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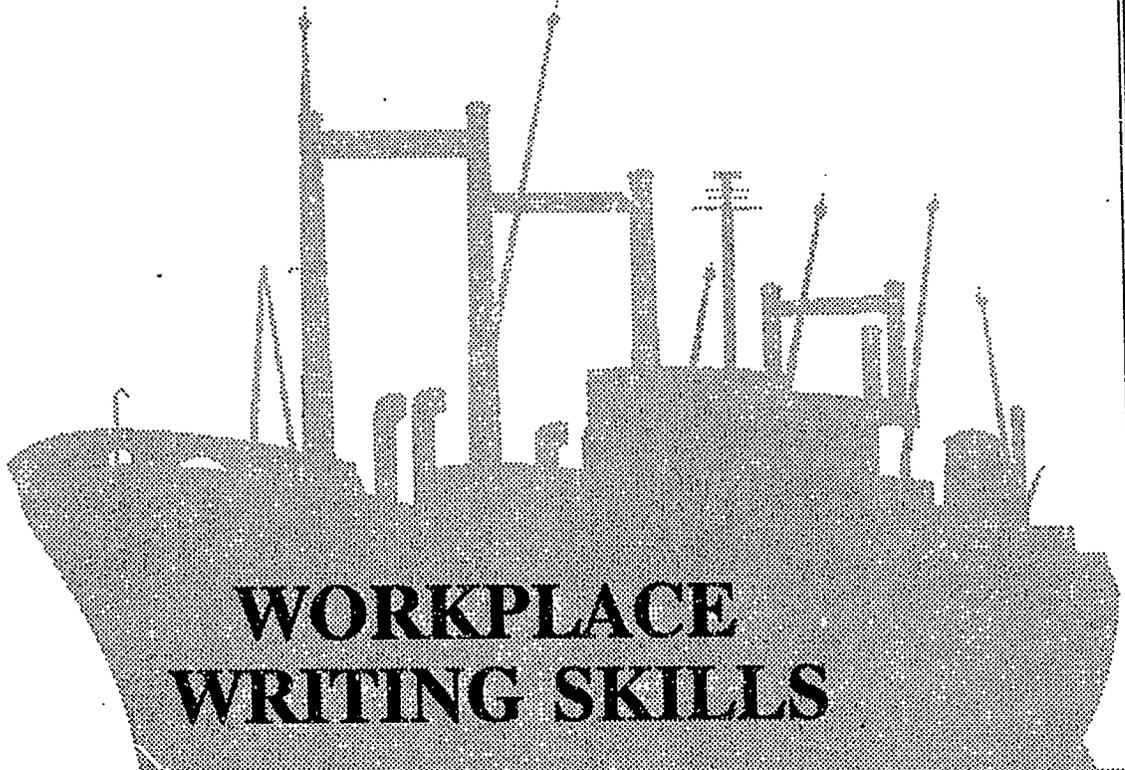
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ABSTRACT

This set of learning modules was developed during a project to deliver workplace literacy instruction to individuals employed in the more than 50 businesses related to the activities of the Port of Baltimore. It is intended to accomplish the following objectives: familiarize students with components of clear and direct sentences; give students practice in such sentences; familiarize students with the concept of plain English and various types of letters and memos; give students practice in writing different types of letters and memos; review basic rules of grammar, punctuation, and usage; and review the writing process, from planning to revision. The following topics are covered in the modules: writing diagnostic sentences; using plain English; writing memos and letters; avoiding ineffective writing; writing letters of complaint, bad news letters, thank-you letters, and letters requesting information; recognizing different types of writing and identifying and rewriting poor writing; and reviewing basic grammar, punctuation, and usage principles. Each module contains objectives, procedures, student handouts, and learning activities/grammar exercises. A posttest and answers to all exercises are included. (MN)

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THE PORT OF BALTIMORE WORKPLACE SKILLS DEVELOPMENT PROJECT



WORKPLACE WRITING SKILLS

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By
Ellen Blumner

CE 068 762

Purpose

Workplace Writing Skills is a course designed for office workers in the Port of Baltimore businesses. The course objectives are as follows:

- to familiarize students with components of clear and direct sentences;
- to provide students practice in writing such sentences;
- to familiarize students with the concept of plain English;
- to familiarize students with various types of letters and memos;
- to provide students practice in writing different types of letters and memos;
- to review basic rules of grammar, punctuation and usage;
- to review the writing process, from planning to revision.

The course is designed in ten one hour modules. We taught it in 8 or 10 hour modules depending on the needs and requests of each business with which we contracted to do the course. Each module consists of lecture, writing exercises and discussion. The course syllabus contains in each module more information and exercises than one hour could possibly contain. We chose from each module material to work on in class; any material not covered in each module was given to students to complete by themselves. Students were encouraged to consult with the instructor on a one-on-one basis to review their work.

We have included material directly related to the port businesses and material pertaining more generally to the business world.

Module I - Diagnostic Sentences

Objectives

1. To diagnose students' knowledge of basic principles of sentence writing.
2. To review with students different ways of writing sentences correctly.

Procedure

1. Students will review sentences.
2. Students will rewrite sentences correctly.
3. Class will review different ways of writing sentences correctly.

Student Activity 1A

Diagnostic

Revise these sentences so that they are clear, correct, and precise. Check for spelling errors, too. Rewrite if necessary.

1. After learning this lesson, you are aware of the fact that people who can't communicate without being unclear are not considered educated.

2. She is the person who was corrected for not paying attention to the detailed documentation.

3. In the event that you still don't understand certain principals, you should review at this point in time rather than trying to ameliorate your language skills immediately prior to attempting to secure employment.

4. In many cases, people who write in a hasty manner are not cognizant of the fact that their confusing the contraction, its, with the possessive, its.

5. Owing to the fact that the manager's statements cannot be said to be not true, there a true and accurate account of why we should utilize those components in the office.

6. Are you cognizant of the fact that subsequent to her securing employment with us, she had a multiplicity of positions that she did not enumerate on her resume?

7. Call Ms. Smith she interviews all candidates for the import division.

8. John had another accident with the delivery truck, our insurance premiums will go up another \$300.00.

9. The shop roof leaks, the foundation needs repairs.

10. Bill Holland, the new export manager, will start work tomorrow tell Bill the President wants to have lunch with him at 1 P.M. in the executive dining room.

11. Mary Sherlin is dock supervisor for the first shift, she still must answer to the dock manager.

12. The groundskeeper should trim the shrubs by the main entrance, he should weed the flower garden in the lobby.

13. The company softball team will practice Sunday morning at 11 A.M., the game starts at 2 P.M.

14. Computers are becoming essential for managers in many industries candidates with computing skills will get hired faster.

15. As Human Resource Manager, you are responsible for Workers' Compensation claims and affirmative action guidelines, you are not responsible for payroll deductions.

16. Form letters save time and money they are worthless, though, if they don't respond to the customer's questions.

17. The clerical staff at Able Inc. are convinced that it is overworked and underpaid.

18. Each of the staff members have signed the petition requesting that their wages be increased by \$15 a week. Even though the manager of the accounting department say the company cannot afford the increase.

19. The president and the accounting manager meets today he and she wants to settle the dispute quickly.

20. Because the building custodians got a raise. All the clerks now argues that she is more skilled than the custodians and therefore should be paid more.

21. Neither the longshoremen nor the executive staff have commented publicly about the dispute, the president fear that the workers also will demand raises.

22. The board of directors have created more problems by issuing a statement saying that each of the clerks earn enough for her needs. Even though the president oppose such a volatile statement.

23. Every one of the labor disputes I have been involved in have created ill feelings for months, consequently each supervisor should receive training so they know how to deal with the inevitable problems.

24. All the crane operators believes he earns his pay, each of them say they work harder than crewmen do.

25. Each of the division managers have his own views on how to settle the dispute indeed six of them has sent memos to the president.

Module 2 - Plain English

Objectives

1. To familiarize students with the concept of plain English.
2. To give students practice in changing verbose phrases to phrases in plain English.
3. To familiarize students with non-discriminatory language.
4. To give students practice in changing discriminatory language to non-discriminatory language.
5. To familiarize students with some commonly confused words.
6. To provide students practice with using the correct word of a pair of commonly confused words.
7. To familiarize students with principles of subject and verb agreement.
8. To provide students opportunity to practice correct use of subject/verb agreement.

Procedure

1. Class will discuss concept to be mastered.
2. Students will read and complete worksheets.
3. Class will review worksheets.

Student Activity 2A

VERBOSE

IN A WORD

Absolutely complete

Advance planning

Afford an opportunity

Am in receipt of

A number of

As a means of

At all times

At an early date

At such time as

At the present time

At this point in time

Because of the fact that

By means of

Continue to remain

Despite the fact that

Due to the fact that

During the time that

End result

For a period of

For the purpose of

For the reason that _____
Has the ability to _____
In an effort to _____
Inasmuch as _____
In close proximity _____
In order to _____
In receipt of _____
In regard to _____
In the amount of _____
In the event of _____
In the near future _____
In view of the fact _____
Make inquiry regarding _____
Of the opinion _____
Perform an analysis of _____
Pertaining to _____
Place an order for _____
Prior to _____
Provided that _____
Relating to _____
Subsequent to _____
Until such time as _____
With reference to _____
With the exception of _____

Avoid Business Jargon

BUSINESS CLICHES

PLAIN TALK

Accommodate

Accomplish

Accurate

Acknowledge

Adjacent to

Administer

Admonish

Allocate

Ambiguous

Ameliorate

Anticipate

Appoint

Appreciate

Approximately

Ascertain

Attempt

Benefit

Cognizant

Collaborate

Commence

Competent

Comply with

Component

Comprise

Conception

Concerning

Consequently

Constitute

Contain

Convene

Cooperate

Coordinate

Currently

Deem

Demonstrate

Depart

Designate

Discrepancy

Disseminate

Divulge

Duties

Elect

Impact

Inaugurate

Indicate

Initiate

Innovation

Inquire

Inquiry

Institute

Intention

Maintain

Manifest

Manufacture

Methodology

Modify

Notify

Objective

Observe

Obtain

Operate

Option

Parameter

Participate

Perform

Permit

Prearrange

Presently

Previously

Procedure

Proceed

Procure

Proficient

Provide

Purchase

Recapitulate

Reflect

Regarding

Remuneration

Render

Request

Require

Rescind

Reside

Selection

Shortcoming

Solicit

Submit

Subsequent

Sufficient

Suitable

Transmit

Transpire

Ultimate

Usage

Utilize

Validate

Viable

STUDENT ACTIVITY 2B

Be Sensitive to Your Readers

INSTEAD OF

TRY

Businessman

Cameraman

Chairman

Congressman

Foreman

Girl/guy Friday

Mailman

Manpower development

Pressman

Salesman

Spokesman

Stewardess

Stock boy

Tradesman

Workman's Compensation

Older Manager

Petite Secretary

Short Salesman

55-year-old programmer

Female engineer

The deaf

The handicapped

Cripple

Diabetic

Wheelchair-bound

Oriental

Indian

Student Activity 2C

Words that Sound Alike

ACCEPT/ EXCEPT

The controller cannot _____ unauthorized vouchers.

All travel vouchers will be paid _____ bar bills.

AFFECT/ EFFECT

The cold weather _____ sales adversely that month.

Only the board of directors can _____ a change in the company's pension plan.

The _____ of the vote was no increase in taxes.

ALL READY/ ALREADY

Finally the papers were _____ to file with the commissioner.

The papers were _____ in the mail when the commissioner telephoned.

ALL TOGETHER/ ALTOGETHER

The computers were set up _____ in the large area on the second floor.

The sales conference was long but _____ worthwhile.

ASSURE/ ENSURE/ INSURE

The personnel director _____ the young man that he would be promoted at the end of the year.

Safety goggles are regulation gear to _____ that the staff will be protected against unforeseen accidents.

The company cars were _____ against theft or fire.

COMPLEMENT/ COMPLIMENT

The colored photographs will _____ the text and provide a better understanding of the technique.

After the conference, the director _____ the staff for a job well-done.

COUNCIL/ COUNSEL

The town _____ met to vote on the issue.

The president and vice-president of the company hired a lawyer to _____ them on the best way to proceed.

ITS/ IT'S

The company has _____ main headquarters in Cincinnati.

Now _____ time to say a few words about vacation schedules.

PRECEDE/ PROCEED

Mr. Johnson talked longer than any of the speakers who _____ him.

Their lawyer advised them on the best way to _____.

PRINCIPAL/ PRINCIPLE

Mr. Clark played the _____ role in the negotiations.

Ms. Stout prefers to live frugally on the interest from her investments rather than touch her _____.

Mr. Howe bases his decisions on the old-fashioned _____ that virtue is its own reward.

STATIONARY/ STATIONERY

Interest rates depend on many factors and are seldom _____.

Their office _____ is very distinctive: pale gray paper with lavender envelopes.

Student Activity 2D

Subject-Verb Agreement

1. The players on the team (is/are) from the accounting department.
2. The file on James and Smith (takes/take) two drawers.
3. The report and the statement of the people involved (has/have) been submitted.
4. One-quarter of the offices (is/are) occupied.
5. Several of the group (eats/eat) in the cafeteria every day.
6. Included in his baggage (was/were) a tape recorder, a microterminal, and our latest price list.
7. To all the volunteers who helped make the day a success (goes/go) our heartfelt appreciation.
8. Everyone in the department (agrees/agree) on the strategies for the promotional campaign.
9. (Is/Are) the filing cabinet and the copier machine in the same area?
10. Neither Mr. Johnson nor his sales staff (sees/see) any reason to make changes.
11. The committee (votes/vote) on all the changes affecting personnel policy.
12. An analysis of the extent to which computers (is/are) used by the sales group (leads/lead) me to conclude that less time (is/are) spent in the drudgery of filling out forms.

Module 3 - Memos and Letters

Objectives

1. To familiarize students with various parts of the process of writing memos and letters:
 - a. preparation for writing
 - b. using the "you" attitude
 - c. organizational structures
 - d. using clear and direct language
 - e. using correct grammar
 - f. using correct punctuation
 - g. using appropriate tone

Procedures

1. Instructor will lecture about writing process.
2. Class will discuss various aspects of the process, asking questions as necessary.
3. Worksheets practicing these skills will be provided, used and reviewed.

