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Fifth Edition

Nodern Business
Correspondence
ATEXT-WORKBOOK

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#### MODERN BUSINESS CORRESPONDENCE,

Fifth Edition

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#### PREFACE

Letters, memorandums, and informal reports are the primary means of sending and receiving written information in business. These forms of communication permit an exchange of ideas, facts, recommendations, and proposals. Without this exchange, modern business could not operate efficiently and productively. Because written communication is vital to any organization, the ability to write effective correspondence can enhance one's chances for a successful career in business.

The primary objective of *Modern Business Correspondence*, Fifth Edition, is to help develop the ability to write successful business letters, memorandums, and informal reports. The materials have been carefully selected to present the fundamentals of business writing logically, clearly, and completely. The topics covered in the previous edition of the text-workbook have been expanded and reorganized to ensure coverage of all essential subjects. Also, the materials have been updated to reflect currently accepted business practices. New examples, illustrations, and worksheet problems have been added.

Modern Business Correspondence, Fifth Edition, has been designed to keep the student involved in a natural learning process from the beginning of the course to the end.

The text divides the elements of business writing into four major parts. Part 1 (Units 1-7) introduces

the general principles of good writing, including how to plan and outline correspondence and how to dictate, edit, and proofread. Part 2 (Units 8 and 9) provides practice in formatting and writing effective memorandums and reports. Part 3 (Units 10–19) teaches how to format and compose many types of business letters. Finally, Part 4 (Units 20 and 21) discusses employment communications and helps the student to prepare a résumé and letter of application, as well as other employment-related correspondence.

The worksheet following each unit contains exercises correlated with the material in that particular unit. Each worksheet provides comprehensive practice in handling realistic communication problems. The instructor will assign several problems from each worksheet; the number will depend upon the length of the course as well as upon the emphasis the instructor wishes to place on the various topics.

The Reference Section beginning on page 241 provides a concise, illustrated summary of the rules of grammar, punctuation, capitalization, number expression, abbreviation usage, word division, spelling, and revision. It supplements the text discussion of these topics and provides you a convenient source of information for use throughout the course.

Donna C. McComas Marilyn L. Satterwhite

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# Part 1

#### PRINCIPLES OF GOOD LETTER WRITING

Writing better business correspondence is a manysided challenge. Both planning and composing effective messages require that you put the principles and techniques in Part 1 into practice. At first you will have to use them consciously and with much thought; later (sooner than you think) you will master them and use them with ease.

Every business writer should be able to produce a structurally complete letter. But the real test of a good letter—one that achieves its purpose quickly, clearly, and effectively-is the total effect it has on the reader. In Part 1 you will learn several steps that will help your letter make a favorable impression on the reader and accomplish its purpose.

You are not expected to master all these techniques at once, but you will quickly see that writing is a combination of things going on at the same time, not a disconnected series of "things to do in a certain order."

#### The Total Effect on the Reader

Most people respond favorably to a letter's naturalness, courtesy, friendliness, and sincerity. Picture your reader receiving your letter. Will he or she be receptive to its message and respond favorably? Follow your reader's reactions in reading the letter. A reader who will stiffen at the sentence "We give every request full consideration" will relax when met with the sentence rewritten, "You may be sure that your request will be given full consideration."

The total effect on the reader determines whether he or she will do what you want or react the way you want. If your letter has done its job properly, the reader's response to each of the three questions below will be positive. You will then have taken three important steps toward successful communication.

Will the Reader Understand the Message?

Writing must be simple if it is to be clear. The simple

sentence is the most useful tool in business correspondence. It is made up of a single clause containing one subject and one predicate. Resist the temptation to join a single idea to another idea with one of these links: and, but, nor, or. Use sparingly, in the interest of simplicity, such conjunctions as therefore, moreover, however, and accordingly.

Avoid using complex and vague words. Don't try to impress the reader with your knowledge by using fancy words. Using simple words your reader will easily understand (without consulting a dictionary) will help the reader quickly grasp the intended meaning of the whole message. Be correct and natural in your use of words and construction of sentences so that your writing flows smoothly. Your reader will understand you and be grateful to you as well.

