



BITS Pilani
Pilani Campus

Memo Report

Dr. Kumar Sankar Bhattacharya

Report Formats

A report may have the following formats:

- Manuscript
- Letter
- Memo
- Pre-printed form

Memorandum



- Four important channels of communication in an organization: face-to-face, over the telephone, through e-mail or through an inter-office memorandum, which, in short, is called a memo.
- Memos (memoranda) are written by everyone from junior executives and engineers to Chief Executive Officers.
- They can be informative or persuasive or they can carry more complex messages.
- They assume an effective way of reaching many people at once especially in a big organization.



Memos: Utilities

- Memos help to solve problems either by informing the readers about new information, such as policy changes, price increases, etc. or by persuading the reader to take an action, such as attend a meeting or use less paper.
- Inter-office memos enable the flow of information in all three types of organizational communication, namely vertical, horizontal, and diagonal. The president of an organization can send a memo to the VP (vertical), a VP of one division can send a memo to the VP of another division (horizontal), or the President can send a memo to an employee directly without going through the hierarchical set-up inside the organization (diagonal).

Memos: Types

- Depending on their purpose, memos can be classified into three major categories:
 1. Documentary
 2. Congratulatory
 3. Disciplinary



Structure and Layout

- Standard memos are divided into five main segments. However, depending on the requirement, one or two more segments can be added in the end.
 1. Heading
 2. Opening
 3. Discussion
 4. Closing
 5. Signature
 6. Necessary Attachments (optional)
 7. Distribution (optional)

Heading



The heading section follows this general format:

1. Name of the Organization and Address
2. Date: (complete and current date)
3. To: (designation of the recipient)
4. From: (designation of the sender)
5. Subject: (What the memo is about)

The subject line gives a clear idea of the topic and is usually typed in capitals. Few examples are:
“PERMISSION TO CHANGE PROCEDURE”,
“TERMINATION OF SERVICES”, REQUEST FOR
FOUR MACHINES”

Opening



- The purpose of a memo is usually found in the opening paragraphs and is presented in three parts:
1. **Context and Problem**: It refers to the event, circumstance or background of the problem that is highlighted in the memo. The problem is stated right at the beginning such as, “In our effort to reduce absenteeism in our division.....”

Opening (Contd.)



1. **Specific Assignment or Task**: It refers to the steps taken to resolve the problem. E.g. “To determine the best method of controlling the percentage of absenteeism, I took recourse to three methods....”
2. **Purpose of the Memo**: It gives the reason for writing the memo and forecasts what is there in the rest of the memo. E.g. “This memo presents a description of the current situation, some proposed alternatives, and my recommendations...”

Discussion



- The discussion segment is the part where the arguments are developed to support the basic ideas in a memo. Few guidelines are:
 1. Begin with the information that is most important; start with the key findings or recommendations.
 2. Follow the inverted pyramid pattern of communication. Start with the most general information and move to the specific or supporting facts.
 3. Try to make the text reader-friendly by using boldface type, headings and columns.
 4. For easy reading, list the important points or details rather than writing in paragraphs when possible.

Closing



- A memo can end with some complimentary remarks or directive statements. While a complimentary closing motivates the readers, a directive closing tells them exactly what to expect or what they have to do next.
1. Example of Complimentary Close: “If our results continue to improve at this rate, we will attract more clients during the coming years. Congratulations!”
 2. Example of Directive Close: “I would like to resolve the issue only after hearing from you. Hence, kindly inform me before next Monday (give the date).”