Student Activity 3A

MEMO/LETTER WRITING

- I. Preparation for Writing
 - A. How to begin
 - B. Talk to your reader
 - C. Capture all your thoughts.
 - D. Be imperfect
 - E. Play with your ideas
- II. Focus on your readers
 - A. Let your thoughts incubate
 - B. Become your readers

C. Tell why you're writing

•

•

D. Recognize your key ideas

E. Be specific

F. Define your code words

•

III. Plan your memo/letter

A. Preview your points

B. Group similar ideas

C. Set up a writing route

• Formats

• Visual Cues

•

•

•

•

•

•

• Headings

• Topic sentences

D. Map your mind

E. Develop shared goals

•

•

•

IV. Choose a structure

A. Organize by topic

B. Use parallel construction to highlight

•

•

C. Use chronological sequence

•

D. Draw comparisons

• Block comparisons

• Point-by-point comparison

E. Argue with cause and effect

•

Student Activity 3B

V. Shape the memo/letter

A. Throw out clutter

•

•

•

B. Be wary of windy expressions:

•

•

•

C. Groom your sentences

•

•

•

D. Use transitions as bridges

•

E. Brush up on grammar

•

•

F. Brush up on punctuation

•

•

•

•

Student Activity 3C

VI. Listen to your memo/letter

A. Hear your own voice

-

-

B. Be yourself

-

-

C. Use active voice

-

D. Show your feelings

-

-

E. Different types of memos/letters:

-

-

-

-

F. Practice modulating your tone

Modules 4 & 5 - Ineffective Writing

Objective:

1. To have students study examples of effective and ineffective writing.
2. To give students the opportunity to rewrite ineffective paragraphs, memos and letters.

Procedure:

1. Participants will read paragraphs, letters and memos.
2. Class will discuss which writing examples demonstrate good writing and which need improvement and why.
3. Participants will discuss rewrites in small groups and in large group.

Student Activities 4 & 5

Read the memos/letters that follow. Identify errors in spelling, punctuation, and grammatical usage; then rewrite the memos/letters.

1.

Pursuant to phone contact of October 7, final sales totals for the quarter ending in September are enclosed herewith. A planning conference for all sales personnel will be scheduled for the near future and these figures will be discussed. It is hoped that all district managers will be aware that the figures are such that reductions in the total number of dealerships and retail units may be indicated. A meeting to discuss this matter will be held on Monday, 17 October, at 10 a.m., in the regional manager's office. Thank you for your cooperation.

2.

I have read your letter regarding your request for transfer. Travel time to work and a lack of hours are strong reasons for transfer. Presently A & Z can't offer you any position in the San Francisco area. I realize you are eager to transfer, but there are no positions for which you qualify. If a position becomes available you will be strongly considered. Continue to perform as excellently as you have in the past. Together we can find a solution to this problem. Feel free to reapply for transfer in six months. I am sorry we were unable to comply with your request. If you have any questions give me a call at 643-7582.

3.

TO: All employees
FROM: Carol Smith/Human Resources
SUBJECT: Cancellation of July 4th's picnic
DATE: May 27, 1994

It is with great regret that the July 4th's picnic at Central Park has been cancelled. Due to our present reorganization. President John K Hoff and other senior

management have decided that Liberty Savings & Loan Association could not financially justify such an event at this time.

Since these events are so important for the morale of the company, management is hoping to be in a better position to provide its employees with a well deserved Christmas party. And with everyone's help, management knows we will be able to celebrate the holidays like never before.

Mr. Hoff thanks you for making this great sacrifice during Liberty's hard times. In making these types of sacrifices, you are helping to ensure a better future for all. Watch for exciting news regarding this year's Christmas party in Liberty's monthly news letter, you can make it happen.

4.

TO: All employees
FROM: Randy Plunkett, Director
DATE: October 3, 1994
RE: Contributions

It has recently been brought to my attention that only a small percentage of employees are contributors to the Family Relief Fund supported by the Personnel Department. This fund is a source of money for the alleviation of employee hardship and emergencies which happen from time to employees.

It is hoped by this management that encouragement and motivation will be offered by each of you in supporting this worthwhile endeavor. Unless the level of contributions reaches a significant increase soon, a decline will be apparent in the formerly strong contribution level of all employees.

It is understood that no employee or person should be forced to make a contribution to this fund. However, since we believe that a true belief in the community and a desire to see the problems of employees met face-to-face by workable solutions are shared by most employees of Bidwell & Sons, we are certain that undue or inappropriate persuasion techniques will not be needed by the management staff.

You may leave your contributions with Sandy in the Personnel Department office. Thank you for your generosity in supporting this valuable cause.

5.

Mr. William Frank
Personnel Director
ABC Design, Inc.
291 Front Street
San Francisco, CA 94128

Dear Mr. Frank:

Searching for an employee with qualifications to fit management or a position of responsibility with a degree in adversity. The job description you described in the Western Placement Annual 1987, is particularly suited to my qualifications. My previous positions in the federal government has provided me with skills to overcome problems and manifest myself as an achiever.

Mr. Frank, my graduation from Cal State University, Hayward Business Department, in June of '85, has provided me with skills along with my previous employment in government. Hearing your company has an opening in their Marketing and Sales department. I am applying for such a position. Knowing your company deals with a variety of products, I feel that my scope of knowledge of consumer wants and needs can widen your target market areas. My ability to work with the public and quickly locate their interests makes me a likely candidate.

The enclosed resume will clearly show my qualifications and abilities. Please read for yourself and be the judge.

In closing I would appreciate an interview at your convenience. Your company office is located near my home and I would like to meet with you at a time convenient for you. My home phone number after 2:00 pm is 415-385-0049. If any of my skills or experience interests you, please write or phone. Thank you for your time and attention.

Sincerely

Ronald Talbot

6.

Personnel Services Officer
North Coast Community College District
2154 Ridge Drive
Bend, OR 91783

Dear Personnel Services Officer:

Enclosed please find my resume and supporting materials in response to your advertised need for a College Communications Coordinator.

In lieu of a complete written statement which provides my perception of the role of a college communications coordinator I've enclosed reprints of two articles I authored which convey my general feelings about the importance of providing quality educational opportunities which are accessible to as many people as possible.

Briefly, I would add that it is incumbent on spokespersons for public educational institutions to vigorously address the complex public policy and budgetary issues which too often result in decreased tangible fiscal support to public educational institutions.

In addition it is obviously of primary importance for these same public institutions to make the public aware of the services they provide in order to develop, building and maintain the public participation and support that is essential to the growth of strong and viable public educational institutions.

I would enjoy an opportunity to explore these and other ideas with your organization's leadership and hope to be invited to an interview for that purpose.

Thank you for your consideration.

Sincerely,

Richard Luffkin

7.

TO: All supervisors
FROM: F.P. Jones
DATE: September 2, 1994
SUBJECT: Toxic Materials

Our office is required to annually update the names of those people, who according to the latest information available in our office, are using or regularly working in the vicinity of "toxic materials." Our listing is based on information previously provided and on supplemental information which may have been acquired. Every reasonable effort has been made in our office to keep the listing current, but a periodic and explicit updating is needed to insure its accuracy.

In the interest of the continuity of our program, you are asked to review, correct, annotate, sign and return the list to our office at your earliest convenience. Provide the names of new employees, and their starting dates who are using or regularly working in the vicinity of source of "toxic materials," but who do not appear on the present list. Make certain the type of work is specified and the machines used by female workers. Delete from the list those persons no longer using toxic materials and/or those who have severed their relationship with your department, indicating the cessation or termination date as appropriate. Be certain to include your name as a user on the list if appropriate. Your help and cooperation is appreciated.

8.

We have two administrative positions in Department B, one in the front office and the other in the shipping room. The person who had the position in the office has left to work elsewhere. We have another worker who is a dependable person with a pleasant personality. I would like to recommend him for the position of assistant to the sales manager. His name is Fred Harrison. Harrison has worked in the department since March, and we are pleased with the job he is doing.

9.

To: Kate
FROM: Steve
DATE: November 6, 1994
SUBJECT: Travel Expenditures

From Tuesday, October 8, until Thursday, October 10, I attended the Midwest Food Show in Chicago. From Chicago I traveled to Detroit to attend the Food Packaging Trade Conference (the FPTC is a regional workshop/conference-October 11-12.) I submitted an advance request for travel expenses to attend the Midwest Food Show and was reimbursed \$1,300. This leaves me \$491 in the red. Plane tickets were \$1,054.50; other travel \$30. Accommodations: 3 nights in Chicago- \$243; 2 nights in Detroit-\$152. Food for 5 days-\$311.50. Travel bills and receipts are attached. I would like to present a claim for my additional expenses.

Modules 6 & 7

Objectives

1. To give students practice in writing various types of memos and letters: letters of complaint; bad news letters; thank you letters; letters requesting information.
2. To give students practice in adjusting writing tone to various situations.

Procedures

1. Students will write letters and memos in response to situations given.
2. Students will share what they have written with partner, with small group, or with entire class.

Student Activities 6 & 7

1. You were chairman of the program for the International Freight Forwarders Association, which had its last meeting on March 13 and 14, 19XX, in the Krayton Hotel, 2018 Washington Boulevard, Detroit, Michigan 48231. Write to the manager of the hotel, Mr. Robert Hinshaw, telling him that you were dissatisfied with the meeting room accommodations because the public address system did not work satisfactorily and the room temperature could not be adjusted to the comfort of those in the meetings. You would like to know what assurance you can have that these matters will not recur at other meetings you would like to hold at the Krayton. Start with something pleasant.
2. A recent fire has damaged your warehouse in Locust Point, Maryland. Temporarily, shipments to the West Coast will have to be sent from the Port of Philadelphia warehouse. Compose a letter that can be sent to regular customers telling them why shipments might be delayed. Make up the name and address of an imaginary client and prepare a copy to him or her.
3. You are employed as general office assistant for E.C. Lukes Co., a major exporter on the East Coast. Mr. Lukes has suggested that you try to collect his overdue accounts for an agreed percentage of the amount you can collect. The accounts you have range from 30 days to nine months past due. (You are to make up fictitious names and addresses.)
 - a. Write a letter to a client whose account is 30 days past due. The amount due is \$39.
 - b. Write a letter to a client whose account is 60 days past due, amount \$172.
 - c. Write a letter to another client whose account is 60 days past due, amount \$126.
 - d. Write a letter to a client whose account is five months past due, amount \$126.
 - e. Write a letter to a client whose account is nine months past due, amount \$163.

4. As vehicle loan officer of First City Bank, you are in charge of collecting loan payments on all motor vehicles. Write a collection letter for each of the following overdue accounts. Make up individual names and addresses:
 - a. A 19XX VW with a \$123 balance one month past due.
 - b. A 19XX Oldsmobile Cutlass with \$1330.78 balance. Payment has not been made for three months.
 - c. A 19XX Wagoneer Motor Home with a balance \$4,272 on which payments have not been made for six months.
5. You are new to town and want to apply for credit at a local department store. Write to the store of your choice with a request to open an account. Give them information of accounts you have had previously in Tuscon, Arizona, at Goldwater's, Rosenzweig's, and Jacome's. Also mention that you have a current Texaco card under your name, account #75 141 3562.
6. Write a letter from the store in the preceding assignment, welcoming the credit applicant as a new customer and enclosing two credit cards. Ask the receiver to have the cards signed immediately by the persons who will be using them.
7. Write a letter from the store in assignment 5, refusing credit to the applicant. The credit information you have received indicates that this person would not be a good credit risk. Be tactful. Suggest business on other terms.
8. You are manager of a department store in a town where there is no real credit bureau established. Write a letter to Mrs. Mun Tam asking for credit information on a person relatively new to town who has given Mrs. Tam's business, a dress shop, as a credit reference. Tell what information you would like to have.
9. As Mrs. Mun Tam, reply to the letter in number 8, making up your own response.
10. A member of your credit union has ignored the first two payments on a \$3,500 loan. You feel she is a good credit risk. Write a letter inquiring about the reason for nonpayment.
11. One of your good old customers has failed to make the past two monthly payments on his Ice-Maker refrigerator, which he purchased eight months ago. Write him a collection letter.

12. You have sent several collection letters to another customer who purchased an Ice-Maker refrigerator and have tried to reach her by telephone, but you have been unsuccessful in getting any response. Write a letter that will be the final communication before the account is turned over to a local repossession agency.
13. John Palladine, the president of the Baltimore Traffic Club at the World Trade Center, Baltimore, Maryland 21201, has asked you to speak to the next meeting of the traffic club at the World Trade Center at noon, October 30, 1994. Write a letter *refusing this request*. Remember that you are interested in the group because you are a past president of the group.
14. A mail order customer has returned a pair of shoes and asked for a refund, saying that the shoes are the wrong size. The shoes show evidence of use, as the heels are worn and one toe is scuffed. *Refuse the request* and return the shoes, but try to retain the customer's good will.
15. It is the policy of your business to answer all letters, regardless of their tone and content. You have received a complaint from some possibly irrational person whose letter started, "What's wrong with you people, anyway?" and proceeded in a similar manner. The letter claims that an order of a dozen "supposedly fresh roses" remained fresh only two days, and the customer asks to have his \$29.95 for the purchase returned. Write a letter of refusal.
16. An irate customer has returned some carved mahogany bookends for refund, claiming that they were damaged when she received them. There is a deep scratch on the surface of one of the bookends. Since your store deals only in items of high value, you personally check every item carefully before having it wrapped for mailing. Write a letter stating that you cannot accept the returned merchandise and suggest that the customer have the bookend refinished professionally.
17. As supervisor of the mail order department, you have received another incomplete order for O.D. Schwartz, purchasing agent of the J.C. Nichols Company. This time, he did not indicate the make of computer printer being ordered. Further, he did not indicate with which computer the printer should be compatible. Write a letter asking for the make and complete specifications of the printer, along with your catalogue number. Ask for an immediate reply so that you can make delivery as soon as possible.
18. As manager of Panorama Towers, it is your duty to remind tenants that each must use only the parking space assigned to him or her, and that the front

area lot is for 20 minute convenience parking only. Write this form letter, which will be sent to all tenants. Thank the tenants for their cooperation while the parking lot is being constructed, and close with some pleasant comment about future operations or tenancy in the condominiums.

