

- Underscore the key item of the résumé, by including the qualities that you possess, but which are not mentioned in the résumé
- Close the letter on a positive note, expressing enthusiasm
- Highlight your abilities by stressing on the accomplishments

General considerations

- Be careful about the name and the address
- Know the head of department
- Apply without delay

Cover letters for résumés are addressed to the individual and not the organization, and hence knowing the name of the person being addressed creates a better impression. Ensure that the spelling of the name is correct. Let the letter be specific and brief.

- Keep the letter short
- Express enthusiasm and interest for the positive
- Highlight your strengths
- Organize the letter in three parts, indicating reference, special qualities and availability at convenient time.
- Start with the central selling point—education or experience—which is going to benefit the company
- Make your keenness for the specific job obvious



Please refer to Exhibits 15.20 and 15.21 for some sample cover letters accompanying résumés. More samples of cover letter are given in the CD.



Refer to the CD also to learn about official letters such as demi-official letters, government letters, and letters to authorities, as well as other formal letters such as letters to the editor, permission letters, thank you/follow-up letters, acceptance/rejection letters, and resignation letters.

MEMOS

There are four important channels through which information flows within the various sections of an organization. Employees can communicate face-to-face, over telephone, through email, or through an inter-office memorandum, which, in short, is called a memo. Memos (or memoranda) are written by everyone from junior executives and engineers to Chief Executive Officers. When you think of a memo, what do you think of? It could be a small piece of paper with a letterhead that says something like:



'From the desk of ...' or 'Don't forget ...' or 'Reminders ...'

The message itself may be very simple—something like:

'Buy more paper clips' or 'Meet with President at 2:30' or 'We are running out of storage space'.

While these memos are informative or persuasive, and may serve their simple purposes, more complex memos are often needed in an office setting. However, even though business memos may be more formal and complicated, the intention in writing one is still the same---to formally communicate within the organization and keep a record of this communication. These are brief written

EXHIBIT 15.20 Cover letter accompanying a résumé 1

249, Ashok Bhawan
BITS, Pilani
Rajasthan – 333031

25 November 2014

The Manager
Cisco Private Limited
5th cross, Sebastian Road
Hyderabad
India – 530016

Dear Sir

I was very interested to see your advertisement for a Software Engineer in *The Hindu* (20 November 2014). I have been seeking just such an opportunity as this, and I think my background and your requirements may be a good match. I am very much interested in working as a Software Engineer in your esteemed organization. I enclose my résumé as a first step in exploring the possibilities of employment with Cisco Private Limited.

I have worked as a project trainee in Satyam Computer Services Limited for the past 6 months. I was involved in developing a graphical user interface for Metadata Management System. So I have hands-on experience in Java Swing, Java Security, JDBC, and Oracle.

As a Software Engineer in your organization, I assure you that I will work hard for the improvement of your company. Furthermore, I work well with others.

I would appreciate your keeping this enquiry confidential. Thank you for your consideration.

Yours faithfully

(Gopinath M.C.)

Enclosure: Résumé

EXHIBIT 15.21 Cover letter accompanying a résumé 2

311 Nelson Street
West Lake Circle, Jaipur

June 6, 2014

Ms Vibha Acharya
Engineer
ACE Monitoring and Analysis, Inc.
P.O. Box 233, Mumbai

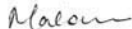
Dear Ms Acharya

Dr Samuel Johnson, a consultant to your firm and my Organizational Management professor, has informed me that 'ACE Monitoring and Analysis' is looking for someone with excellent communications skills, organizational experience, and leadership background to train for a management position. I believe that my enclosed resume will demonstrate that I have the characteristics and experience you seek. In addition, I would like to mention that my work experience last summer makes me a particularly strong candidate for the position.

As a promoter for Sansui Training at the 2013 Singapore Show, I discussed Sansui's products with marketers and sales personnel from around the world. I also researched and wrote reports on new product development and compiled information on industry trends. The knowledge of the mass communication industry I gained from this position helped me analyse how Sansui products can meet the needs of regular and prospective clients, and the valuable experience I gained in promotion, sales, and marketing would help me use that information effectively.