The highest compliment a reader can pay you is to say that your letter was simple, clear, and easy to read. This reaction tells you that you have done your job well—and your letter has done its job.

Is the Tone of the Letter Positive?

How you say what you have to say may influence your reader just as much as what you have to say. Your letter will appeal to the reader if you develop a conversational, informal writing style; stress positive rather than negative ideas; and emphasize a "you" viewpoint throughout the letter. The friendly tone of your writing should suggest that your attitude is positive, that you are interested in the reader, and that you sincerely want to help. Naturalness, courtesy, friendliness, and sincerity are all essential to good tone in a letter.

Will the Letter Do Its Specific Job and Also Build Goodwill?

The qualities your letter possesses will cause the reader to react favorably or unfavorably. One of the main objectives of all business correspondence is to

encourage the reader to react favorably. The easy readability and friendly tone of your message attract and impress your reader. But the letter must do its specific job and, at the same time, increase goodwill. You can't always do all that the reader wants, but you can almost always convince the reader that you understand his or her problems and that you want to do something about them.

#### The Impact of a Unified Message

As you write, you must think in terms not of one attribute, one principle, or one attitude, but of the unified effect of the whole message. Overlooking even one quality that is important to the reader may weaken or destroy the effectiveness of even the most carefully composed letter. You should take time not

only to determine the important points to include in a particular letter and the best method of organizing and presenting them but also to review and improve what you have written. The reader's positive response to your message will prove your success. When you succeed, you will know that you understand how to make a good impression and promote goodwill through effective business letters.

You can write letters as good as the ones in this book (some of the examples were written by students!). If you keep practicing and follow the general suggestions given in Units 1–5, you will write successful letters. To help you further, Unit 6 will show you how to plan and prepare letters that communicate clearly and effectively. In Unit 7, the final touches will be added as you learn to dictate, edit, and proofread your correspondence.

# Unit 1

# THE CHALLENGE OF MODERN BUSINESS CORRESPONDENCE

Higher education is an investment of your time and money, but what better place can you invest them than in yourself? You are involved in a series of courses designed to provide you with the necessary background and skills to enter the business world and achieve success. Your business correspondence course is designed to help you develop one skill which may be every bit as important as all your other skills combined.

#### The Importance of Writing Ability

It is not enough to possess job skills without having the ability to communicate with supervisors, customers, and fellow employees. Obviously, employers wish to attract business workers with top skills; consequently, they screen job application forms for evidence of the applicant's knowledge and experience. More and more job application forms include essaytype questions designed to test an applicant's ability to write effectively.

Employers will usually choose from near-equally qualified candidates for a job or a promotion the individual who best demonstrates skills as a business communicator. The ability to communicate effectively is a skill included on almost every list of attributes possessed by the successful executive. This skill is also included on most lists of areas in which employees need to improve. Whatever path your career may take, from entry level to the highest executive level, your written communication skills are vital to you. Whether or not you get a job or receive a promotion may well hinge on how extensively you have developed these skills.

No matter what field you enter, the ability to communicate effectively will serve you well. Communication is a vital part of our world today. You may be a very intelligent person, but if you can't successfully transmit your ideas to others, you will be perceived

as someone less intelligent than you are. Ideas are commonplace, but the ability to communicate them is sometimes more valuable than the ideas themselves.

## Written Communications—The Lifeline of Modern Business

Letters, memorandums, and reports are the primary means of sending and receiving written information in business. These forms of communication permit an exchange of ideas, facts, recommendations, and proposals. Without this exchange, modern business as we know it could not exist. Maintaining the flow of written information is essential to modern business. Business correspondence is functional, useful communication. A modern business letter, memo, or report is simply a good business conversation transferred to paper. The impressions customers and business associates form of you and your organization are important and lasting—and many of them are based solely upon your written communications.

Business letters typically attempt to build or retain goodwill, which is a priceless commodity, hard-earned and easily lost, that a business never has too much of. Good letter writers recognize this purpose in their writing and strive to sharpen their understanding of psychology as well as English composition. Because the exchange of written communication is vital to business and essential for promoting goodwill, the art of producing effective correspondence will help ensure your success in business.

