UNIT 13  INTERNAL CORRESPONDENCE
AT THE WORKPLACE

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13.0 OBJECTIVES

After reading this Unit, you will be able to:
• describe the kinds of downward, non-interactive internal correspondence which takes place within the workplace;
• explain the types and functions of internal correspondence, for example, letter, memo, office order, circular, notice, agenda, minutes; and
• discuss the format and process of writing them.

This Unit will help you become a better communicator at your job.

13.1 WARM UP

Activities
1) Read the two passages given below. Can you identify their writers and the receivers? Do you think a response is required for them? Give reasons.

i) MEMORANDUM
   Lib/IC-17/12/2332
   To:  Head, Computer Division
   From: Assistant Librarian
Date: 24/01/20xx

Subject: Problems in Internet Access in the Library

We have received repeated complaints by the Library and Documentation Division users about the following:

- Poor Internet connectivity and slow download speed.
- Non-availability of library services.
- Inability to access Remote Access to E-Resources (RATE), Web-OPAC and other subscribed online databases.

Request that urgent measures be taken to increase the speed and bandwidth of Internet access in the library.

ii) To
The Head
Computer Division
Heritage Library
Tughlaq Road
New Delhi

Date: 24th January 20xx

From
The Assistant Librarian
Heritage Library
Tughlaq Road
New Delhi

Subject: Problems in Internet Access in the Library

Mr. Sareen,

This is to inform you that we have received repeated complaints from the Library and Documentation Division (L&DD) about the Internet connectivity problems. The Internet speed and download speed rate has been low since one month. After repeated complaints and inquiries, the speed has not been increased.

The L&DD users are repetitively complaining of non-availability of Library Services. The users are finding problem in accessing Remote Access to E-Resources (RATE), Web-OPAC and other subscribed online databases. This has caused a major problem for the smooth functioning of the L&DD.

Urgent measures should be taken to increase the speed and bandwidth of the Internet access in the library.

Kindly look into the matter immediately.

Sincerely,
Shashidhar
Assistant Librarian
13.2 READING COMPREHENSION: DIFFERENT TYPES OF INTERNAL COMMUNICATIONS

The importance of using language correctly and clearly in order to communicate effectively through writing is undeniable. Barbara Tuchman (noted historian) rightly remarks that it takes two persons to fulfill the function and purpose of the written word. However, “this function can be largely met only when the writer keeps the written form simple, concise and brief”.

Read the text below and then answer the questions that follow:

13.2.1 Letters

For composing effective formal letters, take care to adhere to certain guidelines. These principles form the backbone of any effective writing.

- **Be clear** – select words carefully in order to make sense. Do not use high sounding, pretentious words or vague, outdated phrases like “We beg to acknowledge the receipt …”.
- **Be courteous** – use the appropriate level of formality. Use a salutation suitable to the status of the recipient at the beginning of the letter and at the end too.
- **Be concise** – use few, effective words instead of being verbose. Do not repeat yourself and include relevant material only.
- **Be concrete** – your message should be specific, definite and vivid rather than vague or general. Use the active voice rather than the passive in a letter.
- **Be considerate** – focus on the reader, his/her feelings, queries, complaints, etc.
- **Be complete** – include all facts, data and necessary information that the reader requires for correct understanding and for making the response that you want from her/him.
- **Be correct** – use grammatically correct language. Other than accuracy in spelling and punctuation, use accurate facts, figures and words.
- **Be gender sensitive** – avoid the use of sexist language, e.g. ‘The chairman of the organisation delivered the valedictory speech’. Change this to ‘The chairperson …’.
- **Be natural** – if you are introducing a new product, instead of stereotyped forms, use more natural expressions.

**Activity**

2) Can you add more guidelines?

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..................................................................................................................................................
..................................................................................................................................................
13.2.2 Memorandum: Downward, Non-interactive Internal Communication

You have already seen what a memo looks like in the ‘Warm up’ section. The word ‘memo’ or its complete formal equivalent ‘memorandum’ has more than one meaning if you look at a dictionary. It comes from the Latin word *memorare* which means to mention or tell. Hence, its meaning is usually taken in the sense of a message.

Have you noticed that the memo given earlier has no mention of the organisation’s name? The message is not sent on the official letterhead because it is sent within the organisation. Generally, plain paper or printed memo forms are used to send any message to another department or to another office (of the same organisation) located in another city. The memo is less formal than a formal letter and contains no salutation. It is concise in form and content and may contain direct imperatives depending upon the nature of communication.

**Definition:** “A memo is a short, official, written statement prepared for a specific person or persons within the organization, in order to give information about a particular matter”.