19. Write a letter to a large corporation asking for a copy of its annual report. If you wish to state a reason, say that (1) you are interested in investing in the company, (2) you are thinking of seeking employment with the company, or (3) you need a copy of the report for work in a business writing class.
20. You recently sent in a mail order for \$175.62 for four items of clothing from Country Squire Clothiers, South Hero, Vermont 05486. The merchandise you received was what you ordered except for a man's leather belt, catalogue number 10608S. You ordered size 32 and you received size 42. Write a letter informing Country Squire that you are returning the belt with a copy of your letter, and you would like the belt in the correct size.
21. As publicity chairman of the Lakeside Junior Chamber of Commerce, write a news release about what took place at the September 9 meeting. You will have to make up the subject of Mr. Snyder's speech and any possible details.
22. As program chairman of the Lakeside Junior Chamber of Commerce, write Mr. Fred Snyder a letter thanking him for speaking at a Chamber event.
23. As a member of the consumer relations department of a business, make up a news release about a recent development of the firm.
24. Send a letter to Mr. Clarence C. Brooks, Bud's Flower Shop 122 Colorado and Ocean Blvd., Santa Monica, California 90401, welcoming him as a new customer and thanking him for his order. Suggest other items of stationery you might send him, and enclose a copy of your latest catalogue. Sign the letter with your name as General Manager of Dallas Stationers.
25. Write a personal business letter with your home return address to Cable Care Clothiers, 150 Post Street, San Francisco, California 94108. Order the following merchandise: a man's sleeveless sweater, catalogue #28C3, size 38, price \$29.95, red; swim trunks, catalogue #27H3, size 32, blue-red combination, price \$50.00; casual Knock around Ked, catalogue #49AC, white, price \$40.00.

26. From Tiffany & Company, Fifth Avenue and 57th Street, New York, N.Y. 10022, order one bracelet of 18-karat gold, set with diamonds and emeralds, catalogue #A-65, price \$1,950. Also, order earrings to match, catalogue #C-65, price \$1,290. Ask that the merchandise be billed to your regular account and delivered to you by bonded messenger. Include your complete address.
27. Write a letter to yourself thanking you for the order of bracelet and matching earrings in assignment 26. Sign the letter "Gott Roks, Director of Customer Relations."
28. Send an order to the University Shop, 3900 Jackson Road, Ann Arbor, Michigan 48103. You would like them to select for you a gift for your niece, Miss Priscilla Winslow, a student at the University of Michigan, and ask to have it delivered to her at college address, 2901 Wagoner Road, Apt. 201, Ann Arbor. You may make a suggestion, noting that you are not sure of her dress size so you cannot suggest specific wearing apparel. Ask them to charge it to your MasterCard Account #SZ31-00012-27AC. Specify a limit of \$50.
29. Write a letter to Miss Carol Newman, Customer Service Representative, Sheraton-Tampa Motor Hotel, Cass and Morgan Streets, Tampa, Florida 33602, telling her that your firm no longer carries the cotton-linen banquet cloths and napkins she had ordered, but carries only a new line of a combination of linen-polyester banquet cloths, which have proved more satisfactory for appearance and long-wearing qualities. You have substituted these cloths for the order from the Sheraton-Tampa at the price of the cloths ordered, although the regular price of the new line of linens is approximately 10 percent higher than the cotton-linen cloths. Sign your name to the letter, giving yourself the title of manager, New Products Division.
30. You are employed by the Aspen Ski Hut and have received a letter from a new customer, Miss Terri Fick, saying that when she received her new short skis, the ski poles recommended were not included, although they were on bill she received. Write a letter to Miss Fick saying that you are sending the ski poles and she will receive them by special delivery. Assure her that this will not happen again.
31. You are the owner of new business, Cyd's Cycle Shop, and are interested in participating in the local Thanksgiving Day parade either by preparing a float or by assisting a volunteer group in the preparation of its float. Write a letter to the head of the Thanksgiving Day Parade Committee, Ms. Lucia Stak, 4500 Nema Road, Tucson, Arizona 85034.

Module 8 - Different Types of Writing

Objectives

1. To familiarize students with different types of writing.
2. To give students practice in identifying poor writing.
3. To give students practice in rewriting poor writing.

Procedures

1. Students will read memos and letters.
2. Students will analyze writing of memos and letters.
3. Class will discuss writing flaws.
4. Students will rewrite memos and letters, individually and in small groups.
5. Students will discuss their rewrites.

Student Activity 8A (Example of Poorly Written Letter of Complaint)

Dec. 23, 1994

69 Sagamore Lane
Trenton, New Jersey 10849

Power Tractors, Inc.
3321 Longpull Road
Missoula, Montana 72412

Gentlemen:

I'm not going to beat around the bush because I want you to know you've got a tiger by the tail on this one. So I'll get right to the point. The point is why in the hell do you sell snow plows for your 10 h.p. tractors if you don't build a rear end for the tractor that can stand the torque and grind of plowing.

Let me tell you what the problem is. We've had two snow storms out here so far this year. The first one was about 8 inches. So naturally, since I spent \$1400 on a new tractor rig last year, and that doesn't count the \$450 bucks I dropped on your plow for the rig, I figure, no problem. I'll go out and clear it out in no time. Sure. I hadn't plowed more than forty minutes when the gears in the rear wheels started grinding away. I start pushing more snow and the next thing I know, the tractor won't move. But you guys got it figured right. The thing broke down four days after the warranty was over so I had to buy the parts myself and fix it. It's a good thing I'm a handy mechanic or I'd really be bull about having to pay for labor too. When I tear the rear end apart, what do I find? Two torn up spur gears, a busted bearing flange, and a bent shaft. Boy, did I get the shaft; it cost me \$96.43 for the parts.

So I fixed it. Then we get snow again two days ago. This time, the snow's that slushy stuff and I'm not out there more than twenty minutes when it starts happening again. What a piece of junk, I pulled it into my garage and pull it apart. And it's the same damn thing. Two busted spur gears, this time, two busted bearing flanges, plus the clutch collar's broken too. Yeah, I lucked out, the shaft isn't bent. So now I'm really mad and I call this guy down the street who works on these things to see if he can give it to me straight, since the salesman where I bought it (that's at Ross in Trenton) just shake their heads and cluck like stupid chickens. Well wouldn't you know it. This guy tells me I shouldn't plow with my tractor cause my rear end's not built strong enough. He says that I need a heavy duty rear end before I can plow.

Well now that's a cute one. Why in blazes didn't you smart talking salesman tell me that when I bought the rig? And why doesn't your owner's manual say anything about it? You jerks here sure didn't object when I said I was using the rig for plowing. Well here's the deal. Either you give the me the heavy duty rear end FREE or I plaster your sleazy operation all over the papers. You guys out there probably never head of consumer rights but you'll hear about them now if ! don't get satisfaction. After all, there are laws against selling things that don't work. And I want your answer before we get more snow.

Yours very truly,

Buck Milton

P.S. If I don't hear from you real soon, you'll definitely hear from my lawyer. He says this kind of case is a piece of candy. You guys have got to learn you can't just go around ripping off the public.

Analysis: This letter is inappropriate, rude in tone; uses slang, sexist writing; contains insults; is indirect; does not state problem clearly and substantiate with facts; does not ask clearly for what writer wants.

(Example of good memo of recommendation)

TO: Kate Vincent
FROM: Ron Kramer
DATE: Sept. 27, 1994
SUBJECT: Account Executive/PR

I am recommending Arthur Sanders as an Account Executive in the Public Relations Department.

Sanders has been on the staff in the Marketing Division for three years. He is well organized and a self-starter. He designed several survey questionnaires that filled gaps in our knowledge about indirect competitors to our cereal line. In particular, he did a study on doughnut shops and fast-food restaurants, e.g., McDonald's.

Although Sanders is younger than most people in the department, he is mature for his age. Partly this is a matter of temperament and partly the result of being the sole support of a widowed mother. But to show the lighter side of his personality, he is a faithful member of our bowling team.

I recommend Sanders highly. I believe his innovative ideas will be an asset to the Public Relations Department.

(Example of good recommendation memo.)

DATE: March 4, 1994
TO: Peter Michno, CEO
FROM: Edna Faulkner
Northeast Sales Director

SUBJECT: REQUESTED CONFIDENTIAL REPORT ON PETER ZALINSKI

Peter Zalinski is an intelligent, highly motivated salesperson. During his six years in our Northeast office, he has reversed declining sales trends with three major accounts, opened and serviced six accounts totaling over one million dollars yearly, developed merchandising surveys for prospective accounts, and created and implemented sales proposals in conjunction with the General Manager and Director of Sales. For the past three years, he has been our top salesperson.

Peter's motivation has led to some problems in the office. Because of his competitiveness, Peter has little patience with less competent sales people, and will, at times, make disparaging remarks about them to the office staff. And his constant striving to meet his clients' needs has led to arguments with the shipping department when merchandise isn't delivered on time.

Overall, however, he is the best salesperson I've seen in my 18 years with the company. Would he be a good sales director for the West Coast? I believe so. His ambition and motivation would certainly help West Coast sales, and his belief that clients deserve full support will impress our clients there as it has here. Because Peter has no patience with incompetence or half-hearted efforts, he would quickly weed out mediocre staff, keeping only people who demand as much of themselves as he does of himself. With some guidance from you on interpersonal relations, he could become our most effective sales director.

(Good example of a credit report)

P.D. HUMPHREY CO., INC.

Established 1885

500 Main Road, Tiverton, RI 02878

September 12, 1994

Ms. Mary Leviss
R & D Construction Company
981 Landex Avenue
Hartford, CT 25617

CONFIDENTIAL CREDIT INFORMATION ON MR. JACK HUDNER

Mr. Hudner had an account with us from 1978 until January 1984, when he moved to Hartford. During that period, Mr. Hudner's credit limit rose from \$1,500 to \$4,000.

Before his divorce in 1983, his average monthly balance with us was \$1,800. On the three occasions he couldn't pay the full balance, he called to say that his payment would be delayed. But in 1982, his paying habits changed.

Our credit terms are the usual 2/10, n/30, and Mr. Hudner had often take advantage of the 2 percent discount for payments made within ten days. But in October 1982, he began taking the 2/10 discount even though this payments were late.

Despite our collection notices, by May 1983, his account was \$2,750 in arrears. He finally called to inform us that he was getting divorced, that his wife had placed a lien on his business thereby tying up all his assets, and that he was being forced to sell his business to fulfill his settlement agreement.

In January 1984, he sold his business, paid his outstanding balance plus interest, and informed us he was moving to Hartford to start a new business. Until his personal problems in late 1982, Mr. Hudner was a good customer who paid his bills promptly.

Should you have further questions, we will be happy to assist you.

(Mrs.) Joyce Barnfeld
Credit Manager

JB/hz

(Good example of order acknowledgement/sales letter)

TECH COMMUNICATIONS AND DATA SUPPLIES
P.O. Box 112, 673 HighTech Way
Cambridge, MA 02431

March 4, 1994

Mrs. Julia Shaker
Ganon Enterprises, Inc.
1244 La Strada Way
Los Angeles, CA 93169

Dear Mrs. Shaker:

Your Hayes Smartmodem and 3M diskettes should arrive within two weeks. We sincerely appreciate your confidence in our service and hope this is the first of many orders you place with us.

Your choice of the Hayes Smartmodem is excellent. This modem will provide you with reliable, high-speed, error-free communications at either 300 or 1200 bauds. You can therefore use your modem for communicating with micro or mini-computers and other time-sharing networks. In addition, you can program your modem for automatic dialing, redialing, and automatic transfer. All you have to do is connect your Hayes Smartmodem to a standard RS-232 cable connection.

Your data will be well protected when you use your 3M diskettes. 3M's Crashguard coating helps protect your computer's read/write heads, thereby minimizing head crashes and computer downtime.

To show you our appreciation for your order, we've included a complimentary modem dust cover with your shipment. Once your modem is operational, why not use it to place your next order? Our computer will take your order 24 hours a day, 7 days a week.

Very truly yours,

Misty Knight
Vice President, Sales

(Good example of "bad news" letter)

GREAT NORTHERN POWER COMPANY

535 Edison Road, Duluth, MN 49001

October 13, 1994

Mr. Hob Jackson
Eden Valley Dairy Farm
Harcourt Lane
Eden Valley, MN 49003

Dear Hob:

Your herd has grown considerably since my last visit to Eden Valley five years ago. You have reason to be proud of your accomplishments. My daughter still claims that your cheese is the best she has ever tasted. When are you going to start marketing it in Duluth?

Because taste is such an important part of your dairy's success, let me explain what we've been doing with the land under the power lines. To save the expense of having a crew cut anything that might interfere with the lines, we've been spraying a defoliant on such growth. It's much faster and cheaper than cutting. Although the defoliant could affect the quality of your product, or worse, the herd itself, since the cows would be grazing on the land at least five months a year, I'm sure you'd rather not take that chance. Nor would we.

But I do have a possible alternative. When we bought the easements to build the lines, Mr. Granger insisted we buy the land east of the lines, since we were splitting his land parcel. Well, we own the land but haven't done anything with it. Since no power lines run through it, we don't spray there. You're welcome to use it for part of your herd. I know it won't be as convenient, but it would give you an extra 30 acres of grazing land.

If you decide to use the 30 acres, we ask that you sign a release so we're not liable for equipment or herd damage. Your fee: five wheels of your delicious sharp cheddar for our company Christmas party. Let me know if this arrangement suits you.

Sincerely,

Jack Peters
Executive Vice President

(Good example of credit refusal)

LIGHTGLOW LIGHTING FIXTURES

9997 Plumtree Road
Abilene, KS 56413

May 17, 1994

Ms. Penny Wade
451 County Street
Springfield, MO 30085

Credit Request

Your choice of Lightglow track lights is an excellent one, Ms. Wade. They've become top sellers because more and more people are finding that these versatile lights accent areas beautifully, adding a warm glow to otherwise dreary surroundings.

Your innovative ideas for displaying the Lightglow track lights are sure to help your business grow to a point where we can extend you the \$1,800 credit line you requested. For now, your lack of accounts receivable and particularly your large capital outlay would make it difficult for you to carry such a burdensome monthly credit line.

Because we know how important establishing credit is to a new business, we'd like to offer a compromise to help you set up your showroom. We will be happy to extend a \$500 credit line, which you can apply to your order. The rest of the order could be purchased on a cash basis using our liberal discount terms of 3/10, n/60. This way, you could arrange your showroom immediately --and begin to build the credit history you need. As soon as you feel you can handle a higher credit line, we'll be happy to review your accounts payable/receivable statements.