#### Your Communications Are Your Trademark

The memos, letters, and reports you write demonstrate your ability, or lack of ability, to communicate. Whether you like it or not, many people judge your ability and intelligence by the quality of your writing—

which includes the accuracy of your spelling, punctuation, and grammar. Your written communications are a permanent record of your ability to write. People who read your communications form an opinion of you and your organization. You and the executives of your organization will be concerned that this image be a positive one. Presenting yourself well in writing means that you will project a favorable image of your organization as well as promote successful business operations. Your communication skills will have a significant impact on both internal and external operations.

You will also find that the techniques presented in this book can be applied to your personal-business affairs. Everyone must write business letters in dealing with retailers, banks, insurance companies, and other businesses. Letter-writing skills facilitate effective communication in all aspects of life.

#### Advantages of Written Communications

The business letter has several advantages over other types of business communication. For one thing, it is frequently much less expensive than a personal visit or a telephone call. And, of course, a letter will get into an office when a telephone call may not be accepted; even the executive who travels a great deal or is too busy to be reached by phone will eventually read his or her mail. One of the main advantages is that people seem to attach greater importance to a letter than to a phone call. Also, the business letter provides a written record of a transaction and becomes a document that may be legally acceptable as a binding contract or as evidence in a court of law.

Business letters are confidential, since they are usually read in privacy. The reader will most likely be able to concentrate on the message without interruption. Therefore, material that might be unsuitable for a telephone conversation can be communicated in a letter (especially if the envelope is marked "Confidential" and "Personal").

Technical data and other enclosures can be transmitted with the letter. And if you need to send the same information to a number of individuals, sending a letter is a fast method that ensures you are giving exactly the same information to all.

Written communications provide an opportunity to say in writing what you might wish you could spend more time thinking about if you had to say it in person. Business writing allows you to spend more time on the content of your communications and word your messages in the most advantageous and persuasive way.

## Modern Business Correspondence Is a Writing-Oriented Course

Simply reading good business letters or reading

about how to write good business letters won't teach you to write. By comparison, listening to a concert will not teach you to play the guitar, nor will strolling through an art museum teach you to paint pictures. So, to develop your writing ability, you must analyze good and bad examples of communication and then practice writing business letters, memos, and reports. This course will offer you many opportunities to compose effective business correspondence in response to realistic communication problems.

#### The Five Tests of Effective Correspondence

To communicate easily and effectively with your reader, apply the following "C" principles.

#### Courtesy

Successful writers take careful measure of the words they use, avoiding words to which they themselves would react unfavorably. In short, they try the words out on themselves before writing them to others.

Many times you've heard the expression "It's not what you say, it's how you say it." The people who read your letters will judge you and your organization by your friendliness and courtesy. It is friendly to be informal and write in a natural, conversational style. It is courteous to conserve the reader's time and effort by expressing yourself with words that are easily understood.

An attitude projected through your writing that focuses on the reader—the "you" attitude—should show that you are genuinely interested in communicating. The tone of your letter should also show your sincerity and desire to be of service. You should be as helpful, pleasant, and courteous to the reader as possible.

#### Clarity

Clear writing is easy to understand. It demands short words. There should be no doubt in the reader's mind of the shade of meaning intended by the writer.

Here are a few phrases that are the enemy of clear writing:

acknowledge receipt of at an early date at the present writing attached please find due to the fact that for your information in due course in receipt of regarding the matter regret to inform this is to acknowledge we are pleased to note

Forceful writing is obtained through the use of active verbs—those that are used in the active voice as

opposed to the passive voice. In the active voice the subject of the sentence performs the action described by the verb. In the passive voice the subject receives the action described by the verb.

The active voice creates the illusion of movement; the passive voice limits movement. For example:

**PASSIVE:** The proposal was approved by the general manager.

**ACTIVE:** The general manager approved the proposal.

Another thief of forceful writing is the participial phrase. When introduced by such words as assuring, hoping, believing, and the like, the participial phrase is the weakest verbal construction in the English language.

The most obvious advantage of clear writing to the reader is that it helps the reader to grasp the essential message quickly. Make your writing coherent by using link words and phrases as transitional devices to join the parts in each message. Clear structure also aids reader understanding and retention. It isn't enough to write so that your message can be understood—you must strive to write so that your message cannot possibly be misunderstood.