**Features of a Memo**

- The memo carries the word MEMORANDUM on top of the page whereas a formal letter makes use of the organisation letterhead. The memo form contains space beneath the heading for writing the name (and/or designation) of the sender and receiver(s), the date and the subject.

- It is often short, running to a few lines. Sometimes, it may be a few paragraphs long, though it rarely exceeds a page. However, a memo does not, necessarily have to be confined to one page. A letter is usually a page or more in length.

- It is less formal than a letter. It has no salutation at the beginning or at the end. Unlike a letter, it has no address. The designation of the receiver is written informally such as Assistant Librarian - Reference Section, etc.

- A memo states its purpose directly, while a letter usually refers to a previous communication and leads to the main message by stating the context first.

- Politeness markers are less used in a memo. A request is made directly (e.g. ‘Everyone is requested to come to the Chief Librarian’s office…) and not indirectly as in a formal letter (e.g. ‘I hope it will be possible to ……….’). However, it must be remembered that polite expressions are not dispensed with altogether. Courtesy is never cast aside as it is an integral part of any formal communication.

**Uses of a Memo**

- To make announcements, requests, policy measures, reminders, suggestions, acknowledgements, etc.

- To confirm decisions taken in meetings or telephone conversations

- To inform employees about new policy decisions

- To circulate in-house reports of different kinds like investigation reports, progress reports, etc.
The Writing Skill

- To seek explanations
- To request action, information or suggestions
- To issue instructions
- To keep a permanent record of any matter that should be known to all employees. It helps to keep the record straight and protects the sender from future apprehensions and controversies.

Writing a Memo

A memo should be brief with its message stated directly. The modern style of memo writing favors a direct approach and avoids words that do not contribute to the communication. There should be a subject line which clearly defines what the memo is about. The sentences should be short and simple. The active voice should be used as far as possible. Personal opinions must be avoided. If there is more than one point, it would be a good idea to itemize them. Each new point must be in a separate paragraph. An effective memo is one which connects the purpose of the writer with the interests and needs of the reader.

Avoid saying

This is in continuance with the decision taken in consultation with the Library Building Committee about providing cafeteria facilities on the library premises. The users can now use the new cafeteria constructed next to the Reference Section from the first of next month.

Instead word it like this

“Members can use the newly cafeteria next to the Reference Section from the 1st of September...”

13.3.3 Office Order

When any matter like withdrawing the rights of employees, imposing restrictions on them, conveying information about transfers, postings and promotion / retrenchment, or about granting / withholding annual increments or about disciplinary action taken against a particular employee needs to be communicated, an office order is issued. Simple, clear language in a polite tone should be used. Facts and reasons should be given while no personal comments should be made in an office order. Unlike the memo, the office order is not addressed to the concerned receiver but it is about her/him. Usually the third person is used and details are given about the person and the action to be taken. It has the following format:

1) The organisation letterhead (this is optional as this form of communication is usually sent within the organisation)
2) The reference number of the order
3) Date of the order
4) The heading of the written communication, in this case ‘OFFICE ORDER’.
5) The text of the message
6) The signature of the person issuing the order
7) The names and designations of persons to whom copies of the order are being sent
**Definition:** An office order is a written formal downward communication which is normally used to convey information relating to employees’ rights and service conditions.

It is important to remember to choose your tone and words carefully while drafting an office order. Use courteous and polite language. Words should be effectively used in clear and concise sentences. The tone and language should be objective. Given below is the format of an office order.

Heritage Library  
New Delhi

No.…………….. Date: …………………

**OFFICE ORDER**

Text of message ................................................................................................................
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To: …

Signature  
(Designation)

Cc: a)

b)
Given below is an example of an actual office order:

**IGNOU LIBRARY**
**LIBRARY AND DOCUMENTATION DIVISION**

Lib./Acq./11-12/254  
Date: 23.01.20xx

**OFFICE ORDER**

**SUB: REQUISITION FOR PROCURING BOOKS**

The unspent amount of the budget allocated for purchasing books in this financial year is given in the table below:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>School/ Discipline</th>
<th>Budget allocated (in Rs.)</th>
<th>Unspent amount (approximate in Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A 1</td>
<td>School of Education</td>
<td>332942</td>
<td>176000</td>
</tr>
<tr>
<td>A 2</td>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B 1</td>
<td>School of Health Sciences</td>
<td>78399</td>
<td>181407</td>
</tr>
<tr>
<td>B 2</td>
<td>Nursing</td>
<td>78399</td>
<td>181407</td>
</tr>
<tr>
<td>B 3</td>
<td>Medical</td>
<td>78399</td>
<td>181407</td>
</tr>
<tr>
<td>C 1</td>
<td>School of Management</td>
<td>333968</td>
<td>170000</td>
</tr>
<tr>
<td>C 2</td>
<td>Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D 1</td>
<td>School of Sciences</td>
<td>237491</td>
<td>123160</td>
</tr>
<tr>
<td>D 2</td>
<td>Life Science</td>
<td>402151</td>
<td>116000</td>
</tr>
<tr>
<td>D 3</td>
<td>Mathematics</td>
<td>81000</td>
<td>205000</td>
</tr>
<tr>
<td>D 4</td>
<td>Physics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E 1</td>
<td>School of Continuing Education</td>
<td>88803</td>
<td>18737</td>
</tr>
<tr>
<td>E 2</td>
<td>Rural Development</td>
<td>88000</td>
<td>152000</td>
</tr>
<tr>
<td>F 1</td>
<td>School of Humanities</td>
<td>290894</td>
<td>149000</td>
</tr>
<tr>
<td>F 2</td>
<td>Hindi Language</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G 1</td>
<td>School of New Media Studies</td>
<td>493999</td>
<td>360451</td>
</tr>
<tr>
<td>H 1</td>
<td>School of Law</td>
<td>185331</td>
<td>172000</td>
</tr>
<tr>
<td>I 1</td>
<td>School of Extension</td>
<td>142385</td>
<td>142385</td>
</tr>
<tr>
<td>J 1</td>
<td>School of Translation Studies</td>
<td>91056</td>
<td>72384</td>
</tr>
</tbody>
</table>

To facilitate the selection of books by the various disciplines in the list, the L&DD staff would be glad to arrange a display of books. The Directors of concerned disciplines may intimate the date and time when they would like the display of books in their respective Schools.

Chief Librarian  
Rohit Sharma  
Directors of Schools  
Deputy Librarian
13.3.4 Circulars

Circulars are written when employees of an organisation have to be informed of changes in policy procedures, events taking place within the organisation, posts for internal appointment or about new schemes/ventures undertaken by the organisation. It is a well-known fact that “all business messages have a general purpose: to inform, to persuade, or to collaborate with your audience”. It is important to remember this as the “purpose determines both the amount of audience participation you need and the amount of control you have over your message”. That is why circulars have to be carefully planned, composed and completed so that the relevant information is clearly communicated to the intended receivers. They can be physically distributed or mailed. The format of a circular is as follows:

- The letterhead of the organisation
- The descriptive label of the message (in this case ‘CIRCULAR’ and its reference number)
- The date
- The subject line
- The text of the message
- Name and designation of the sender

IGNOU LIBRARY
LIBRARY AND DOCUMENTATION DIVISION

Lib./Cir./254
Date: 23/05/20xx

CIRCULAR

SUB: ORIENTATION PROGRAMME

An orientation programme on E-learning is going to be held from 3rd July to 5th July, 20xx. Division heads of the Library may recommend names of staff who would participate in the programme.

(Prahlad Mahto)
Deputy Registrar (GA)

Distribution:
1) All Heads of Divisions/Directors of Schools/Centres/Units/Cells
2) Director (RSD)/All RDs
3) DD, VCO
4) SPA to Registrar (Admn.)
5) CPRO
6) All Notice Boards (HQ/RCs)
Self Check Exercises

Note: i) Write your answers at the space given below.

   ii) Check your answers with the answers given at the end of this Unit.

Now that you have read about some types of downward, non-interactive internal communication, answer the following questions briefly in your own words:

1) What are the principles of effective business/formal correspondence?
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2) When are *memos* and *office orders* written?
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   ......................................................................................................................
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   ......................................................................................................................
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3) What is the difference between these two kinds of communication?
   ......................................................................................................................
   ......................................................................................................................
   ......................................................................................................................
   ......................................................................................................................
   ......................................................................................................................
   ......................................................................................................................
   ......................................................................................................................
   ......................................................................................................................
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   ......................................................................................................................
4) List three characteristics of a *memo*.

5) Enumerate at least three differences between a *memo* and a *business/formal letter*.

6) What factors should be kept in mind while drafting a *memo* or an *office order*?

7) What is the purpose of writing a *circular*?
The Writing Skill

8) Make the following memo brief and write it in the proper format:

Indira Gandhi National Open University
Library and Documentation Division
R&S Section

Subject: Recent decisions of Library Committee meeting held on 15/9/20xx

Library Committee (LC) in its meetings held on 15/9/20xx made the following decisions concerning Regional Centres (RCs) / Study Centres (SCs):

1) Libraries of RCs/SCs may conduct regular pest control measures to safeguard their local library collection.