I would welcome the opportunity to discuss these and other qualifications with you. If you are interested, please contact me on my cell number 98292 27400. I look forward to meeting with you to discuss the ways my skills may best serve 'Aerosol Monitoring and Analysis'.

Sincerely,



(Mohan Gokhle)

Enclosure: Resume

communications circulated within an organization. They not only facilitate communication about various operations, but also play an important role in arriving at some quick decisions. For example, the production manager of a fabrics company can decide which type of fabric needs to be produced more on the basis of information provided in a memo from the marketing manager.

Memos also help solve problems either by informing the reader about new information, such as policy changes, price increases, etc., or by persuading the reader to take an action, such as attend a meeting, use less paper, or change a current production procedure.

Inter-office memos enable the flow of information in all the three types of organizational communication, namely vertical, horizontal, and diagonal. The President of an organization can send a memo to the Vice President (vertical), a Vice President of one division can send a memo to the Vice President 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).

In short, memos help in bridging the communication gap among the various sections of any organization and also serve as permanent record of information.

Classification and Purpose

No other kind of written communication reaches so many people at so many levels as does a memo in an organization. The larger the organization and the more levels of authority it has, the more inefficient phone calls and face-to-face discussions become. A memo is a good way to reach many people at once. Of course email is nowadays used in most organizations to convey information in whatever written form you may choose—memo, circular, or notice.

A memo is important not only because of its frequency of use and the wide range of subject matter that can be presented in memo form, but also because it represents a component of interpersonal communication skills within a work environment. To write effective memos that will contribute to efficient functioning within the organization, one has to keep in mind the purpose of writing the memo and the readers' interest. One also needs to take care of the organization of information, completeness and tone while writing an effective memo.

Depending on their purpose, memos can be classified into three major categories:

- Documentary
- Congratulatory
- Disciplinary

Documentary memos

As the name suggests, these memos are mainly used for conveying information, such as memos written to a subordinate to remind, to announce, to give instructions, to explain a policy or procedure, to a peer or superior to make a request or routine recommendation, or to confirm an agreement. For instance, a memo explaining the new method of maintaining medical records of employees in an organization, requesting the head of another division to provide additional manpower for shifting some huge machines, providing some suggestions for improving the existing billing system—all fall under this category. Short reports also can be submitted in the form of documentary memos. Such reports are called memo reports. These are discussed in Chapter 13.

Congratulatory memos

Memos are also used to give credit to employees of an organization for the outstanding work they have accomplished. It is appropriate for the Vice Chancellor of a university to send a

Uses of Memos

1. To request for action or information. This allows one to have a written record of the request. As compared with an oral request, this type of written request is more difficult for the audience to forget or ignore.
2. To explain to the reader something that is not understood. The purpose in this case is to clarify something to the reader.
3. To announce or to give formal notice to readers, publicly informing them about new procedures, new products, or anything that needs to be publicly known.
4. To confirm the details of a meeting, conversation, or telephone call. This would enable one to have a written record of decisions or agreements that were made.
5. To suggest solutions to business problems, to offer one's services or those of the department, or to bring up new ideas or methods of doing things.
6. To report the details of a project at regular intervals as a way of helping the organization keep track of progress and problems

memo to the faculty members congratulating their outstanding contribution to the field of research. Similarly, employees can also send their compliments in the form of a memo to their officers, for the awards or achievements that the latter may have earned.

Disciplinary memos

When employees violate the rules or breach the code of conduct in an organization, they will be served either with a severe warning or any other punishment as decided by the management. The memo conveying this action is known as a disciplinary memo. For instance, a memo may be issued to an officer who has accepted a bribe from one of the customers.

Structure and Layout

Standard memos are divided into five main segments to organize information and to help achieve the writer's purpose. However, depending on the requirements, we may need to add two more segments, one for attachments and the other for distribution of copies.