A plan or outline of content will also help ensure adherence to organization and purpose. Other keys to clarity include logical arrangement, specific instead of general terms, directness, consistency, balance, comparison and contrast, and unification.

#### Completeness

Completeness is closely related to clarity; a message may be unclear because essential information has been omitted. When you are replying to an inquiry or request, be thorough in answering all questions asked, and even anticipate the reader's reaction by providing relevant information. Formulating and expressing a complete message will show your genuine interest in the reader and your wish for a favorable reaction. It will also save you the embarrassment and expense of a follow-up message.

#### Conciseness

Conciseness doesn't necessarily mean brevity or curtness. It is saying what you have to say in the fewest possible words—which may mean two words or hundreds. Conciseness is achieved when you pare down your letter to essentials, stripping it of superfluous words.

Teaming up two or more words of the same or similar meaning robs letters of conciseness. For example:

We are grateful and appreciative . . .

We stand *ready*, *willing*, and *able* to be of *assistance* and *serbice* . . .

We look forward with anticipation to . . .

Being concise means saying all that needs to be said and no more. Do not omit important facts, but do increase communication effectiveness by omitting irrelevant details and by combining complete, pertinent information with few words.

#### Correctness

After you have determined that your message is courteous, clear, complete, and concise, you must be sure that it is correct. A small error in a date or an amount of money, for example, may result in loss of time, money, or goodwill—or all three. Verifying your facts and paying attention to accuracy of details is time well spent.

Reasons for errors fall into two categories:

- **1. Typographical.** Wrong letters, strikeovers, errors in spacing.
- **2.** Failure to check reference sources. Misspelled words and names; errors in word selection, dates and figures, capitalization, and punctuation; and incomplete information.

Unit 7, "Dictating, Editing, and Proofreading," Unit 10, "Letter Format and Letter Styles," and the Reference Section will help you check each message to ensure that it is correct.

#### Summary

When the message you write passes the five tests of effective correspondence, you will have reached your goal of informing, persuading, and positively influencing the reader.

The techniques of composing business correspondence discussed in this text will clear up misconceptions you may have and help you to produce letters, memos, and reports that achieve their purpose.

ASSIGNMENT: To make sure you understand the importance of learning to write well, complete Section A of the Worksheet for Unit 1. In Section B you will have an opportunity to apply the five Cs.

Name	<u></u>
<u> </u>	G G
Date	

# Unit 1 Worksheet

# THE CHALLENGE OF MODERN BUSINESS CORRESPONDENCE

# A

ANALYZING THE IMPORTANCE AND TECHNIQUES OF MODERN BUSINESS CORRESPONDENCE

	t six advantages a business letter may have over a personal visit or phone call.
b.	
c.	
d.	
e.	
f.	
	me three ways your writing skills can make you valuable to a prospective employer.
b.	
c.	

a		
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 l		
	·	
-		-
D	APPLYING THE FIVE Cs. Each of the following sentences lacks one of the "C" qualities. On the line provided, write the word or phrase that improves the italicized word(s).	
	"C" qualities. On the line provided, write the word or phrase that improves the italicized word(s).  in receipt of your check for \$59.	
We are	"C" qualities. On the line provided, write the word or phrase that im- proves the italicized word(s).	·s.
We are	"C" qualities. On the line provided, write the word or phrase that improves the italicized word(s).  in receipt of your check for \$59.	S.
We are The pe	"C" qualities. On the line provided, write the word or phrase that improves the italicized word(s).  in receipt of your check for \$59.  ersonnel manager reviews all the impressive résumés and calls them for interview	s.

# Unit 2

#### CHOOSING THE RIGHT WORDS

Have you ever thought of writing as a matter of building? The writing process is complex, yet simple: the writer takes several steps to compose a message, but many things are actually happening at the same time. To understand how writing takes place, let's do what a writer does. A writer:

- 1. Chooses words.
- 2. Assembles them into phrases.
- 3. Connects the phrases to form sentences.
- 4. Groups the sentences into paragraphs.
- 5. Organizes the paragraphs into a coherent message.