2) RCs may procure books on their own for local academic programmes following the LC approved procedure attached in Annexure-1. Apart from this, every academic staff of the RC may be provisioned to recommend books of own research/academic interest up to Rs. 15,000 in a financial year for the RC Library. The books recommended in this regard may be purchased locally by following the procedure in Annexure-1. Such books may be issued to the academic staff for study purpose for certain duration. On the close of the financial year, Library may be informed of the list of books procured with details such as author, title, publisher, place, year of publication, price, discount, accession number to update the details in the central database maintained by the Library.

Rohit Sharma
Deputy Librarian

Librarian

Distribution:

1) Director, Regional Services Division
2) Regional Directors, Regional Centres

Encl. Annexure-1

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13.3.5 Notice

A notice is like a circular but there is a slight difference between the two forms. While the former is put up on the notice board or on the organisation’s website for viewing by employees, the latter is usually distributed by hand or mail.

A notice for a meeting, also called a notification, is sent well in advance so that all members attending it can come well prepared and contribute their utmost to the deliberations. It contains information about the following:

- Participants at the meeting
- Nature of the meeting (whether it is routine, emergency, special, extraordinary etc.)
- Day, date and time of the meeting
- Venue of the meeting
- Purpose or agenda of the meeting
- Signature of the Secretary
- Date on which the notice was issued
- How long will the meeting take (optional)
- Whether tea/lunch will be served (optional)

If the Librarian of The Modern Public Library has to write a notice for a meeting to all the library staff then s/he would probably write like this:

**The Modern Public Library**

5, Sher Singh Marg
New Delhi 110023

NOTICE

The Librarian would like to meet the staff of all the departments in the Library and the Documentation Division on Tuesday, the 28th of April, 20xx at 11.30 am in the Committee Room in order to discuss the problems regarding the maintenance of the library database and possible solutions.

24 February, 20xx

Secretary

cc:

i) Mr. Pradeep Kumar, Deputy Librarian
ii) Ms. Ratna Ahmad, Head, Documentation Division
iii) Ms........................
iv) Mr.........................
v) etc.

Enclosure:

A copy of the letter from two of the library members regarding the problems they face in finding resources in the library.
13.3.6 Agenda

An agenda is a list of items to be discussed or of official things to be done at a formal meeting. This list is prepared in advance of the meeting, by the secretary in consultation with the Chairperson. The agenda is the backbone of any meeting and helps to focus the members’ attention on the matter at hand and thereby channelizes the discussion to a fruitful outcome. Thus, there is an optimum utilisation of time and members’ energy. An agenda contains the following items:

- The letterhead of the organisation
- The date, time and place of the meeting (It is not necessary to include this if the agenda is sent with the notice which has all these details)
- Apologies for absence
- Confirmation of minutes of previous meeting (if applicable)
- Matters arising from the minutes
- Items for discussion
- Any other matter
- Date, place and time of next meeting (if required)

13.3.7 Minutes of a Meeting

All formal meetings require a written record of the discussions held and decisions reached. For this it is essential to record what happened in a meeting so that members are reminded of the outcome of the discussions held regarding different issues. Notes have to be taken during the meeting in order to prepare the minutes. Minutes are prepared by the secretary of the Chairperson. S/he requires certain skills like note-taking, use of reported speech and the technique of summarising in order to compile them. All discussions during the meeting have to be converted into reported speech and the sequence of ideas; proposals, suggestions, etc. have to be noted in a logical manner. The prepared minutes should follow a definite format and the sequence of the agenda.

Format of Minutes

The following information is given in the minutes:

- Name of the body; nature of the meeting; day; date; time and place of the meeting e.g. Minutes of the second meeting of the Library Committee for establishing a new public library held on Tuesday 29th April, 20xx at 11.30 am in the Conference Room.

- After the above information, the names of people (with their designations) who attended the meeting are given, beginning with the Chief Librarian.

Present:
Ayushi Rajwar (Chief Librarian)
S. Sarthak (Deputy Librarian)
Yash Butola (Assistant Librarian)

Names without designations can be given when the meeting is informal. But minutes of formal meetings should carry the designations as well.
• There should be a separate mention of the people who attended the meeting in a special capacity like the web designer. Information about the people who may have been invited specially to participate and assist in the proceedings of the meeting by virtue of their special expertise, e.g. a documentation officer, architect, etc.

**In Attendance:**

Shweta Bisht (Documentation Officer)
Rahul Gusain (Architect)

• After giving these details, the minutes will follow the agenda closely. Now the person making the minutes will report any apologies for absence from those persons who were unable to attend the meeting. Usually their names and their apologies are announced or read out during the meeting. This will be recorded as follows:

**Apologies for Absence:** Apologies were received from the following persons could not attend the meeting:

XYZ (Deputy Librarian)
XYZ (Assistant Librarian)

• Ratification of the Minutes of a previous meeting (if any) e.g. The minutes of the last meeting held on ........... were confirmed and approved. In case there are any accepted amendments to these minutes, they should be recorded as follows: It was pointed out that item no. ...... should read as ‘classification’ instead of ‘cataloging’.