- Heading
- Discussion
- Signature
- Distribution (optional)
- Opening
- Closing
- Necessary Attachments (optional)

Organizations generally provide printed memo forms to their various divisions, which contain all the segments mentioned above. A sample template is given in Exhibit 15.22.

Heading

The heading segment follows this general format:

- Name of the organization and address (Printed Letterhead)
- Date: (Complete and current date)
- To: (Designation of the recipient)
- From: (Designation of the sender)
- Subject: (What the memo is about, highlighted in some way)

Since memos are used for communication within the organization, it is enough if the designations of the sender and the recipient are mentioned against To and From in the layout.

Almost every recipient reads the subject line, which gives a clear idea of the topic discussed in the memo. The subject line, usually typed in capitals, communicates to the reader(s), the purpose of the memo. One-word subject lines do not communicate effectively, as in the following flawed subject line.

Subject: SUPERVISORS

EXHIBIT 15.22 Memo template

National Steel Industries Ltd 12, Gandhi Marg, New Delhi 110002
Interoffice Memorandum
DATE: TO: FROM: SUBJECT:
<div style="margin-top: 20px;"> <div>_____ (Opening)</div> <div>_____</div> <div>_____</div> <div>_____</div> <div>_____</div> <div>_____ (Discussion)</div> <div>_____</div> <div>_____</div> <div>_____</div> <div>_____ (Discussion)</div> <div>_____</div> <div>_____ (Closing)</div> </div> <div style="margin-top: 20px;"> Signature Attachments: Distribution: </div>

Such a subject line gives a vague idea about the contents of the memo, but lacks focus. A better subject line for this would be:

Subject: SALARY INCREASE FOR SUPERVISORS

A few more samples of subject lines are given below:

- PERMISSION TO CHANGE PROCEDURE
- REQUEST FOR FOUR MACHINES
- DETAILS OF TRAINING PROGRAMME
- TERMINATION OF SERVICES
- ARRANGEMENTS FOR THE CONFERENCE

You may find that the topic and the main focus are connected by a preposition in all these examples. Such a combination works well in all subject lines and clarifies the actual subject matter of the memo to the reader.

Opening

The purpose of a memo is usually found in the opening paragraphs and is presented in three parts: the context and problem, the specific assignment or task, and the purpose of the memo.

The context is the event, circumstance, or background of the problem being resolved or the topic handled in the memo. The first paragraph establishes the background. State the problem or simply the opening of a sentence, such as, 'In our effort to reduce the absenteeism in our Division' Include only what your reader needs, but be sure it is clear.

In the task statement, the steps taken to help resolve the problem must be mentioned. If the action was requested, the task may be indicated by a sentence opening such as, 'You asked that I look at' To explain our intentions, we might say, 'To determine the best method of controlling the percentage of absenteeism, I took recourse to three methods'

Finally, the purpose statement of a memo gives the reason for writing it and forecasts what is in the rest of the memo. Make sure that this statement is forthright and explains to the reader exactly what is in store. For example, we might say: 'This memo presents a description of the current situation, some proposed alternatives, and my recommendations.' If one intends using headings for the different memo segments, the major headings can be referred to in the forecast statement to provide a better guide for the reader.

Some guidelines for the memo's opening segment:

- Include only as much information as is needed by the decision makers in the context, but be convincing in establishing that a real problem exists. Do not ramble on with insignificant details.
- If one has trouble putting the task into words, consider whether you are clear in the mind about the situation. More planning might be required before writing the memo.
- Ensure that the forecast statement divides the subject into topics most significant to the decision maker.