Should these terms meet your approval, let me know. We'll ship your Lightglow lights the same day.

Joan Milton
Credit Manager

(Good example of "bad news" letter)

MAPLE INDUSTRIES, INC.

912 Channel Boulevard, Tacoma, WA 61205

June 28, 1994

Mr. John Hopkins
32 Dwelley Street
Modesto, CA 99801

Dear Mr. Hopkins:

It was a pleasure meeting you during your interview on June 18. Your ideas on how to integrate Theory Z into our management style are provocative.

I must tell you, though, that we have filled our opening with an applicant who has a stronger background in systems analysis and hardware documentation. As we discussed during your interview, if you plan to stay in this field, you should strengthen your skills in those areas. The American Management Association has some excellent extension courses in both areas. They might just be the answer since your job schedule doesn't give you time to take university courses.

I wish you luck in your search for a more challenging position. Should another job open that fits your qualifications, I will get in touch with you. Again, thanks for your interest in Maple Industries.

Sincerely yours,

Shirley Larson
Employment Representative

Module 9

Objectives

1. To provide a review of basic grammatical principles:

subject/verb agreement
pronoun/antecedent agreement

2. To provide a review of punctuation, particularly the correct use of commas and semi-colons.
3. To provide a review of clearly written sentences.
4. To provide a review of active/passive voice.

Procedures

1. Students will read sentences.
2. Students will choose correct word for sentences, or students will rewrite sentences as directed.
3. Class will review answers.

Student Activity 9A

Underline the subjects and double underline the predicates in these sentences.

1. Companies seek employees who communicate well.
2. The predicate tells us something about the subject.
3. Word processors ease the task of revising.
4. Jennifer commutes fifty miles each morning.
5. What job are you applying for?
6. The new plant manager, a recent college graduate, insists that we wear safety glasses when we enter the plant.
7. Clyde, who used to refuse to walk up three flights of stairs, jogged six miles today after working a twelve-hour shift.
8. The ABC Corporation exports its products to thirty countries.
9. The long and tiring meeting lasted until we resolved all the issues on the agenda.
10. Fortune, a biweekly business magazine published by Time Inc., reports annually on the 500 largest industrial corporations in the United States.

Student Activity 9B

Choose the verb that agrees with the subjects.

1. My brokers, who have an office in the city, (buy, buys) their office supplies from my brothers.
2. Neither the bank nor the insurance companies (allow, allows) such practices.
3. Either Mr. Filbert or the clerks (sign, signs) the delivery orders.
4. The stock numbers and the prices (go, goes) on the order form.
5. The carpenters or the electrician (have, has) the key to the tool room.

Student Activity 9C

Underline the subjects in these sentences, and then choose the verbs that agree with the subjects.

1. Most of the parts for our switchboards (come, comes) from Wisconsin.
2. The shipments of nuts, bolts, and fasteners (are, is) water-damaged.
3. None of the executives (has, have) joined the bowling league.
4. The purpose of the weekly reports and meetings with the account supervisors (are, is) to inform the staff of new developments.
5. Most of the reports (are, is) printed with the laser printer.
6. Each of the sales representatives (have, has) a new car.
7. The flock of chickadees always (separate, separates) at that latitude.
8. The employee council (disagree, disagrees) among themselves about how to implement the new procedures.
9. Neither the president nor the executive vice president (come, comes) to our office parties.
10. Either the loan officers or the branch manager (approve, approves) small business loans.
11. Most of the floor plan (are, is) designed by one individual.
12. During the past five years, food, health, and exercise businesses (have, has) prospered.
13. Because they could not agree, the committee (have, has) offered four proposals for our consideration.
14. The candidates with the best credentials (receive, receives) offers from the prestigious companies.
15. ComTech's softball team (is, are) playing the division champions next week.

Student Activity 9D

Revise these sentences so that the pronouns agree with their antecedents in person, number and gender. Also revise sentences that have a sexual bias.

1. A parent should take the time to involve themselves in school affairs.

2. Each of the clerks should be aware of their responsibilities.

3. Whenever a lawyer comes in, give him this brochure.

4. When an employer interviews you, they will ask why you chose your major.

5. Every one of the interviewers I talked with said they look for candidates with excellent communication skills.

6. Because every skier is different, so too are their needs in ski equipment.

7. Each company president will receive a complimentary bottle of champagne when they arrive.

8. All the employees must check the bulletin board for his weekly assignments.

9. Neither the crew leaders nor the supervisor, Ms. Legree, clearly explain what they expect us to do.

10. Tell each applicant for the secretarial position that they must work every other Saturday morning.

Student Activity 9E

Correct these sentence fragments by adding an independent clause or by combining fragments with independent clauses. If the dependent clause introduces the sentence, separate the clauses with a comma.

1. Once I graduate from college.

2. Henry decided to stay at his desk. Until he got the data to complete the report.

3. Until we decide how to market this product. We should not announce the breakthrough.

4. Although Roberta graduated with a degree in finance.

5. The XYZ Corporation has yet to decide whether to buy or lease its trucks. Because the executive vice president has been in the hospital.

Student Activity 9F

Rewrite these sentences, using conjunctive adverbs.

1. The conveyor belt snapped while we were trying to fix it, so the production line will be shut down for two days.

2. We'll have to enlarge our parking lot, or we will not attract new customers.

3. Mrs. Thoreau has worked in the receiving department longer than anyone else, yet she was not considered for the assistant manager's position.

4. Purchasing agents are responsible for ensuring that adequate materials are always available, and they must buy quality materials at the lowest possible cost.

5. Purchasing agents often can buy from many sources, but their major responsibility is selecting the supplier who offers the best value.

Student Activity 9G

Revise these sentences to make them parallel and more readable.

1. Please consider my application for a marketing supervisor at your firm.

2. I have to find the total costs of living in Texas as compared to Oklahoma.

3. Sexual harassment is a problem that 70 to 80 percent of working women face, most often occurring in small companies.

4. All ad campaigns are directed by the company's home office in Chicago, and other promotional strategies.

5. Popular singers decided to make a record to donate to the starving people in Africa.

Student Activity 9H

These sentences have passive verbs. Identify the verbs.

1. This research was done twelve months ago by our consultants.
2. The managers were told by the company president that they must learn to delegate authority.
3. Criticism was leveled by Ms. Walker at employees who write like illiterates.
4. To find possible areas for improvement, specific questions should be asked by managers.
5. Job dissatisfaction was listed by employees as their reason for absenteeism.

Now rewrite the sentences, using active verbs. (The first sentence has been done for you.)

6. Our consultants did this research twelve months ago.

7. _____

8. _____

9. _____

10. _____

Student Activity 9J

Underline the sentence verb. Then, in the space provided, state whether the verb is active (A) or passive (P).

1. _____ Carla shipped the package on May 1.
2. _____ The comet was sighted first by astronomers in California.
3. _____ Your layoff notice was sent to the personnel office this morning.
4. _____ Use the active voice when you want your writing to be direct and vigorous.
5. _____ Your wallet has been found.

Student Activity 9K

Use active verbs to revise these sentences. (If the sentence omits an actor, add one.)

Example: All orders must be approved

Revision: The purchasing department must approve all orders.

1. A discrepancy in the bill you sent last month was found by me.

2. Misspelled words are looked up, so they won't distract my readers.

3. The decision was made to buy the materials overseas.

4. When you start building the retaining wall around the parking lot, cement should be used.

5. Another letter was sent to you in September.

6. Passive verbs should be used when the actor is unknown or unimportant, or when the actor should be deemphasized.

7. The payroll was not completed in time to pay employees on Friday.

8. Inappropriate software was bought.

9. The photocopying machine was destroyed by the employees who were laid off by the president the week before Christmas.

10. The directive banning overtime work was issued by the accounting manager.

Student Activity 9L

Revise these sentences to eliminate jargon.

1. We surveyed 1,000 students to learn more about their nutritional behavior.

2. Students learn to interface with each of their teachers.

3. The counseling office received additional funding so that it could continue to maintain the function of providing assistance to students.

4. We can effectuate this project once we learn to utilize the correct components.

5. Failure to affix a signature to this agreement will result in a disallowance of all claims.

6. Professors input knowledge so students can output it while interfacing their careers.

7. You should be cognizant of the fact that this program is designed to lead to the assistance of students in the achievement of educational successes.

8. We must begin to prioritize our justice system so that perpetrators who are responsible for the unlawful or arbitrary deprivation of life will be incarcerated.

9. She was cognizant of the rules against misappropriation of supplies prior to her termination.

10. Precipitation in the form of rain is expected weatherwise.

Student Activity 9M

Revise these sentences to eliminate sexist language.

1. Local businessmen know that we depend on our cars.

2. If a professor notices that students are having problems, he should help them.

3. Fraternities and sororities provide manpower for many school and community activities.

4. Good nutrition is essential to man's existence.

5. I'll have my girl run off a copy of that report.

6. She is a competent lady lawyer and an excellent poetess.

7. If a student loses his lab pass, send him to the registrar's office.

8. To protect the fairer sex, we've begun an escort service from the library to the dormitories.

9. Man's achievements in space have been dramatic.

10. To learn more about how the public reacts to this law, Daphne will do some "man-in-the-street" interviews.

Module 10 - Post-Test

Objectives

1. To provide feedback to students about what they learned.
2. To measure what students learned.

Procedures

1. Students will complete test.
2. Teacher will review correct answers with class.

Post Test

1. **Revise the following sentences to make them direct, simple, and conversational:**
 - a. It has been determined by the staff that our process of check verification for customers must be simplified.
 - b. A request that we are making to managers is that they not spend all their time in their departments and instead visit other departments one hour a month.
 - c. It is the personal opinion of this writer that when deadlines have the characteristics of negotiation, they are no longer effective.
 - d. Our organization is honored to have the pleasure of extending a welcome to you as a new customer.
 - e. Please be advised that it is our intention to make every effort to deliver your order by the date of your request, April 1.
 - f. Enclosed herewith are the report and brochures to which you refer in your esteemed letter of the 12th.
 - g. It has been established that the incontestable key to the future success of this organization is a deep and firm commitment to quality.
 - h. It is our suggestion that you do not attempt to move forward until you seek and obtain approval of the plan from the department head prior to beginning the project.
 - i. Experience has indicated that employees who have had the opportunity to attend training sessions benefit most greatly when those sessions are not overly long.
 - j. If doubt is entertained regarding an optimal solution to the problem of acquiring new equipment, may I suggest that we refer the problem to a committee.

2. Suggest shorter forms for the following expressions:

- a. for the purpose of
- b. in reference to
- c. in regard to
- d. without further delay
- e. on a yearly basis
- f. in the event that
- g. a report for which you have no use
- h. an accountant who took great care
- i. arranged according to the alphabet
- j. a program that is designed to save money

3. Revise and shorten the following sentences:

- a. There are four reasons that explain the sudden sales spurt for our product.
- b. As per your suggestion, we will not attempt to make alterations or changes in the blueprints at this point in time.
- c. It is perfectly clear that meetings held on a weekly basis are most effective.
- d. Despite the fact that the bill seemed erroneous, we sent a check in the amount of \$150.
- e. We have received your letter, and we are pleased to send the pamphlets you request.
- f. All accounts that are overdue must be sent a last and final notice before January 1.

- g. There are numerous benefits that can result from a good program that focuses on customer service.
- h. Because of the degree of active employee participation, we are of the opinion that the stock bonus plan will be successful.
- i. At this point in time in the program, I wish to extend my grateful thanks to all the support staff who helped make this occasion possible.
- j. There is a short questionnaire enclosed that is designed to help us take action on the proposed environment plan.
- k. In accordance with your wishes, we are sending you under separate cover two contract forms.
- l. Although the sales returns for July are high in number, experience has indicated that this is not an unusual condition for summer.
- m. This is to inform you that quality should be our first and foremost goal.
- n. It is important to give consideration to the fact that people do change.
- o. For each and every single customer who complains, there are 10 to 15 other ones out there who are not bothering to speak up about their dissatisfaction or unhappiness.
- p. Our consultants can assist you in answering questions which you have about carpet care.
- q. It is our expectation that we will see increases in sales when the reps learn the new system.
- r. Those who function as suppliers may not have a full understanding of the problem.
- s. Except in the instance of Fat-Burger, most fast-food chains are aware of the fact that many consumers want choices on the menu that are healthful.
- t. Two weeks in advance of its planned date of release, the announcement regarding our relocation was leaked to the press.
- u. This is just to let you know that applications will be accepted at a later date for employees who are at the entry level.

v. Did he give you any indication as to whether he was coming?

4. Correct spelling, grammar, punctuation, capitalization, and other errors in the following sentences.

- a. To be elligible for this job, you must (1) Be a U.S. citizen, (2) Be able to pass a through back ground investigation, and (3) Be available for world wide assignment.
- b. Some businesses view "quality" as a focus of the organization rather than a attribute of there goods or services.
- c. Its easy to get caught up in internal problems, and to overlook customers needs.
- d. Incidently we expect both the ceo and the president to make speeches.

5. Edit the following sentences to correct faults in grammar, punctuation, spelling, and word use.

- a. Business documents must be written clear to insure that readers comprehend the message quick.
- b. We expect Mayor Wilson to visit the govenor in an attempt to increase the cities share of State funding.
- c. The call could have been him but we don't know for sure. Since he didn't leave his name.
- d. The survey was sited in an article entitled "Whats new in softwear, however I can't locate it now.
- e. All three of our companys auditors - Jim Lucus, Doreen Delgado, and Brad Kirby - critisized there accounting procedures.
- f. Anyone of the auditors are authorized to procede with an independant action, however, only a member of the management counsel can alter policy.

- g. Because our printer has been broke everyday this week; were looking at new models.
- h. Have you all ready ordered the following? a dictionary a reference manual and a style book.
- i. In the morning Mrs Williams ordinarily opens the office, in the evening Mr Williams usualy closes it.
- j. When you travel in englad and ireland I advice you to charge purchase to your visa credit card.