With the acceptance of this amendment, the minutes were confirmed and accepted.

• If any discussion arises out of the minutes of the previous meeting, it is recorded in the present minutes as:

**Matters arising out of the minutes:**

1) The Chief Librarian stressed the point that since there was a great demand, the building should be completed by the end of the following year.

2) The Web-designer was of the opinion that any public library should have accessibility to all the latest e-resources.

3) The documentation Officer informed members that a breakdown in one of the computers caused a delay in completing the report. However, the report would be submitted by the end of the month.

• After reporting the above information, the items for discussion in the agenda are recorded. Each item is recorded separately.

• If any other matter requires discussion, it is taken up with the permission of the Chairperson.

• If another meeting is fixed, it is recorded in the minutes.
Language and Style of Minutes

- Minutes of formal meetings should be recorded in a specific language and in a particular format. They are supposed to represent a reliable record of all important matters discussed, resolutions moved, recommendations made, decisions taken, and action taken or to be taken in the meeting. Therefore, the language used should be simple and clear, free from ambiguity, and precise so that the contents are easily understood.

- Usually, the decisions taken in meetings are a result of collective activity. Thus, the language used should also reflect this. While important suggestions and proposals can be ascribed to individual members, it should not assign decisions to individuals.

- The language of minutes should be concise and precise. Only the major points of discussion, resolutions reached, and decisions taken are included. Names of proposer and seconder, and tasks assigned to particular individuals / committees are incorporated into the minutes of a meeting.

- Minutes are an official record of a meeting and may be used for reference by other agencies and institutions including the courts of law in case there is a dispute. Hence, care should be taken to ensure that the language conforms to standards of formality and impersonality that publicly used language requires.

- The language of minutes is in the simple past tense, and passive voice. For example, “The matter was raised……”, “It was agreed ……” etc. This helps to make the minutes impersonal and objective.

- Minutes should also be presented in a well-organized manner by using a systematic layout.

- Each section of the minutes should be presented in a separate paragraph. Double space lines should be used between two paragraphs.

- Headings of sections or of agenda items should be in bold letters. In case there are sub-sections or items within a section, they should be numbered and presented in separate paragraphs. If there is an action item, it should be put in a separate paragraph with the heading ‘Action’.

- Whenever there is a summary of a discussion, the different contents should be itemized. This will enable the reader to understand the main points of the argument.

Self Check Exercise

Note: i) Write your answers at the space given below.

ii) Check your answers with the answers given at the end of this Unit.

Now that you have read about the different types of downward, non-interactive internal communication, answer the following questions briefly in your own words:

9) When are notices written?

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10) Who issues the notice for a formal meeting?

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11) What is the difference between a notice and a circular?

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12) What is the importance of having an agenda?

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13) Why should minutes be written in a particular style?

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14) Tick the following items of information that should be included in a notice for a meeting? Cross the incorrect ones:
 i) The name of the person who is calling the meeting
 ii) Only the date of the meeting should be given
 iii) The agenda of the meeting
 iv) Signature of the person calling the meeting should be given
 v) The time of the meeting
 vi) Names/designations of the persons attending the meeting
 vii) The place of the meeting
 viii) Enclosures should not be sent
13.3 VOCABULARY

Activities

3) Write the opposites of the following words taken from the various texts in the Unit. You may consult a dictionary or Thesaurus.

<table>
<thead>
<tr>
<th>Word</th>
<th>Opposite</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concrete</td>
<td></td>
</tr>
<tr>
<td>Courteous</td>
<td></td>
</tr>
<tr>
<td>Concise</td>
<td></td>
</tr>
<tr>
<td>Beginning</td>
<td></td>
</tr>
<tr>
<td>Permanent</td>
<td></td>
</tr>
<tr>
<td>Persuade</td>
<td></td>
</tr>
<tr>
<td>Optimum</td>
<td></td>
</tr>
<tr>
<td>Fruitful</td>
<td></td>
</tr>
<tr>
<td>Particular</td>
<td></td>
</tr>
<tr>
<td>Ambiguity</td>
<td></td>
</tr>
<tr>
<td>Collective</td>
<td></td>
</tr>
<tr>
<td>Objective</td>
<td></td>
</tr>
</tbody>
</table>

4) Match the idioms given in the box with their meanings:

<table>
<thead>
<tr>
<th></th>
<th>a against your better judgment</th>
<th>b on the fence</th>
</tr>
</thead>
<tbody>
<tr>
<td>a</td>
<td>b on the fence</td>
<td>c come to the table</td>
</tr>
<tr>
<td>e</td>
<td>d put your cards on the table</td>
<td>e draw a line at doing something</td>
</tr>
<tr>
<td>d</td>
<td>f take the plunge</td>
<td>g give and take</td>
</tr>
<tr>
<td>f</td>
<td>g give and take</td>
<td>i hammer something out</td>
</tr>
<tr>
<td>g</td>
<td>h between a rock and a hard place</td>
<td></td>
</tr>
<tr>
<td>i</td>
<td>j meet someone halfway</td>
<td></td>
</tr>
</tbody>
</table>

Meanings:

1 to meet for discussion | 2 to make a decision that is difficult or risky
3 to explain what you think and want | 4 to be undecided
5 to decide not to do something | 6 to make a decision that you believe is not the best
7 to have only bad choices | 8 to create an agreeable solution
9 the exchange of some of what you want for some of what someone else wants | 10 to accept part of what someone else wants
13.4 LISTENING AND SPEAKING

Activity
Listen to the audio recording and then respond to the instructions.

5) Answer the question asked at the end of the tape script and give reasons for your choice.
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6) Now summarize the tape script orally in your own words (150 words).
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13.5 WRITING

Activities
7) As the Assistant Librarian, write a memo to the Computer Division for the following requirements in the Library:
   i) 20 computers for creating Researchers’ Area for providing research facilities to students, faculty, visiting faculty and other users
   ii) Access to e-resources to be facilitated
   iii) Wi-Fi services for the staff and students

   (You may add other requirements that you think are relevant)

8) Draft an office order for the following situation:
   Ms. Sheela Nair, has been appointed as the new Deputy Librarian of the Public Library on 23rd April 20xx.

9) Write a circular on behalf of the British Library about the weekend workshops called “Bookworms” to be organised for children to encourage the reading habit.
13.6 GRAMMAR: TO + INFINITIVE

Read the sentences given below which are taken from the Reading text:

1) To make announcements, requests, policy measures, reminders, suggestions, acknowledgements, etc.
2) To confirm decisions taken in meetings or telephone conversations
3) To inform employees about new policy decisions

The verbs to make, to confirm, to inform are infinitives. Although the infinitive is a verb, it is often used as a noun. It can be the subject or the object of a verb. In sentences, 1, 2, and 3 the infinitives to make, to confirm and to inform are subjects.

The infinitive can also be used as an object of a verb.

Examples:
The agenda is the backbone of any meeting and helps to focus the members’ attention on the matter…

For this it is essential to record what happened in a meeting…

**Self Check Exercise**

15) Complete the sentences with the infinitives of the verbs in the box:

<table>
<thead>
<tr>
<th>complete</th>
<th>quit</th>
<th>hire</th>
<th>meet</th>
</tr>
</thead>
<tbody>
<tr>
<td>ask</td>
<td>buy</td>
<td>contact</td>
<td>weigh</td>
</tr>
</tbody>
</table>

i) Please do not hesitate to contact me if you have further queries.
ii) I am writing to ask you for your help.
iii) I have arranged to hire the visitors at the library.
iv) We use scales to weigh things.
v) I stayed up late to finish my Project Report.
vi) I went shopping last Sunday to buy gifts for our buyers from London.
vii) There are a lot of organizations who want to employ research associates for short term projects.
viii) Marie was getting tired of her job so she decided to quit it.

16) Rewrite the following sentences using the verbs in the brackets given below + object + to + infinitive. One is done for you as an example:

i) “You may leave early if you like,” said the Librarian to her secretary. (allow)
ii) “Don’t forget to send the email,” said the Assistant Librarian. (remind)
iii) “Go on, apply for the job,” said Anita’s husband. (encourage)
iv) “Can you finish the report as soon as possible?” said the Finance Manager to his team. (ask)
v) “I think you should inform the Chief Librarian about the theft,” said the Deputy Librarian. (advise)

vi) “If you want to get good Indian food, go to Just Indian,” said Rohan to the buyers. (recommend)

i) Allow: The Manager allowed his secretary to leave early.

ii) ……………………………………………………………………………………………………………………………

iii) ……………………………………………………………………………………………………………………………

iv) ……………………………………………………………………………………………………………………………

v) ……………………………………………………………………………………………………………………………

vi) ……………………………………………………………………………………………………………………………

13.7 SUMMARY

In this Unit, you have learnt about the different types of non-interactive, downward internal correspondence. You know what a memo is and the purpose of writing it. In the same way, you have learnt about an office order, a circular, a notice and their functions within the workplace.

You have also become familiar with what an agenda means and how it should be drafted. You are aware that discussions or decisions taken during any meeting are recorded in the form of minutes. You have read how a particular style and language is used to write down minutes.