To attempt to describe writing in the way the process really takes place would be difficult. So let's start with the simplest parts of language and proceed to the more complicated. We'll try to explain why some of these activities are necessary and how they relate to writing and the job it strives to do.

Let's start with the basic tools of writing, the words we use to communicate. Each word has one or more denotative meanings, or definitions as listed in dictionaries. Usually one meaning is commonly used; the others are less frequent.

In addition, words may have connotative meanings, or the subtle and often emotional meanings that we associate with some words. Because the emotional overtones, or connotative meanings, of words may vary from person to person, they are especially difficult to control. These connotations are often the result of the reader's intensely personal bias, and unless you enter into each reader's mind, you can't be sure how the reader will react. With groups of readers, however, you can often foresee that a particular word will evoke a negative image in those readers' minds. You can then choose another, less antagonizing word that has the same denotative meaning but does not have a negative connotation.

The study of the meanings of words is called semantics. There are many books on the subject that will help you understand this interesting and important aspect of our language.

Before we look at how words are used in writing, let's look at how they work in reading and listening. When a person reads or hears a word, the word goes into his or her "word bank," or memory, that part of the mind where all the words the person has ever heard or read in all their contexts are stored. The reader or listener matches the new instance of hearing or reading a word with all the other instances stored in memory and from the context picks the meaning most likely to be the one intended by the writer or speaker.

Let's take remote as an example. It's not a commonly used word, nor is it exotic. It means "far 'away," right? As in a remote country. But it also can mean distant in time, as in the remote future. It can also mean having only a slight relationship, as with a remote cousin. And it is also used to mean aloof or distant, as in a remote manner. Add control and you get remote control, meaning control (usually electronic) from a distance. This is one of the strengths of English: that we can give multiple, though necessarily related, meanings to a word and so extend our language without making it impossibly cumbersome.

Suppose, however, that remote didn't fit your needs precisely or that you had just used it in the previous sentence and didn't want to repeat it. By using a dictionary or a thesaurus you could find synonyms like distant, removed, and far. And this is another strength of our language, that many words can have the same meaning or closely related meanings. As an example, a student once counted over 220 meanings of get!

Maize means only "corn"; it has no other meanings. Between get and maize lies the difference between familiar and unfamiliar words. Maize is one of those words that one seldom hears or reads. If you think of it, you have no other uses to compare it with, so you are unable to attach another meaning to it. For *get*, you have an abundance of meanings to choose from, depending on the context in which it is used.

Here is a principle to keep in mind when you are writing. Generally, the more familiar a word is to your reader, the more meanings he or she will know for it and the more likely he or she will be to attach to it the meaning you intended. The more unfamiliar a word is, the fewer meanings the reader will know for it and the less likely he or she will be to give it the meaning you have in mind.

Most of the common words you use in everyday speech are short, one- or two-syllable words. Using short words helps to keep the message readable. To communicate easily and effectively with your reader, use common, short, familiar words whenever it is possible.

You can make your writing clearer and your reader's job easier by using:

- 1. Simple words that the reader will understand.
- 2. Concise words that do not waste the reader's time.
- **3.** Conversational words rather than trite expressions.
- **4.** Appropriate words for conventional business usage.
- 5. Correct words instead of inaccurate words.
- **6.** Specific words that make your writing more precise.
- 7. Positive words instead of negative words.

#### Simple Words

Short, familiar words make your writing easy to read and to understand quickly. They are far more effective in business writing than complex words that the reader may understand only after rereading the sentence or paragraph, or even consulting a dictionary. The reader's attention is shifted from the message if he or she must guess at the meaning of some of the words or reach for the dictionary. The reader is much more likely to listen comfortably and understand easily if you use words that are familiar.

Short words have more force and clarity than long words. When simple words will convey your meaning quickly and clearly, use them in preference to longer, less familiar words.

Simple words are not always short ones, however, and high-sounding words are not always long ones. Displeasure and irritation, for instance, are used more often in conversation than pique is used. As a rule, though, choose longer words only when they express the meaning more clearly or more naturally than their shorter synonyms.

You can see how short, familiar words can make

reading easier if you contrast the following paragraph with its revision:

Consideration of your request leads us to believe that of several alternative courses of action open at the present time the maximum effect will accrue if standard procedures are amended to permit actualization toward optimal realization of the goals of our mission

#### Here's the revision:

I agree we'll do better if we change our standard procedures.