6. Edit the following sentences to correct all language faults, including grammar, punctuation, spelling, and word use:

- a. Mr. Krikorian always tries however to wear a tie and shirt that has complimentary colors.
- b. The federal trade commission are holding hearings to illicit information about IBMs request to expand marketing in twenty-one city's.
- c. Consumer buying and spending for the past 5 years, is being studied by a Federal team of analysts.
- d. Because we recommend that students bring there own supplies; the total expense for the trip shoud be a miner amount.
- e. Wasnt it Mr Cohen not Ms Lyons who asked for a tuition waver.
- f. As soon as we can verify the figures either my sales manager or myself will call you, nevertheless, you must continue to disperse payroll funds.
- g. Our human resources department which was formerally in room 35 has moved it's offices to room 5.
- h. We have arranged interviews on the following dates, Wednesday at 330 pm Thursday at 1030 am and Friday at 415pm.
- i. The Post Dispatch our local newspaper featured as its principle article a story entitled, Smarter E-Mail is here.

- j. Every one on the payroll, which includes all dispatchers and supervisors were cautioned to maintain careful records everyday.

7. Revise the following sentences to reduce trite expressions and wordiness:

- a. We must make the assumption that you wish to be transferred.
- b. Please give consideration to our latest proposal, despite the fact that it comes into conflict with the original plan.
- c. The committee reached the conclusion that a great majority of students had a preference for mail-in registration.
- d. Please conduct an investigation of employee turnover in that department for the period of June through August.
- e. After we engage in the preparation of a report, our recommendations will be presented in their final form before the Executive Committee.
- f. There are three members of our staff who are making every effort to locate your lost order.
- g. Whether or not we make a continuation of the sales campaign is dependent upon its success in the city of Houston.
- h. If you need further assistance, please do not hesitate to call me at 889-1901.
- i. Please forward any bills in connection with the construction, in accordance with our agreement, to the address of my attorney.
- j. We are in receipt of your check in the dollar amount of \$200.00

8. Revise the following sentences to improve parallelism:

- a. Critics argue that American business is too concerned with machinery, capital, and operations that result in profitability.

- b. Ensuring equal opportunities, the removal of barriers, and elimination of age discrimination are our goals.
- c. Mr. Alvarez reads all incoming mail, and its distribution is made by him to all appropriate responders.
- d. Last year Ms. Thompson wrote letters and was giving speeches to promote investment in her business.
- e. Because of its air-conditioning and since it is light and attractive, I prefer this office.
- f. For this position we assess oral and written communication skills, how well individuals solve problems, whether they can lead others, and we're also interested in interpersonal skills, such as cultural awareness and sensitivity.

9. Edit the following sentences to correct faults in grammar, punctuation, spelling, and word use:

- a. The extraordinary increase in sales is related to us placing the staff on a commission basis and the increase also effected our stock value.
- b. She acts as if she was the only person who ever received a complement about their business writing.
- c. Karen is interested in working for the u.S. foreign service. Since she is hopping to travel.
- d. Major Hawkins whom I think will be elected has all ready served three consecative terms as a member of the gulfport city counsel.
- e. After Mr. Freeman and him returned from lunch the customer's were handled more quick.
- f. Our new employees cafeteria, which opened six months ago has a salad bar that everyone defintly likes.
- g. On Tuesday Ms Adams can see you at two p.m., on Wednesday she has a full skedule.
- h. His determination courage and sincerity could not be denied however his methods were often questioned.

- i. After you have checked the matter farther report to the CEO and I.
- j. Mr. Garcia and her advised me not to dessert my employer at this time. Although they were quite sympathetic to my personel problems.

10. Edit the following sentences to correct all language faults, including grammar, punctuation, spelling, and word confusions:

- a. Your advertisement in the June second edition of the Boston Globe, caught my attention; because my training and experience matches your requirements.
- b. Undoubtlessly the bank is closed at this hour but it's ATM will enable you to recieve the cash you need.
- c. A flow chart detailing all sales' procedures in 4 divisions were prepared by our Vice President.
- d. The computer and printer was working good yesterday, and appeared to be alright this morning; when I used it for my report.
- e. If I was you I would be more concerned with long term not short term returns on the invested capitol.
- f. We make a conscience effort by the way to find highly-qualified individuals with up to date computer skills.
- g. If your resume had came earlier I could have showed it to Mr. Sutton and she before your interview.
- h. Deborahs report summary is more easier to read then David because she used consistant headings and efficient writing techniques.
- i. At McDonald's we ordered 4 big macs 3 orders of french fries, and 5 coca-colas for lunch.
- j. Because the budget cuts will severly effect all programs the faculty have unanimously opposed it.

11. INSTRUCTIONS: GUIDE TO NEW EMPLOYEES

Your boss asks you to write instructions to operate a piece of equipment (such as a fax machine, copier, camera, or printer) or to describe a procedure (such as how to fill out expense reports). Your instructions will guide new employees. Use a real situation if possible. Include your instructions in a memo to your boss.

12. PERSUASIVE MEMO: CONVINCING THE BOSS

In your own work or organization experience, identify a situation where persuasion is necessary. Should a procedure be altered to improve performance? Would a new or different piece of equipment help you perform your work more efficiently? Do you want to work other hours or perform other tasks? Do you deserve a promotion? Could customers be better served by changing something? Do you have a suggestion to improve profitability?

Once you have identified a situation, write a persuasive memo to your boss or organizational head. Convince your boss that your idea should prevail. Include direct and indirect appeals, anticipate and counter objections, and emphasize reader benefits. End with a specific action to be taken.

Workplace Writing Skills

ANSWERS

By
Ellen Blumner

Student Activity 1A - Answers

Revise these sentences so that they are clear, correct, and precise. Check for spelling errors, too. Rewrite if necessary.

1. After learning this lesson, you are aware of the fact that people who can't communicate without being unclear are not considered educated.

After learning this lesson, you know that people who communicate unclearly
are considered uneducated.

2. She is the person who was corrected for not paying attention to the detailed documentation.

She was corrected for not paying attention to the detailed documentation.

3. In the event that you still don't understand certain principals, you should review at this point in time rather than trying to ameliorate your language skills immediately prior to attempting to secure employment.

If some principles still confuse you, review them now rather than trying to
improve your language skills just before you look for a job.

4. In many cases, people who write in a hasty manner are not cognizant of the fact that their confusing the contraction, its, with the possessive, its.

People who write hastily are often not aware that they are confusing the
contraction "it's" with the possessive "its."

5. Owing to the fact that the manager's statements cannot be said to be not true, there a true and accurate account of why we should utilize those components in the office.

Because the manager's statements are true, they are an accurate account
of why we should use those parts in the office.

6. Are you cognizant of the fact that subsequent to her securing employment with us, she had a multiplicity of positions that she did not enumerate on her resume?

Are you aware that before working here, she had many positions that she did not list on her resume?

7. Call Ms. Smith she interviews all candidates for the import division.

Call Ms. Smith; she interviews all candidates for the import division.

8. John had another accident with the delivery truck, our insurance premiums will go up another \$300.00.

Because John had another accident with the delivery truck, our insurance premiums will go up another \$300.00.

9. The shop roof leaks, the foundation needs repairs.

The roof leaks, and the foundation needs repairs.

10. Bill Holland, the new export manager, will start work tomorrow tell Bill the President wants to have lunch with him at 1 P.M. in the executive dining room.

Bill Holland, the new export manager, will start tomorrow. Tell Bill that the president wants to have lunch with him at 1 p.m.

11. Mary Sherlin is dock supervisor for the first shift, she still must answer to the dock manager.

Although Mary Sherlin is a dock supervisor for the first shift, she still must answer to the manager.

12. The groundskeeper should trim the shrubs by the main entrance, he should weed the flower garden in the lobby.

The groundskeeper should trim the shrubs by the main entrance and weed the flower garden in the lobby.

13. The company softball team will practice Sunday morning at 11 A.M., the game starts at 2 P.M.

The company softball team will practice Sunday morning at 11 a.m.; the game will start at 2 p.m.

14. Computers are becoming essential for managers in many industries candidates with computing skills will get hired faster.

Because computers are becoming essential for managers in many industries, candidates with computing skills will get hired faster.

15. As Human Resource Manager, you are responsible for Workers' Compensation claims and affirmative action guidelines, you are not responsible for payroll deductions.

As Human Resource Manager, you are responsible for Workers' Compensation claims and affirmative action guidelines, but you are not responsible for payroll deductions.

16. Form letters save time and money they are worthless, though, if they don't respond to the customer's questions.

Although form letters save time and money, they are worthless if they don't respond to the customer's questions.

17. The clerical staff at Able Inc. are convinced that it is overworked and underpaid.

The clerical staff at Able, Inc. is convinced that it is overworked and underpaid.

18. Each of the staff members have signed the petition requesting that their wages be increased by \$15 a week. Even though the manager of the accounting department say the company cannot afford the increase.

All the staff members have signed the petition requesting that their wages be increased by \$15.00 a week, although the manager of the accounting department has said that the company cannot afford the increase.

19. The president and the accounting manager meets today he and she wants to settle the dispute quickly.

The president and the accounting manager are meeting today. They want to settle the dispute quickly.

20. Because the building custodians got a raise. All the clerks now argues that she is more skilled than the custodians and therefore should be paid more.

Because the building custodians got a raise, all the clerks now argue that they are more skilled than the custodians and, therefore, should be paid more.

21. Neither the longshoremen nor the executive staff have commented publicly about the dispute, the president fear that the workers also will demand raises.

Neither the longshoremen nor the executive staff have commented publicly

about the dispute; however, the president fears that the workers also will demand raises.

22. The board of directors have created more problems by issuing a statement saying that each of the clerks earn enough for her needs. Even though the president opposed such a volatile statement.

The board of directors has created more problems by issuing a statement saying that all the clerks earn enough for their needs, even though the president opposed such a volatile statement.

23. Every one of the labor disputes I have been involved in have created ill feelings for months, consequently each supervisor should receive training so they know how to deal with the inevitable problems.

Every one of the labor disputes I have been involved in has created ill feelings for months; consequently, all supervisors should receive training so they know how to deal with the inevitable problems.

24. All the crane operators believes he earns his pay, each of them say they work harder than crewmen do.

All the crane operators believe they earn their pay; they all say they work harder than the crewmen do.

25. Each of the division managers have his own views on how to settle the dispute indeed six of them has sent memos to the president.

All the division managers have their own views on how to settle the dispute; indeed, six of them have sent memos to the president.

Student Activity 2A - Answers

VERBOSE

Absolutely complete

Advance planning

Afford an opportunity

Am in receipt of

A number of

As a means of

At all times

At an early date

At such time as

At the present time

At this point in time

Because of the fact that

By means of

Continue to remain

Despite the fact that

Due to the fact that

During the time that

End result

For a period of

For the purpose of

IN A WORD

complete

planning

let

have

some

to

always

soon

when

now

now

because

by

remain

although

because

while

result

for

for

For the reason that	for
Has the ability to	can
In an effort to	to
Inasmuch as	because
In close proximity	near
In order to	to
In receipt of	have
In regard to	about
In the amount of	for
In the event of	if
In the near future	soon
In view of the fact	because
Make inquiry regarding	inquire
Of the opinion	believe
Perform an analysis of	analyze
Pertaining to	about
Place an order for	order
Prior to	before
Provided that	if
Relating to	about
Subsequent to	after
Until such time as	until
With reference to	about
With the exception of	except

Avoid Business Jargon

BUSINESS CLICHES

PLAIN TALK

Accommodate	hold, provide
Accomplish	complete
Accurate	correct
Acknowledge	recognize
Adjacent to	next to
Administer	manage
Admonish	warn
Allocate	set aside
Ambiguous	unclear
Ameliorate	improve
Anticipate	expect
Appoint	name
Appreciate	value
Approximately	about
Ascertain	find out
Attempt	try
Benefit	help
Cognizant	aware
Collaborate	work together

Commence	begin
Competent	capable
Comply with	follow
Component	part
Comprise	make up
Conception	idea
Concerning	about
Consequently	as a result
Constitute	form, make
Contain	have
Convene	meet
Cooperate	work together
Coordinate	rank, arrange
Currently	now
Deem	believe
Demonstrate	show
Depart	go
Designate	name
Discrepancy	difference
Disseminate	distribute
Divulge	tell
Duties	work, tasks
Elect	choose

Eliminate	remove
Employ	use
Encounter	meet
Endeavor	try, attempt
Endorse	support
Ensnare	follow
Equitable	fair
Equivalent	equal
Establish	prove, set up
Esteem	respect
Execute	carry out
Exhibit	show
Exigency	needs, demands
Expedite	hasten
Expunge	erase
Exterior	outer
Fabricate	make
Facilitate	aid
Feasible	possible
Fortunate	lucky, had the good luck
Fulfill	carry out
Generate	produce
Immediately	at once

Impact	effect
Inaugurate	start
Indicate	show
Initiate	begin
Innovation	change
Inquire	ask
Inquiry	question
Institute	start
Intention	aim
Maintain	keep up
Manifest	obvious
Manufacture	make
Methodology	system
Modify	change
Notify	inform
Objective	goal
Observe	see, notice
Obtain	get
Operate	run
Option	choice
Parameter	limit
Participate	join, take part
Perform	do, carry through

Permit	let
Prearrange	arrange
Presently	now, at this time
Previously	before
Procedure	way
Proceed	go on, continue
Procure	buy
Proficient	skilled
Provide	supply
Purchase	buy
Recapitulate	sum up
Reflect	think
Regarding	about
Remuneration	payment
Render	submit, make
Request	ask
Require	need
Rescind	take back
Reside	live
Selection	choice
Shortcoming	flaw
Solicit	seek, ask for
Submit	send