In the grammar section we have given you practice in the use of to + infinitive and in the pronunciation section, we give you more practice with word stress.

13.8 ANSWERS TO SELF CHECK EXERCISES

1) The principals of effective business/formal communication are as follows:

One has to be brief and use few and effective words instead of long winding sentences with high-sounding words. Courtesy has to be maintained with appropriate level of formality. One has to be precise and take care to include all relevant facts, data and necessary information. Focus should be on the reader and it must be stated clearly what is the response expected from him/her. Language used should be gender sensitive as well as grammatically correct with accurate spelling and punctuation. The active voice has to be used. Being original will make the correspondence more appealing and effective.

2) Memos and office orders

Memos are short, official, written statements prepared for a specific person or a committee within the organisation, in order to give information about a particular matter, e.g. to make announcements, requests, give reminders, acknowledgements; to inform about new policy decisions; to circulate in-house reports, progress reports etc.; to seek explanations; to request action, information or suggestions. They are written to keep a permanent record of any matter that should be known to all employees.
Office orders are formal downward communication, which are written to convey information relating to employees’ rights and service conditions. For e.g. transfers, postings and promotion/retrenchment, about annual increments or about any disciplinary action taken.

3) The difference between memo and office order

i) In the memo the name and designations of the sender and receiver is given. It is addressed to the concerned receiver while the office order is not. The office order is about a particular person but usually a third person is used and details are given about the person and the action to be taken. The names and designations of persons to whom copies of the order are being sent are mentioned in the Office order.

ii) The memo is usually not sent on the organisation letterhead whereas for the Office order the organisation letterhead can be used.

iii) Politeness markers are less used in a memo whereas in an office order a polite tone should be used.

4) The memo has the following characteristics

i) It carries the word MEMORANDUM on top of the page and contains space beneath for writing the name (and/or designation) of sender and receiver(s), the date and the subject.

ii) It is often brief and states the main message directly.

iii) It is less formal than a letter as it has no salutation at the beginning or the end. Neither does it have any inside address and the designations of receivers are written informally.

5) The business/formal letter and memo are different in the following respects:

i) The official letter is formal with appropriate salutations while the memo is less formal and contains no salutations.

ii) The business letter has the address of the sender and the receiver whereas the inside addresses are absent in the memo.

iii) The formal letter is sent on the organisation letterhead whereas the memo is not. This is because memos meant for intra-organisation communication. It is sent on a plain paper or on printed memo forms.

iv) The formal letter is usually a page or more in length whereas the memo is often concise in form and content and rarely exceeds a page.

6) While drafting an office order or a memo brevity and precision of the message should be given importance. The purpose should be stated directly and the active voice used as far as possible. The sentences should be short and simple. The tone and language should be objective as well as courteous. Personal opinions/comments should be avoided in both cases.

7) The purpose of writing a circular is to inform employees of a change in organisational policy procedures, events taking place within the organisation, posts for internal appointment or about new schemes/ventures undertaken by the organisation.
MEMORANDUM

Lib/IC-17/12/2457
Date: 15/09/20xx

To: Director, RSD,
    Regional Directors, Regional Centres

From: Deputy Librarian

Subject: Recent Decisions of Library Committee meeting held on 15/09/20xx

The decisions taken at the meeting are as follows:

i) Libraries of Regional Centres may conduct pest control measures to safeguard the library collection.

ii) RCs’ may now procure books independently by following the procedure in Annexure-1

iii) Staff from RCs can recommend books worth Rs. 10,000 in one financial year.

9) Notices are written to give information to the public. It is a sheet or a placard displaying information about a meeting or decisions taken by the management.

10) Usually the Secretary of the Head of the Organization/Department issues the notice for a formal meeting.

11) The notice is usually put up on a notice board or on the organisation’s website for viewing by employees while a circular is usually distributed by hand or mail.

12) An agenda is the backbone of any meeting as it gives direction to it. It helps the members to focus attention on the important matters and therefore channelize the discussion to a fruitful outcome. This ensures optimum utilization of time and members’ energy.

13) The minutes should be written in a particular style because they are an official and reliable record of all important matters discussed, resolutions moved, recommendations made, decisions or actions taken during a meeting. Therefore, it should be simple, clear and free from ambiguity. Since it indicates collective activity the language used should also reflect this. Rather than being verbose, the language should be concise and precise and thus should focus on the main points of discussion of the meeting. The simple past tense and passive voice should be used. It should be well-organized with headings of sections or of agenda of items in bold letters. If there is an action item, it should be put in a separate paragraph with the heading “Action”. Whenever there is a summary of the discussion, contents are itemized to enable the reader to understand the main points of the argument.

