the Boardroom, which you should all attend. Ms Schmidt will be presenting her marketing plan for expanding sales in the German market.

If you wish to join us for lunch at a local restaurant, please let me know as soon as possible.

PM

## Agendas

Always put the title, date, time and venue (place).

Larger meetings and committee meetings may also include the following:  
a) Apologies for absence  
b) Matters arising from last meeting  
c) Correspondence  
d) Date of next meeting

A.O.B. means *any other business*. This is for other relevant issues that were not included in the agenda.

### Management meeting

#### AGENDA

Date: 1 March  
Time: 14.00  
Venue: Room 23M, Shaw House

1. Complaints about reception staff.
2. New brochure.
3. Price list for next year.
4. New product presentation.
5. A.O.B.



## Action minutes

### Minutes of the management meeting

Date 1 March, 14.00  
Venue Shaw House, Room 23M  
Present Chris Glover, Bill Brace, Gill Winstanley,  
Iwona Pawlowska, Gareth Massey

#### 1 Guidelines for reception staff

Following recent complaints about the attitude and professionalism of the reception staff, we all agree that it is essential to produce a set of written guidelines. The Human Resources Department will also arrange additional customer service training to take place over the next two months.

IP 8 March

IP

#### 2 New brochure

The Marketing Department is speaking to all senior managers about this on an individual basis. A draft brochure will be circulated so that it can be approved and sent to the printers by 15 March to be ready for next month's trade fair.

BB 5 March

#### 3 Price list

We agreed that our new prices this year will be contained in a separate booklet, rather than as part of the New Product Brochure. An updated list is being compiled.

BB 15 March

#### 4 New product presentation

A presentation to the sales team is being given on 11 March to familiarise all sales representatives with our new products. Individual meetings with team members will be arranged so that everyone is fully briefed for next month's trade fair.

GM

Next Meeting: 18 March, 11.00am  
Venue: To be confirmed

For most business meetings, action minutes are more useful than full minutes.

Action minutes are intended to make sure that decisions of the meeting are understood and carried out.

There is a brief summary of the discussion for each item on the agenda.

The initials of the person responsible for carrying out any action required are given in the margin, along with any deadline.