Subsequent

later, following

Sufficient

enough

Suitable

fit, apt

Transmit

send

Transpire

happen, occur

Ultimate

final

Usage

use

Utilize

use

Validate

confirm

Viable

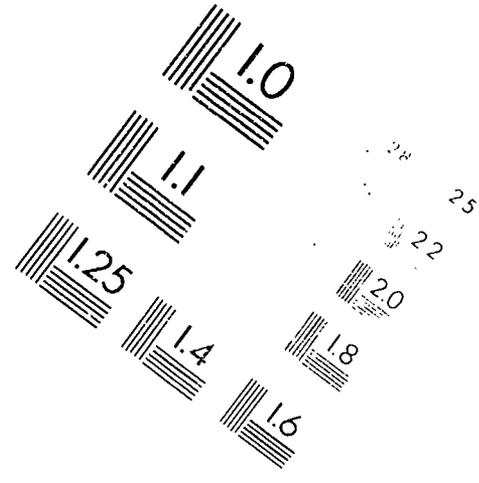
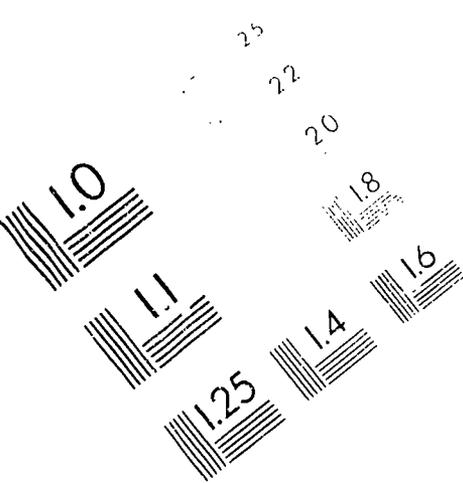
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AIM

Association for Information and Image Management

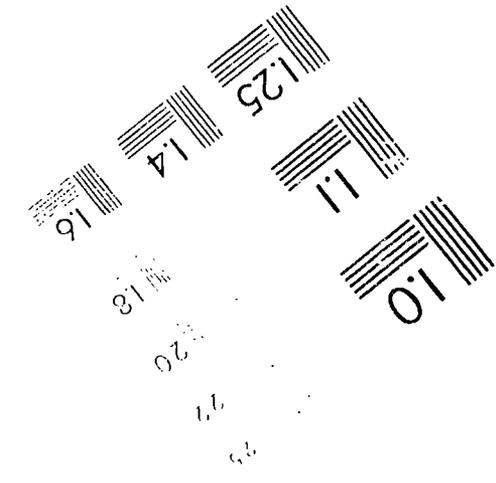
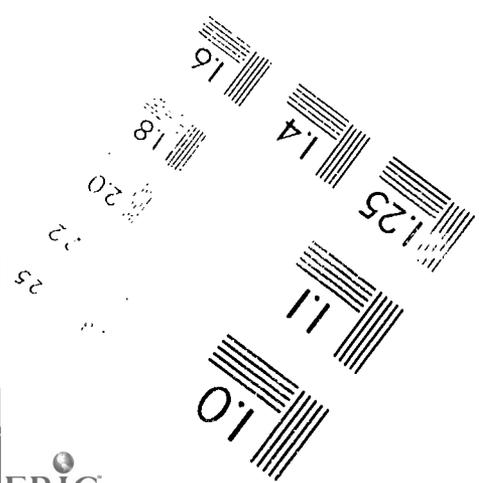
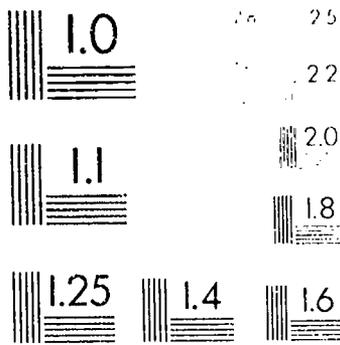
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STUDENT ACTIVITY 2B - Answers

Be Sensitive to Your Readers

INSTEAD OF

TRY

Businessman	business executive, manager
Cameraman	camera operator
Chairman	chair or chairperson
Congressman	representative or senator
Foreman	supervisor
Girl/guy Friday	office assistant
Mailman	mail carrier
Manpower development	human resource development
Pressman	press operator
Salesman	salesperson
Spokesman	spokesperson
Stewardess	flight attendant
Stock boy	stock clerk
Tradesman	shopkeeper
Workman's Compensation	worker's compensation
Older Manager	manager
Petite Secretary	secretary
Short Salesman	salesperson

55-year-old programmer

programmer

Female engineer

engineer

The deaf

people with hearing impairments

The handicapped

people with disabilities

Cripple

person with a disability

Diabetic

person with diabetes

Wheelchair-bound

wheelchair user

Oriental

person from China or Japan

Indian

Native American

Student Activity 2C - Answers

Words that Sound Alike

ACCEPT/ EXCEPT

The controller cannot **accept** unauthorized vouchers.

All travel vouchers will be paid **except** bar bills.

AFFECT/ EFFECT

The cold weather **affected** sales adversely that month.

Only the board of directors can **effect** a change in the company's pension plan.

The **effect** of the vote was no increase in taxes.

ALL READY/ ALREADY

Finally the papers were **all ready** to file with the commissioner.

The papers were **already** in the mail when the commissioner telephoned.

ALL TOGETHER/ ALTOGETHER

The computers were set up **all together** in the large area on the second floor.

The sales conference was long but **altogether** worthwhile.

ASSURE/ ENSURE/ INSURE

The personnel director **assured** the young man that he would be promoted at the end of the year.

Safety goggles are regulation gear to **ensure** that the staff will be protected against unforeseen accidents.

The company cars were **insured** against theft or fire.

COMPLEMENT/ COMPLIMENT

The colored photographs will **complement** the text and provide a better understanding of the technique.

After the conference, the director **complimented** the staff for a job well-done.

COUNCIL/ COUNSEL

The town **council** met to vote on the issue.

The president and vice-president of the company hired a lawyer to **counsel** them on the best way to proceed.

ITS/ IT'S

The company has **its** main headquarters in Cincinnati.

Now **it's** time to say a few words about vacation schedules.

PRECEDE/ PROCEED

Mr. Johnson talked longer than any of the speakers who **preceded** him.

Their lawyer advised them on the best way to **proceed**.

PRINCIPAL/ PRINCIPLE

Mr. Clark played the **principal** role in the negotiations.

Ms. Stout prefers to live frugally on the interest from her investments rather than touch her **principal**.

Mr. Howe bases his decisions on the old-fashioned **principle** that virtue is its own reward.

STATIONARY/ STATIONERY

Interest rates depend on many factors and are seldom **stationary**.

Their office **stationery** is very distinctive: pale gray paper with lavender envelopes.

Student Activity 2D - Answers

Exercise: Subject-Verb Agreement

1. The players on the team are from the accounting department.
2. The file on James and Smith takes two drawers.
3. The report and the statement of the people involved have been submitted.
4. One-quarter of the offices are occupied.
5. Several of the group eat in the cafeteria every day.
6. Included in his baggage were a tape recorder, a microterminal, and our latest price list.
7. To all the volunteers who helped make the day a success goes our heartfelt appreciation.
8. Everyone in the department agrees on the strategies for the promotional campaign.
9. Are the filing cabinet and the copier machine in the same area?
10. Neither Mr. Johnson nor his sales staff sees any reason to make changes.
11. The committee votes on all the changes affecting personnel policy.
12. An analysis of the extent to which computers are used by the sales group leads me to conclude that less time is spent in the drudgery of filling out forms.

Student Activity 3A - Answers

MEMO/LETTER WRITING

I. Preparation for Writing

A. How to begin

Warm-up exercise - Take 10 minutes to write quickly on your subject. Don't edit or correct. Let your ideas come out.

B. Talk to your reader

Use words from your own vocabulary.

C. Capture all your thoughts. Think on paper.

◦ At the beginning, use sentence fragments, run-ons, improper construction, but get all your ideas down.

D. Be imperfect - Don't censor or criticize.

E. Play with your ideas.

II. Focus on your readers - Put yourself in their place.

A. Let your thoughts incubate; put your first draft aside.

B. Become your readers -

◦ Write the memo to yourself first.

C. Tell why you're writing

◦ Write to express your ideas not to impress your readers.

◦ Ask yourself why you are sending the memo; what reader needs to know; how you can get your points across.

D. Recognize your key ideas - develop them.

- E. Be specific - use concrete images and specific examples.
- F. Define your code words: technical terms, business jargon, acronyms, abstract phrases.

- Make sure that your words do not carry more meaning for you than your reader; use code words as jumping-off points to amplify and explain your ideas.

III. Plan your memo/letter

- A. Preview your points - First paragraphs should brief your readers on everything you'll be saying in your memo so that they do not miss key points.
- B. Group similar ideas - Categories become focal points of paragraphs.
- C. Set up a writing route: formats, visual cues, headings, and topic sentences guide your readers.

- Formats

- To:
- From:
- Date:
- Re:

- Visual Cues

- use bullets
- put headings in capital letters
- underline key words
- indent specific examples
- leave extra white space
- adopt a different type face

- set up rows and columns
 - Headings - allow reader to skim
 - Topic sentences - lead into your subject and forecast what will follow.
Make sure you support them with specific examples.
- D. Map your mind (if ideas are more complex)
- E. Develop shared goals
- If you wish to be persuasive ask yourself what your readers need to know to understand your message. Are your readers:
 - familiar with your technology and shop terms?
 - acquainted with your issues?
 - in agreement with your ideas?
 - sympathetic to your goals?
 - neutral to your proposal?
 - feeling threatened by your project?
 - Be sure to include all the information you need; be sure to justify your points carefully, logically, in an unbiased manner.

IV. Choose a structure

- A. Organize by topic - (most common) - An opening sentence contains the central point of a paragraph and forecasts what will be coming. Details are added based on the topic sentence. The contents of a memo can be gleaned from the opening sentence in each paragraph.**
- B. Use parallel construction to highlight**
- Start all items in a parallel series with the same part of speech.
 - Items listed in a similar format are both easy to read and easy to follow.
- C. Use chronological sequence**
- When you are telling the background of a problem, recounting the history of a project, recording the status of an ongoing situation, or describing the steps in a procedure, you are telling a story. You can use time words as an organizational technique.
- D. Draw Comparisons**
- Block comparisons - Outline the same characteristics of different items in all the paragraphs.
 - Point-by-point comparison - Excellent technique for evaluating the pros and cons of a product. Be sure to give corresponding facts for products A, B, and C.
- E. Argue with cause and effect**
- Cause and effect patterns are developed with words that lead your reader to anticipate; you will be providing a reason or explaining a decision. Before making a recommendation, use words such as "the results indicate," "it follows that," "in conclusion," or "to sum up."

Student Activity 3B - Answers

V. Shape the memo/letter

A. Throw out clutter

- Always check to see that every word does a useful job.
- Never use a phrase when a single word will do.
- Be wary of redundancy:

ex. absolutely complete
 advance planning
 other options
 resume again

B. Be wary of windy expressions:

- Keep paragraphs short. Usually a topic sentence and three or four others with details are sufficient.
- Create white space on the page.
- Occasionally, use a single sentence for a paragraph (for emphasis, a strong impression).

C. Groom your sentences

- Balance several short sentences with a long one (or vice versa).
- Put separate thoughts in separate sentences.
- The average length of a sentence should be between 15 and 20 words (based on counting all the words in a paragraph and dividing that figure by the number of sentences in the paragraph).

D. Use transitions as bridges. They foreshadow what will be coming:

in particular
namely
for instance

(giving an
example)

furthermore
hence
thus

(developing an
idea)

similarly
both
in contrast

(drawing a
comparison)

but
on the other hand

(contrast; opposite
point of view)

E. Brush up on grammar

- Pronouns and antecedents - pronouns substitute for people, places, and things named earlier. The relationship of the pronoun to the earlier reference must be clear. Be especially careful when you use "this, that these, those, which."
- Subjects and verbs must agree

F. Brush up on punctuation

- Periods indicate the end of a complete thought. Make sure your sentences are not too long.
- Use commas correctly between independent clauses.
 - Clauses or long phrases at the start of a sentence
 - Items in a series
- Use semi-colons in between two closely related independent clauses; use of a comma in such a sentence will result in a run-on sentence or a comma splice.
- Use a colon
 - after a salutation on a letter
 - to precede a list, after a complete sentence

Student Activity 3C - Answers

VI. Listen to your memo/letter

A. Hear your own voice

- Attitudes can be heard. Do not offend readers. Keep anger and sarcasm out of writing.
- Tone is the way your reader hears you. Train your ear to be sensitive to your readers. Think of how they will react. Read memo/letter aloud.

B. Be yourself

- Show warmth; be friendly; don't be pretentious or artificial.

"Please look this over when it's convenient for you; I'd like to have your assessment."

- Ask yourself how your friends would respond if you said it aloud. Would they laugh at your stuffiness?

C. Use active voice

- The passive voice does not take responsibility for the action. It distances the writer and the act. It is an evasion strategy that produces dry, impersonal, and ineffectual writing. Be an involved writer. Use the active voice.

D. Show your feelings

- Show your readers you are interested in them. Use "I" and "you."
- Use a polite and firm tone; be courteous. Share the readers' concerns. Take responsibility. Show appreciation. Say "no" nicely but honestly.

E. Different types of memos/letters:

Adjustment/apology - Accept responsibility. Be sincere, straight forward, understanding.

Complaint - Tell briefly what has happened and what result you want. Be polite and matter-of-fact. Never be angry or sarcastic.

Congratulatory - Be personal, positive, and friendly.

Follow-up - Sound direct and business like. Provide facts, figures, other pertinent information.

Recommendation - Be fair and perceptive. Be forthright and honest.

F. Practice modulating your tone. Be positive. Don't overuse "regret, decline, deny, refute," etc.

Be good humored - witty, not sarcastic.

Be honest - express yourself sincerely.

Don't exaggerate.

Student Activities 4 & 5 - ANSWERS

The following are better versions of the memos and letters above.

BETTER VERSION OF #1.

As we discussed in our telephone conversation of October 7, I am enclosing final sales totals for the third quarter. Because these figures are low, district managers should know that we may need to reduce the number of dealerships and retail units.

We will discuss this matter in a meeting on Monday, October 17 at 10 a.m. in the regional manager's office.

Thanks for your help.

BETTER VERSION OF #2.

I have read your letter regarding your request for a transfer. I understand that you have valid reasons for your request, but unfortunately, we have no opportunities for a transfer at present.

Please reapply for a transfer in six months. If a position opens up at that time, we will consider you as a strong candidate. We are aware that your performance has been consistently excellent and would like to honor your request. If you have any questions, give me a call at 643-7582.

BETTER VERSION OF #3.

TO: All employees
FROM: Carol Smith/Human Resources
SUBJECT: Cancellation of July 4 picnic
DATE: May 27, 1994

As you know, Liberty Savings has recently undergone a major re-organization. We are looking forward to our new association with First American Savings Bank.

I am sorry to inform you that the July 4 picnic at Central Park, announced before the re-organization, is canceled. President Hoff has decided Liberty Savings cannot financially justify a picnic at this time.