To summarize the opening segment, the memo should start with one or two clear sentences informing the reader of the need and purpose of the communication. For instance, the introductory paragraph of a memo from the Manager of the Training Division of a company to the Vice President of that company may contain the following few lines:

As directed by you in your memo dated 21 July 2014, I analysed the possibilities of offering a three-week training programme to our supervisors. I am submitting my views on organizing this programme in the lines that follow:

Generally, when we write a memo requesting somebody to provide something, the memo may be very short, and hence need not contain a separate introductory paragraph. In this case, the introduction and discussion would be combined as shown below:

As directed by our President, we are trying to complete the work by tonight. To accelerate the pace of work, I request you to spare two computers for tonight only.

Discussion

The discussion segment is the part where we develop the arguments that support our ideas. For example, if a memo is being written to a superior who has asked for an analysis of the feasibility of offering some new services to employees, the details of the analysis can be explained in this section. If one has to direct a subordinate to conduct a survey on the effectiveness of the new machines introduced in the division, the specific details regarding the aspects that need to be examined can be mentioned in this segment. Since very few readers read every line of the memos they receive, keep the communication brief.

The following two examples will show you how the discussion segments of a memo appear:

Example 1

I personally went to the reprography section of our institute and found out that the photocopier is not effective because of the poor quality of stationery used. The paper used is very thin and hence the impressions of one side fall on the other.

Example 2

Our committee examined the case and the details are given below:

1. Adequate quotations were not received for the purchase of the two machines. We found out that there are five dealers for the sale of these machines in our locality.
2. The machines were not properly checked as soon as they were received. They were sent to the production division directly.
3. The Purchase Manager does not have adequate explanations for this casual action.

Closing

After the reader has absorbed all of the information, close with a courteous ending that states the actions expected from the reader. Always consider how the reader will benefit from the desired actions and how those actions can be made easier. For example, we might say, 'I will be glad to discuss this recommendation with you during our Tuesday trip to Delhi and follow through on any decisions you make'.

A memo can end with some complimentary remarks or directive statements. While a complimentary close motivates the readers and makes them feel happy, a directive close tells them what exactly is to be expected or what they have to do next. Here are examples of these two types of closing statements.

Complimentary Close

- If our results continue to improve at this rate, we will attract more students during the coming years. Congratulations!
- Please accept my compliments for introducing this new computing system in your Division.
- There is no doubt that your conscientious efforts would help us accomplish our task without any difficulty. Keep it up!

Hints on the Discussion Segment

1. Begin with the information that is most important; i.e., 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 more reader-friendly by applying boldface type, headings, columns, and graphics.
4. For easy reading, list the important points or details rather than writing in paragraphs when possible.
5. Be careful to make lists parallel in grammatical form.

Directive Close

- I would like to resolve the issue only after hearing from you. Hence, kindly inform me before 25 August 2014.
- To complete your analysis in time, our Finance Manager would provide the necessary data tomorrow, 23 August 2014. Please bring along with you the registration details of the newly acquired land.

Necessary attachments

Make sure all findings are documented to provide 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:

- Attached: Director's approval letter
- Attached: Several Complaints about Product, January–June 2014
- Attached: List of absentees on 17 July 2014

Distribution

This last segment is used to mention the designations of those people to whom a copy of the memo has been sent. As already said, this segment is not mandatory in a memo. The short form of complimentary copy, that is, Cc, can also be used instead of the word *distribution*:

Distribution:

Assistant Manager, Operations
Supervisor, Manufacturing

Distribution:

All Associate Professors

Cc: Personnel Manager with a request to circulate among the employees

Budget Officer
Assistant Manager, Finance

Style

Regarding the style of memos, the organization and the individual's relationship with the readers suggest the degree of formality or informality that should be adopted in a memo. In some companies, a formal style is expected; in others, a handwritten note or informality in style is the rule.



Useful Tips to Prepare Memos

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

Some bosses—those who believe in the importance of upholding status distinctions—want memos to sound formal and distant in a way that is appropriate while communicating to a superior. Others—those who have an open and participative approach to managing—would prefer the use of first person, contractions, and even sentence fragments to create an informal and conversational style. While writing a memo, therefore, one may choose the style that suits the organizational culture, but keep in mind that a friendly tone and courtesy are always required to suggest an association with the reader.