Necessary Attachment (Optional)



- The findings in a memo should be supported by providing detailed information whenever necessary. This can be achieved by attaching lists, graphs, tables etc. at the end of the memo. Be sure to refer to the attachments in the memo and add a notation about what is attached below the closing, like this:
 1. Attached: Director's approval letter
 2. Attached: Several complaints about the product in the last three months
 3. Attached: List of absentees on last Tuesday (date)



Distribution (Optional)

- This is used to mention the designations of those people to whom a copy of the memo has been sent. The short form of complimentary copy, that is Cc, can also be used instead of the word distribution:
 1. Distribution: Assistant Manager, Operations
 2. Cc: Personnel Manager with a request to circulate among the employees

Useful Tips to Prepare a Memo



- Use the standard format or the one prescribed by the organization.
- Include all the necessary segments.
- State clearly the context and purpose in the opening segment.
- Keep in mind your relationship with the recipient to choose the degree of formality.
- Maintain a positive tone.
- State in the closing segment what action is expected from the recipient.
- Use features like highlighting, bold face etc. to draw attention.
- Keep the memo short.

Memo: Sample



XYZ Institute
12 Gandhi Marg, Ahmedabad
Date: 2nd September, 2013
To: Public Relations Manager
From: Labor Welfare Officer
Subject: STAFF WELFARE FUND

You may recall that when I talked to you over phone yesterday, you agreed to my suggestions to create a Staff Welfare Fund to extend financial assistance to our employees and their families in times of prolonged illness or premature death. I have discussed the matter with the Finance Manager. Though in principle he endorsed the idea, he has suggested that detailed guidelines should be prepared for the operation of this fund. Hence I suggest that we may constitute a three-member committee consisting of the following officers to work out the details:

Human Resource Manager (Convener)
Labor Welfare officer
Budget Officer

I am awaiting your approval to proceed further.

P.K. Singh



Report: Memo Format

- A report sent to somebody within the organization will be in a memo format.
- The analysis, conclusions and recommendations are included in the main text part of the memorandum.
- The other parts remain the same as the inter-office memorandum.

Report: Memo Format (Contd.)



- It handles routine business matters such as passing information from one department to another, making changes, alerting employees, solving a problem, etc.
- It differs in structure vis-à-vis a letter report and is more informal because of its circulation within the organization.
- Generally, a memo report is shorter than a letter report.



Memo Report: Layout

Groomwell Finishing School New Delhi

To:

From:

Date:

Subject:

Introductory Paragraph (reference, authorization, objective)

Main Text (such as findings or details of conference, significance)

Concluding Paragraph (formal closing)

Signature

Memo Report: Sample



Memo Report

Siemens Institute of Art and Sciences
C-4, Dwarka, New Delhi: - 110042

Inter office Memorandum *Report*

To: Director
From: Dean of Academics

Ref: PN/4/1237
Date: 3rd May 2007

Subject: Lack of participation in academic activities

Please refer to your Memo no PN/4/1237, dated 26 April 2007, asking me to study the causes for lack of enthusiasm among student for participating in academic activities and to suggest remedial measures.

FINDINGS:

Based on responses from 64 students and 2 faculty members, the following causes for poor participation in academic festivals were determined.

31% of students cited low outside participation as the reason for low enthusiasm for academic activities. It was found that insufficient advertising of the science festival "Positron" and low prize money for events in the festival "Expression" led to low participation from other colleges. This consequently led to low interest among the students of the institute.

48% of the faculty expresses their inability to guide students in projects due to excessive administrative work. Hence students are left without mentors for academic activities.

32% of the students and 41% of the faculty indicated that low participation was because of inconvenient timings. Both "Positron" and "Expression" were scheduled less than one month before the end-semester examinations, and consequently both students and faculties were not left with enough time to concentrate on academic festivals.

RECOMMENDATION:

The institute should ensure that banners and notices advertising academic activities are sent to all leading colleges of Delhi, for this purpose, the institute should hire the services of an advertising agency, which would also help in making the banners and notices more appealing.

Administrative work should be evenly distributed, and not focused on only a handful of faculty members. This would allow faculty members more time to concentrate on academic activities and to guide students in projects.

The science festival "Positron" and the arts festival "Expression" should be rescheduled so that they do not interfere with the student's preparations for exams.

Rajat Sharma

BITS Pilani, Pilani Campus