Because special events are important for the morale of the company, we plan to provide you with a well-deserved Christmas party. With everyone's help, we should be able to celebrate the holidays as never before.

Mr. Hoff thanks you for making this sacrifice and appreciates your understanding to ensure a better future for Liberty Savings and all our employees.

BETTER VERSION OF #4.

TO: All employees
FROM: Randy Plunkett, Director
DATE: October 3, 1994
RE: Contributions

I recently learned that only a small number of employees have contributed to the Family Relief Fund. This fund is supported by the Personnel Department and helps fellow employees meet emergencies.

I urge all of you to support this worthwhile cause. We understand that no one should be forced to make a contribution to this fund. We also believe, however, that you would be willing to help a colleague achieve a workable solution to an emergency.

Please leave your contribution with Sandy in the Personnel Department office. Your generosity will be genuinely appreciated.

BETTER VERSION OF #5.

123 Main Street Apt. 4
West Ham, Pennsylvania 19487
January 4, 1994

Mr. William Frank
Personnel Director
ABC Design, Inc.
291 Front Street
San Francisco, CA 94128

Dear Mr. Frank:

I understand that you are searching for an employee with management qualifications. I believe that I am well-suited for the job described in Western Placement Annual. I am an achiever with special skills in problem solving.

I graduated from Cal State University, Hayward, with a degree in business in 1985. I have worked as a cost analyst for the federal government for eight years. I am applying for the advertised position in your company's marketing and sales department. I believe that my knowledge of consumer wants and needs can help you broaden the target markets for your many products. I work well with the public, and I am sure that I can quickly identify their interests.

The enclosed resume will clearly show my qualifications and abilities.

I would appreciate an interview. Your company office is near my home, and I would like to meet with you at a time convenient for you. My home phone number, after 2 p.m., is 415-385-0049.

Sincerely,

Ronald Talbot

BETTER VERSION OF #6.

1234 Main Street
New York, NY 10021
June 6, 1994

Personnel Services Officer
North Coast Community College District
2154 Ridge Drive
Bend, OR 91783

Dear Personnel Services Officer:

I am applying for the position of College Communications Coordinator at Woodhill College. Enclosed are my resume and several letters of recommendation.

Instead of a statement on the role of a college communications coordinator, I am enclosing reprints of two articles I wrote that spell out my strong feelings about the need for quality education and access for all to these educational opportunities. I hope you won't mind the substitution.

I believe that people who speak for the college have to understand public policy and the budget. They must be able to explain these issues to taxpayers in terms they understand; otherwise, financial support for the colleges will continue to erode. A college information officer's main job is to make the public aware of the many worthwhile programs and services the college provides. I believe that providing this information is a vital service, one necessary not only for the health of the college, but also for continued growth of public education.

I would like to talk with you about these and other matters. I hope you will invite me for an interview.

Sincerely,

Richard Luffkin

BETTER VERSION OF #7.

TO: All supervisors
FROM: F.P. Jones
DATE: September 2, 1994
SUBJECT: Toxic Materials

You can help update our information on people working with or near sources of toxic materials. For your convenience, a copy of your most recent list of toxic materials workers is attached. Below is an explanation of what we would like you to do and why.

1. Review the list and add or delete names as appropriate.
2. Provide starting and termination dates, which help us define a worker's period of exposure.
3. Indicate the employee's sex so that we can meet special federal and state regulations that apply to female workers.
4. If you personally work with toxic materials, be sure your name is on the list.
5. Please sign and date the form.

Your help and cooperation is appreciated.

BETTER VERSION OF #8.

I have thought about the opening of assistant to the sales manager, and my suggestion for the position is Fred Harrison. Harrison has worked in the department since March and we are pleased with the job he is doing. He has responsibility for inventory control. He set up the current system himself, and, as you know, an up-to-date and accurate inventory count can make the difference between getting orders out on time and having dissatisfied customers.

He is a dependable person with a pleasant personality. He always has the figures for the weekly reports, which are due on Tuesday afternoon. On the few occasions when it has been necessary to work overtime, he always pitches in willingly.

I believe Harrison is ready for a promotion, and I recommend him highly for the position of assistant to the sales manager.

BETTER VERSION OF #9.

TO: Kate
FROM: Steve
DATE: November 6, 1994
SUBJECT: Additional Travel Expenses

I am requesting reimbursement for added expenses incurred when I attended the Food Packaging Trade Conference in Detroit on October 11-12, as well as the Midwest Food Show in Chicago. My initial travel vouchers covered only the trip to the Midwest Show. Actual travel costs included the following:

TRANSPORTATION:
Plane tickets \$1,054.50
Buses and taxis 30.00
ACCOMMODATIONS:
Chicago (3 nights) 234.00
Detroit (2 nights) 152.00
FOOD:
Five (5) days 311.50
\$1,791.00

I received an advance of \$1,300.00, which leaves a balance of \$491. The enclosed vouchers and log sheets verify my expenses.

Student Activity 9A - ANSWERS

Underline the subjects and double underline the predicates in these sentences.

1. Companies seek employees who communicate well.
2. The predicate tells us something about the subject.
3. Word processors ease the task of revising.
4. Jennifer commutes fifty miles each morning.
5. What job are you applying for?
6. The new plant manager, a recent college graduate, insists that we wear safety glasses when we enter the plant.
7. Clyde, who used to refuse to walk up three flights of stairs, jogged six miles today after working a twelve-hour shift.
8. The ABC Corporation exports its products to thirty countries.
9. The long and tiring meeting lasted until we resolved all the issues on the agenda.
10. Fortune, a biweekly business magazine published by Time Inc., reports annually on the 500 largest industrial corporations in the United States.

Student Activity 9B - ANSWERS

Identify the verb that agrees with the subjects.

1. My brokers, who have an office in the city, buy their office supplies from my brothers.
2. Neither the bank nor the insurance companies allow such practices.
3. Either Mr. Filbert or the clerks sign the delivery orders.
4. The stock numbers and the prices go on the order form.
5. The carpenters or the electrician has the key to the tool room.

Student Activity 9C - ANSWERS

Underline the subjects in these sentences, and then choose the verbs that agree with the subjects.

1. Most of the parts for our switchboards ~~come~~ from Wisconsin.
2. The shipments of nuts, bolts, and fasteners ~~are~~ water-damaged.
3. None of the executives ~~have~~ joined the bowling league.
4. The purpose of the weekly reports and meetings with the account supervisors ~~is~~ to inform the staff of new developments.
5. Most of the reports ~~are~~ printed with the laser printer.
6. Each of the sales representatives has a new car.
7. The flock of chickadees always ~~separate~~ at that latitude.
8. The employee council ~~disagree~~ among themselves about how to implement the new procedures.
9. Neither the president nor the executive vice president ~~comes~~ to our office parties.
10. Either the loan officers or the branch manager ~~approves~~ small business loans.
11. Most of the floor plan ~~is~~ designed by one individual.
12. During the past five years, food, health, and exercise businesses ~~have~~ prospered.
13. Because they could not agree, the committee ~~have~~ offered four proposals for our consideration.
14. The candidates with the best credentials ~~receive~~ offers from the prestigious companies.
15. ComTech's softball team ~~is~~ playing the division champions next week.

Student Activity 9D - ANSWERS

Revise these sentences so that the pronouns agree with their antecedents in person, number and gender. Also revise sentences that have a sexual bias.

1. A parent should take the time to involve themselves in school affairs.

Parents should take the time to involve themselves in school affairs.

A parent should take the time to involve him or herself in school affairs.

2. Each of the clerks should be aware of their responsibilities.

Each of the clerks should be aware of his/her responsibilities.

OR All the clerks should be aware of their responsibilities.

3. Whenever a lawyer comes in, give him this brochure.

Whenever lawyers come in, give them this brochure.

4. When an employer interviews you, they will ask why you chose your major.

When employers interview you, they will ask why you chose your major.

5. Every one of the interviews I talked with said they look for candidates with excellent communication skills.

All of the interviewers I talked with said they look for candidates with excellent communication skills.

6. Because every skier is different, so too are their needs in ski equipment.

Because all skiers are different, so too are their needs in ski equipment.

7. Each company president will receive a complimentary bottle of champagne when they arrive.

Each company president will receive a complimentary bottle of champagne when he or she arrives.

OR All the company presidents will receive bottles of champagne when they arrive.

8. All the employees must check the bulletin board for his weekly assignments.

All the employees must check the bulletin board for their weekly assignments.

9. Neither the crew leaders nor the supervisor, Ms. Legree, clearly explain what they expect us to do.

Neither the supervisor, Ms. Legree, nor the crew leaders, clearly explain what they expect us to do.

10. Tell each applicant for the secretarial position that they must work every other Saturday morning.

Tell each applicant for the secretarial position that he or she must work every other Saturday morning.

OR Tell all applicants for the secretarial position that they must work every other Saturday morning.

Student Activity 9E - ANSWERS

Correct these sentence fragments by adding an independent clause or by combining fragments with independent clauses. If the dependent clause introduces the sentence, separate the clauses with a comma.

1. Once I graduate from college.

Once I graduate from college, I will get a good job.

2. Henry decided to stay at his desk. Until he got the data to complete the report.

Henry decided to stay at his desk until he got the data to complete the report.

3. Until we decide how to market this product. We should not announce the breakthrough.

Until we decide how to market this product, we should not announce the breakthrough.

4. Although Roberta graduated with a degree in finance.

Although Roberta graduated with a degree in finance, she had trouble doing her own taxes.

5. The XYZ Corporation has yet to decide whether to buy or lease its trucks. Because the executive vice president has been in the hospital.

The XYZ Corporation has yet to decide whether to buy or lease its trucks because the executive vice president has been in the hospital.

Student Activity 9F - ANSWERS

Rewrite these sentences, using conjunctive adverbs.

1. The conveyor belt snapped while we were trying to fix it, so the production line will be shut down for two days.

The conveyor belt snapped while we were trying to fix it; therefore, the production line will be shut down for two days.

2. We'll have to enlarge our parking lot, or we will not attract new customers.

We'll have to enlarge our parking lot; otherwise, we will not attract new customers.

3. Mrs. Thoreau has worked in the receiving department longer than anyone else, yet she was not considered for the assistant manager's position.

Mrs. Thoreau has worked in the receiving department longer than anyone else; however, she was not considered for the assistant manager's position.

4. Purchasing agents are responsible for ensuring that adequate materials are always available, and they must buy quality materials at the lowest possible cost.

Purchasing agents are responsible for ensuring that adequate materials are always available; in addition, they must buy quality materials at the lowest possible cost.

5. Purchasing agents often can buy from many sources, but their major responsibility is selecting the supplier who offers the best value.

Purchasing agents often can buy from many sources; however, their major responsibility is selecting the supplier who offers the best value.

Student Activity 9G - ANSWERS

Revise these sentences to make them parallel and more readable.

1. Please consider my application for a marketing supervisor at your firm.

Please consider my application for a position as marketing supervisor at your firm.
2. I have to find the total costs of living in Texas as compared to Oklahoma.

I have to find the total costs of living in Texas as compared to those in Oklahoma.
3. Sexual harassment is a problem that 70 to 80 percent of working women face, most often occurring in small companies.

Sexual harassment, most often occurring in small companies, is a problem that 70 to 80 percent of working women face.
4. All ad campaigns are directed by the company's home office in Chicago, and other promotional strategies.

All ad campaigns and other promotional strategies are directed by the company's home office in Chicago.
5. Popular singers decided to make a record to donate to the starving people in Africa.

Popular singers decided to make a record and to donate the proceeds to the starving people in Africa.

Student Activity 9H - ANSWERS

These sentences have passive verbs. Identify the verbs.

1. This research was done twelve months ago by our consultants.
2. The managers were told by the company president that they must learn to delegate authority.
3. Criticism was leveled by Ms. Walker at employees who write like illiterates.
4. To find possible areas for improvement, specific questions should be asked by managers.
5. Job dissatisfaction was listed by employees as their reason for absenteeism.

Now rewrite the sentences, using active verbs. (The first sentence has been done for you.)

6. Our consultants did this research twelve months ago.
7. The company president told the managers that they must learn to delegate authority.
8. Ms. Walker leveled criticism at employees who write like illiterates.
9. To find possible areas for improvement, managers should ask specific questions.
10. Employees listed job dissatisfaction as their reason for absenteeism.

Student Activity 9J - ANSWERS

Underline the sentence verb. Then, in the space provided, state whether the verb is active (A) or passive (P).

1. A Carla shipped the package on May 1.
2. P The comet was sighted first by astronomers in California.
3. P Your layoff notice was sent to the personnel office this morning.
4. A Use the active voice when you want your writing to be direct and vigorous.
5. P Your wallet has been found.

Student Activity 9K - ANSWERS

Use active verbs to revise these sentences. (If the sentence omits an actor, add one.)

Example: All orders must be approved

Revision: The purchasing department must approve all orders.

1. A discrepancy in the bill you sent last month was found by me.

I found a discrepancy in the bill you sent me last month.

2. Misspelled words are looked up, so they won't distract my readers.

My readers look up misspelled words to avoid distraction.

3. The decision was made to buy the materials overseas.

We decided to buy the materials overseas.

4. When you start building the retaining wall around the parking lot, cement should be used.

When you start building the retaining walls around the parking lot, use cement.

5. Another letter was sent to you in September.

We sent you another letter in September.

6. Passive verbs should be used when the actor is unknown or unimportant, or when the actor should be deemphasized.

Use passive verbs when the actor is unknown or unimportant or to deemphasize the actor.

7. The payroll was not completed in time to pay employees on Friday.

Complete the payroll in time to pay employees on Friday.

8. Inappropriate software was bought.

We bought inappropriate software.

9. The photocopying machine was destroyed by the employees who were laid off by the president the week before Christmas.

The employees whom the president laid off the week before Christmas
destroyed the photocopying machine.

10. The directive banning overtime work was issued by the accounting manager.

In his directive, the accounting manager banned overtime work.

Student Activity 9L - ANSWERS

Revise these sentences to eliminate jargon.

1. We surveyed 1,000 students to learn more about their nutritional behavior.

We surveyed 1,000 students to learn more about what they ate.

2. Students learn to interface with each of their teachers.

Students learn to interact with each of their teachers.

3. The counseling office received additional funding so that it could continue to maintain the function of providing assistance to students.