Generally, the tone is kept neutral or positive, but one may occasionally have to issue complaints or reprimands in memo form. Use caution in negative situations, and be aware of the effect of the correspondence. If the communication is spiteful, blunt, or too coldly formal, it might annoy the recipient. Flowery language, excessively technical jargon, or complicated syntax will make one sound pompous. Therefore, one should aim to sound cordial, straightforward, and lucid. Develop a relaxed and conversational style without being too chatty. Projecting an image of consideration creates a greater chance of being viewed as knowledgeable and competent in carrying out the professional responsibilities.

Ensure that a memo is as short and to-the-point as possible. Whether the news is good, bad, or neutral, address the issue in the opening segment. If the memo is lengthy, provide an indication of its organization in the opening segment. Exhibits 15.23 and 15.24 illustrate a memo. The CD contains more samples.

EMAILS

The phenomenally rapid growth of the Internet and its widespread use in business has changed the way in which organizations communicate. All organizations have Internet access, and most individuals have a personal email address. Many companies are promoting the use of email for most—if not all—in-house correspondence, and a great deal of communication with outside organizations also relies on email.

Email stands for electronic mail. These are digital messages that can be sent through an Internet connection. Email offers some tremendous advantages. It is fast—a message can be sent to as many people as necessary instantaneously. It is inexpensive, as it saves paper and is promoted in most organizations as a green initiative. It is convenient and saves time. When dealing with external agencies, especially important clients, it is the most unobtrusive mode of communication, as the recipients can read it at their own leisure and pace, and respond after due reflection.

EXHIBIT 15.23 Sample memo 1

Elite Cycles Limited
Jaipur
Interoffice Memorandum

Date: 10 May 2014

To: Production Manager
From: Personnel Manager
Subject: CHANGE IN WORKING HOURS

Please refer to your memo pd/21 dated 6 May 2014 requesting for a change in working hours of your division because of the extremely hot weather conditions.

As desired by you, the Vice President, Personnel, has agreed to change the working hours. The new timings will be 7 a.m. to 1 p.m. (Monday through Saturday) with effect from 17th May 2014 to 16th July 2014. Kindly inform all the employees working under you.

K. S. Shah
K.S. Shah

Amber Towers, A. C. Road, Jaipur - 302001
Phone 0141- 5112413

When email technology was introduced, it brought in a completely different world in terms of writing. For one thing, it was very informal, as personal emails did not require strict attention to grammatical rules. Page design did not exist. People have adopted the informality of email that had become a standard feature of the genre. However, as emails gradually replaced office letters and memos of all kinds, a certain amount of formality has been introduced. Governments and ministries now use emails for their official communication.

Email also has its own vocabulary of acronyms. Some of the most common ones are listed in this chapter. Email combines most of the best—and a few of the worst—characteristics of the more well known methods of communicating, including postal mail, telephone, and fax.

EXHIBIT 15.24 Sample memo 2**National Institute of Technology**
Worli, Mumbai

Interoffice Memorandum

Date: 25 August 2014
To : Dean, Educational Hardware Division
From: Manager, Reprography Unit
Subject: PURCHASE OF THREE PHOTOCOPIERS

With the addition of four new departments and consequent increase in the number of both faculty and students, the volume of work in the reprography unit has considerably gone up.

The two CopyFast photocopiers that we have at present are no longer adequate to meet the demands. These machines were bought seven years ago and have become obsolete. Moreover, they break down frequently and need major repairs. This year alone we have spent Rs 25000/- to keep them in working condition.

Our estimate shows that we now require at least three more photocopiers to cope with the increasing demand. We have also studied the features and the cost of various brands of photocopiers currently available in the market.

We recommend the purchase of three ImageX5 photocopiers from Singhania Imaging Ltd., Mumbai. The price list is enclosed.

I request your approval for the purchase of these three photocopiers.



Sait Ali