Below is a list of complex words and phrases and their simple, direct translations. Most of these formal-sounding, complicated words, often found in business letters, are perfectly good words. The point is that each has a more familiar substitute that usually does a better job of communicating.

#### Instead of These . . . Choose These Complex Words . . . Simpler Words a substantial segment of many people the population affords an opportunity allows approximately about are fully cognizant of know ascertain find out assistance help commence start consummate complete or finish converse talk effect the destruction of destroy encounter difficulty in find it hard to endeavor try gratuitous free hold in abeyance delay I wish to assure you that thank you it has been a great pleasure to be the recipient of your gracious generosity interpose an objection object interrogate ask it is requested that please negligible small or slight numerous many peruse read on study procure get pursuant to your request as you asked render services serve remuneration payment subsequently later sufficient enough consider on think over take under advisement terminate end or finish utilize unavoidably detained delayed

You can add many others to this list, for your reference. Look for complex, unfamiliar words and phrases in your writing and try to replace them with

familiar words which will make the reader's job easier.

#### Concise Words

Every word you use that does not contribute to the effectiveness of your message wastes the reader's time and weakens interest. Strive for *conciseness* in your writing—using only as many well-chosen words as you need to convey your message. Each word in the message should help make the meaning clear or the letter friendly. By using only as many words as you need for what you want to say, you help the reader in two ways: you save the reader time in reading and understanding, and you make the letter more interesting to read.

An average of 3 out of 10 words in the typical letter are not really needed, according to recent estimates. A reader is likely to lose all interest in a message if he or she must wade through wordiness to get to the main point. You want your reader to listen comfortably. Why use two or more words when one word will do the job well?

Let's look at this sentence from a business letter:

In reply to yours of recent date, I wish to advise you that Mr. Jeffrey Isaacson, about whom you inquired, was terminated from his employment at Shelbourne's on August 31, due to the fact that he frequently did not appear for work at the appointed hour.

Two-thirds of the words in the sentence can be eliminated and the message stated concisely:

Mr. Jeffrey Isaacson's employment at Shelbourne's ended on August 31 because of excessive tardiness.

Notice that none of the necessary information is omitted and the message is actually clearer and easier to read.

Here are some examples of how word economy saves the reader's time and effort.

Instead of These Time Wasters	Choose These Time Savers
arrived at the conclusion	concluded
at a later date	later .
at the present time or at	now
this moment in time	
costs a total of \$50	costs \$50
due to the fact that	because
during the year of 19—	during 19—
first of all	first
five in number	five
for the purpose of	to provide
providing	
held a meeting	met
I want to take this	thank you
opportunity to tell you	
that we are grateful	
to you	

I wish to say or permit	we are glad
me to say or may I	
say that we are	
glad	***
in a manner similar to	like
in the amount of	for
in the event that	if
in the near future	soon
in/order to	to
in possession of	have
in this day and time	today
inasmuch as	since or because
is a matter of	is
is responsible for selecting	selects
it is the opinion of many	many believe or many think
it is probable that	probably
long period of time	long time
made the announcement	announced
may or may not	may
put in an appearance	appeared
self-addressed envelope	addressed envelope or
•	return envelope
take appropriate	do
measures ·	
until such time as you	until you can
can	
venture a suggestion	suggest
whether or not	whether
with the exception of	except
with regard to safety	for safety
precautions	Ž
within the course of the	next week or within a
next week	week

Avoid repetitive words. In the following redundant expressions, the italicized words are unnecessary and should be omitted.

absolutely free	meet together
adequate enough	over with
as to whether	past experience
at about	personal opinion
attached hereto	quite unique
basic essentials	refer back
both alike	repeat again
continue on	right-hand turn
cooperate together	same identical
customary practice	seldom <i>ever</i>
finish up	still remains
first began	true facts
kind courtesy	up above
later ón	<i>up</i> until
lose out	very latest
maroon-colored	vitally essential

A doublet is formed when two words with practically the same meaning are joined by *and*. Avoid the following doublets by using either the first or third word and omitting the other two.