The counseling office received additional funding so that it could continue to assist students.

4. We can effectuate this project once we learn to utilize the correct components.

We can succeed in this project once we learn to use the correct parts.

5. Failure to affix a signature to this agreement will result in a disallowance of all claims.

Failure to sign this agreement will mean no claims are paid

6. Professors input knowledge so students can output it while interfacing their careers.

Professors teach so that students can learn the information needed for their careers.

7. You should be cognizant of the fact that this program is designed to lead to the assistance of students in the achievement of educational successes.

You should know that this program is designed to assist students academically.

8. We must begin to prioritize our justice system so that perpetrators who are responsible for the unlawful or arbitrary deprivation of life will be incarcerated.

We must change our laws so that murderers will be jailed.

9. She was cognizant of the rules against misappropriation of supplies prior to her termination.

She was aware of the rules against stealing before she was fired.

10. Precipitation in the form of rain is expected weatherwise.

Rain is expected.

Student Activity 9M - ANSWERS

Revise these sentences to eliminate sexist language.

1. Local businessmen know that we depend on our cars.
Local business people know that we depend on our cars.
2. If a professor notices that students are having problems, he should help them.
If a professor notices that students are having problems, he/she should help them.
3. Fraternities and sororities provide manpower for many school and community activities.
Fraternities and sororities provide personnel for many school and community activities.
4. Good nutrition is essential to man's existence.
Good nutrition is essential to people's existence.
5. I'll have my girl run off a copy of that report.
I'll ask my assistant to run off a copy of that report.

6. She is a competent lady lawyer and an excellent poetess.

She is a competent lawyer and an excellent poet.

7. If a student loses his lab pass, send him to the registrar's office.

If students lose their lab passes, send them to the registrar's office.

8. To protect the fairer sex, we've begun an escort service from the library to the dormitories.

To protect women, we've begun an escort service from the library to the dormitories.

9. Man's achievements in space have been dramatic.

Human achievements in space have been dramatic.

10. To learn more about how the public reacts to this law, Daphne will do some "man-in-the-street" interviews.

To learn more about how the public reacts to this law, Daphne will do some random interviews.

Post-Test Answers

1. **Revise the following sentences to make them direct, simple, and conversational:**
- a. It has been determined by the staff that our process of check verification for customers must be simplified.
 - a. **The staff has decided to simplify our process of check verification.**
 - b. A request that we are making to managers is that they not spend all their time in their departments and instead visit other departments one hour a month.
 - b. **We are asking managers to visit other departments one hour a month, rather than staying in their own departments exclusively.**
 - c. It is the personal opinion of this writer that when deadlines have the characteristics of negotiation, they are no longer effective.
 - c. **I think that when deadlines are negotiated, they are no longer effective.**
 - d. Our organization is honored to have the pleasure of extending a welcome to you as a new customer.
 - d. **Our organization is pleased to welcome you as a customer.**
 - e. Please be advised that it is our intention to make every effort to deliver your order by the date of your request, April 1.
 - e. **We are trying hard to deliver your order by April 1, as you have requested.**
 - f. Enclosed herewith are the report and brochures to which you refer in your esteemed letter of the 12th.
 - f. **I am sending you the report and brochures you requested.**
 - g. It has been established that the incontestable key to the future success of this organization is a deep and firm commitment to quality.
 - g. **This organization has decided that, in order to succeed in the future, it must firmly commit to quality.**

- h. It is our suggestion that you do not attempt to move forward until you seek and obtain approval of the plan from the department head prior to beginning the project.
- h. We suggest that you obtain approval of the plan from the department head before beginning the project.
- i. Experience has indicated that employees who have had the opportunity to attend training sessions benefit most greatly when those sessions are not overly long.
- i. Experience has taught us that training sessions not exceeding two hours benefit employees the most.
- j. If doubt is entertained regarding an optimal solution to the problem of acquiring new equipment, may I suggest that we refer the problem to a committee.
- j. I think we should refer to a committee the problem of acquiring new equipment.

2. Suggest shorter forms for the following expressions:

- a. for the purpose of for
- b. in reference to regarding
- c. in regard to regarding
- d. without further delay Immediately
- e. on a yearly basis annually
- f. in the event that if
- g. a report for which you have no use a useless report
- h. an accountant who took great care a careful accountant
- i. arranged according to the alphabet arranged alphabetically
- j. a program that is designed to save money money-saving program

3. Revise and shorten the following sentences:

- a. There are four reasons that explain the sudden sales spurt for our product.
- a. Four reasons explain our product's sudden sales spurt.
- b. As per your suggestion, we will not attempt to make alterations or changes in the blueprints at this point in time.
- b. As you suggested, we will not change the blueprints at this time.
- c. It is perfectly clear that meetings held on a weekly basis are most effective.
- c. Weekly meetings are clearly most effective.
- d. Despite the fact that the bill seemed erroneous, we sent a check in the amount of \$150.
- d. Although we thought the bill contained errors, we sent a check for \$150.
- e. We have received your letter, and we are pleased to send the pamphlets you request.
- e. We are sending you the pamphlets you have requested.
- f. All accounts that are overdue must be sent a last and final notice before January 1.
- f. Send a final notice to all overdue accounts before January 1.
- g. There are numerous benefits that can result from a good program that focuses on customer service.
- g. Numerous benefits can result from a good customer service program.
- h. Because of the degree of active employee participation, we are of the opinion that the stock bonus plan will be successful.
- h. Because so many employees have participated, we think that the stock bonus plan will succeed.

- i. At this point in time in the program, I wish to extend my grateful thanks to all the support staff who helped make this occasion possible.
- i. At this time I wish to thank the support staff who worked on this program.
- j. There is a short questionnaire enclosed that is designed to help us take action on the proposed environment plan.
- j. I have enclosed a short questionnaire designed to help us on the proposed environmental plan.
- k. In accordance with your wishes, we are sending you under separate cover two contract forms.
- k. As you have requested, we are sending you under separate cover two contract forms.
- l. Although the sales returns for July are high in number, experience has indicated that this is not an unusual condition for summer.
- l. Although the July sales are high, we know that this condition is usual for summer.
- m. This is to inform you that quality should be our first and foremost goal.
- m. Quality should be our primary goal.
- n. It is important to give consideration to the fact that people do change.
- n. We must realize that people do change.
- o. For each and every single customer who complains, there are 10 to 15 other ones out there who are not bothering to speak up about their dissatisfaction or unhappiness.
- o. For every customer who complains, 10 to 15 others do not voice their dissatisfaction.
- p. Our consultants can assist you in answering questions which you have about carpet care.
- p. Our consultants can answer your questions about carpet care.

- q. It is our expectation that we will see increases in sales when the reps learn the new system.
 - q. We expect to see increases in sales when the reps learn the new system.
 - r. Those who function as suppliers may not have a full understanding of the problem.
 - r. Suppliers may not fully understand the problem.
 - s. Except in the instance of Fat-Burger, most fast-food chains are aware of the fact that many consumers want choices on the menu that are healthful.
 - s. Except Fat-Burger, fast-food chains know that many consumers want healthful menu choices.
 - t. Two weeks in advance of its planned date of release, the announcement regarding our relocation was leaked to the press.
 - t. Two weeks before its planned date of release, our relocation announcement was leaked to the press.
 - u. This is just to let you know that applications will be accepted at a later date for employees who are at the entry level.
 - u. At a later date we will accept applications for entry-level employees.
 - v. Did he give you any indication as to whether he was coming?
 - v. Did he tell you he was coming?
4. Correct spelling, grammar, punctuation, capitalization, and other errors in the following sentences.
- a. To be eligible for this job, you must (1) be a U.S. citizen, (2) be able to pass a thorough background investigation, and (3) be available for world-wide assignment.
 - b. Some businesses view quality as a focus of the organization rather than as an attribute of their goods or services.

- c. It's easy to get caught up in internal problems and to overlook customers' needs.
- d. Incidentally, we expect both the CEO and the president to make speeches.
5. Edit the following sentences to correct faults in grammar, punctuation, spelling, and word use.
- a. Business documents must be written clearly to ensure that readers comprehend the message quickly.
- b. We expect Mayor Wilson to visit the governor in an attempt to increase the city's share of state funding.
- c. The call could have been for him, but we don't know for sure since the caller didn't leave his name.
- d. The survey was cited in an article entitled "What's New in Software." However, I can't locate it now.
- e. All three of our company's auditors - Jim Lucus, Doreen Delgado, and Brad Kirby - criticized their accounting procedures.
- f. Any one of the auditors is authorized to proceed with an independent action; however, only a member of the management council can alter policy.
- g. Because our printer has been broken every day this week, we're looking at new models.
- h. Have you already ordered the following: a dictionary, a reference manual, and a style book?
- i. In the morning Mrs Williams ordinarily opens the office; in the evening Mr Williams usually closes it.
- j. When you travel in England and Ireland, I advise you to charge purchases to your Visa credit card.
6. Edit the following sentences to correct all language faults, including grammar, punctuation, spelling, and word use:

- a. Mr. Krikorian always tries, however, to wear a tie and shirt that have complimentary colors.
- b. The Federal Trade Commission is holding hearings to elicit information about IBM's request to expand marketing in twenty-one cities.
- c. Consumer buying and spending for the past five years is being studied by a Federal team of analysts.
- d. Because we recommend that students bring their own supplies, the total expense for the trip should be a minor amount.
- e. Wasn't it Mr. Cohen, not Ms. Lyons, who asked for a tuition waiver?
- f. As soon as we can verify the figures, either my sales manager or I will call you; nevertheless, you must continue to dispense payroll funds.
- g. Our Human Resources Department which was formerly in Room 35, has moved its offices to Room 5.
- h. We have arranged interviews on the following dates: Wednesday at 3:30 pm, Thursday at 10:30 am, and Friday at 4:15 pm.
- i. The Post Dispatch, our local newspaper, featured as its principal article a story entitled, "Smarter E-Mail is Here."
- j. Everyone on the payroll, which includes all dispatchers and supervisors, were cautioned to maintain careful records every day.

7. Revise the following sentences to reduce trite expressions and wordiness:

- a. We must make the assumption that you wish to be transferred.
We assume you want a transfer.
- b. Please give consideration to our latest proposal, despite the fact that it comes into conflict with the original plan.
Please consider our latest proposal, although it conflicts with our original plan.
- c. The committee reached the conclusion that a great majority of students had a preference for mail-in registration.
The committee concluded most students preferred mail-in registration.

- d. Please conduct an investigation of employee turnover in that department for the period of June through August.
Please investigate employee turnover in that department from June through August.
- e. After we engage in the preparation of a report, our recommendations will be presented in their final form before the Executive Committee.
After we prepare a report, we will present our recommendations to the Executive committee.
- f. There are three members of our staff who are making every effort to locate your lost order.
Three staff members are trying to locate your order.
- g. Whether or not we make a continuation of the sales campaign is dependent upon its success in the city of Houston.
We will continue the sales campaign if it succeeds in Houston.
- h. If you need further assistance, please do not hesitate to call me at 889-1901.
If you need help, call me at 889-1901.
- i. Please forward any bills in connection with the construction, in accordance with our agreement, to the address of my attorney.
As we agreed, please send all the construction bills to my attorney.
- j. We are in receipt of your check in the dollar amount of \$200.00
We received your check for \$200.00.

8. Revise the following sentences to improve parallelism:

- a. Critics argue that American business is too concerned with machinery, capital, and operations ~~that result in profitability.~~
- b. Ensuring equal opportunities, the removal of barriers, and elimination of age discrimination are our goals.
Our goals are ensuring equal opportunities, removing barriers, and eliminating age discrimination.
- c. Mr. Alvarez reads all incoming mail, and its distribution is made by him to all appropriate responders.
Mr. Alvarez reads and distributes all incoming mail.

- d. Last year Ms. Thompson wrote letters and was giving speeches to promote investment in her business.
Last year Ms. Thompson wrote letters and gave speeches to promote her business.
- e. Because of its air-conditioning and since it is light and attractive, I prefer this office.
Because it is light, attractive and air-conditioned, I prefer this office.
- f. For this position we assess oral and written communication skills, how well individuals solve problems, whether they can lead others, and we're also interested in interpersonal skills, such as cultural awareness and sensitivity.
For this position, we assess skills in oral and written communication, problem-solving and leadership. In addition, we are interested in such interpersonal skills as cultural awareness and sensitivity.

9. **Edit the following sentences to correct faults in grammar, punctuation, spelling, and word use:**

- a. The extraordinary increase in sales is related to our placing the staff on a commission basis; the increase also affected our stock value.
- b. She acts as if she were the only person who ever received a compliment about her business writing.
- c. Karen is interested in working for the U.S. Foreign Service since she is hoping to travel.
- d. Major Hawkins, who I think will be elected, has already served three consecutive terms as a member of the Gulfport City Council.
- e. After Mr. Freeman and he returned from lunch, the customers were handled more quickly.
- f. Our new employees' cafeteria, which opened six months ago, has a salad bar that everyone definitely likes.
- g. On Tuesday Ms. Adams can see you at two p.m.; on Wednesday she has a full schedule.

- h. His determination, courage, and sincerity could not be denied; however, his methods were often questioned.
- i. After you have checked the matter further, report to the CEO and me.
- j. Mr. Garcia and she advised me not to desert my employer at this time, although they were quite sympathetic to my personal problems.

10. Edit the following sentences to correct all language faults, including grammar, punctuation, spelling, and word confusions:

- a. Your advertisement in the Boston Globe on June 2 caught my attention because my training and experience matches your requirements.
- b. Undoubtedly the bank is closed at this hour, but its ATM will enable you to receive the cash you need.
- c. A flow chart detailing all sales procedures in four divisions were prepared by our vice president.
- d. The computer and printer were working well yesterday and appeared to be all right this morning when I used them for my report.
- e. If I were you, I would be more concerned with long-term, not short-term, returns on the invested capital.
- f. We make a conscious effort, by the way, to find highly qualified individuals with up-to-date computer skills.
- g. If your resume had come earlier, I could have showed it to Mr. Sutton and her before your interview.
- h. Deborah's report summary is mere easier to read than David's because she used consistent headings and efficient writing techniques.
- i. At McDonald's we ordered four Big Macs, three orders of French fries, and five Coca-Colas for lunch.
- j. Because the budget cuts will severely affect all programs, the faculty has unanimously opposed it.