14) The incorrect ones are (ii), (iv) and (viii)
15) i) to contact  
    ii) to ask  
    iii) to meet  
    iv) to weigh  
    v) to complete  
    vi) to buy  
    vii) to hire  
    viii) to quit  

16) i) The Assistant Librarian reminded him to send the email.  
    iii) Anita’s husband encouraged her to apply for the job.  
    iv) The Finance Manager asked his team to finish the report as soon as possible.  
    v) The Manager advised him to inform the Chief Librarian about the theft.  
    vi) Rohan recommended the buyers to go to ‘Just Indian’ for good Indian food.  

**13.9 ANSWERS TO ACTIVITIES**

1) Do it yourself.
2) **Be comprehensive** – ensure that you have answered all queries and discussed all ideas that you wished to communicate.

**Be coherent** – you must write sentences and paragraphs according to the principles of unity and coherence.

3) | Opposite Words |
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<tr>
<td>Vague</td>
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<tr>
<td>Impolite</td>
</tr>
<tr>
<td>Elaborate</td>
</tr>
<tr>
<td>End</td>
</tr>
<tr>
<td>Temporary</td>
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<td>Dissuade</td>
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<td>Least</td>
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<tr>
<td>Unsuccessful</td>
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<td>Unspecific</td>
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<tr>
<td>Certainty</td>
</tr>
<tr>
<td>Individual</td>
</tr>
<tr>
<td>Subjective</td>
</tr>
</tbody>
</table>

4) a – 6; b – 4; c – 1; d – 3; e – 5; f – 2; g – 9; h – 7; i – 8; j – 10
Audio text for Activity 5

As one of the main instruments of communication at the workplace, memos have gradually acquired a distinctive style. They are usually written in a hurry and hence it is important that they should reveal the main message at a glance. If they look like there are several paragraphs to be read, then the chances are they will be put aside to be read later. So you should make your memo brief. At the same time it should be organised in such a way that it even looks brief.

Memos have always been used by government bureaucrats but their style is a little antiquated and outdated. They use the passive voice rather than the active. Their memos contain phrases like “It has been brought to the notice of the undersigned that ………..” rather than “I have noticed that…………..”. They refer to themselves in the third person (the use of ‘I’ is usually avoided) and get to the main message in an indirect manner. They will begin with an introduction which may consist of one or more sentences and then announce the main message. This kind of bureaucratic style of writing memos is no longer used. People who are busy at work do not have the time and patience to cut through yards of verbiage before reading the main message. The modern mode of writing memos advocates a direct style which avoids beating around the bush and goes to the message proper. Keeping them short and simple is the preferred way to write memos.

One must also think of the reader’s time when composing a memo. Write only what is important and what the receiver needs to know. Even though you may be tempted to do so, cut out the philosophy and your personal viewpoint. Make your communication readable, direct and transparent. This reflects upon your personality as a friendly, open and accessible person. Therefore, remember the cardinal rule of stating your subject directly and precisely. To illustrate with an example, if a doctor has been appointed to provide free medical check-up to all employees working in the organisation, how would you word it?

Which of the following subject lines is the most effective and clear?

- Welfare measures for all employees
- Follow-up action of the agreement with the Library union
- Free medical check-up for all employees and their families
- Doctor to visit the employees in order to provide free medical check-up

5) “Free medical check-up for all employees and their families” seems to be the most effective and clear subject line as the 1st and 2nd choices are very vague. They do not specify what the welfare measures are or what the nature of follow up action is. The fourth choice is long and states the obvious fact that a doctor will be coming to provide the free medical check-up. The 3rd choice is to the point and the message is easily understood.

6) Summary of the passage:

In today’s fast track life memos are popular choices for communication at the workplace. Memos have evolved over the years. From an indirect and verbose style used by government bureaucrats they have transformed into concise and direct messages. The main message is stated right at the start.
This is suited to the people busy at work, unable to read through long winding letters. The communication should be readable, direct and transparent. An effective memo reveals a friendly, open and accessible personality.

7) MEMORANDUM

Lib/IC-17/12/2333

To: Head (Computer Division)
From: Assistant Librarian
Date: February 22nd 20xx

Subject: Requirement of Resources in the Library

The following are the requirements from the Computer division to enhance the library services:

- Computers for creating Researchers’ Area for providing research facilities to students, faculty, visiting faculty and other users.
- Access to e-resources to be facilitated.
- Wi-Fi services for the staff and students.

Request you to do the needful at the earliest.

8) Office Order: (Appointment of Ms. Sheela Nair as Deputy Librarian):

No: PL/AP/2365/14 Date: 23/04/20xx

OFFICE ORDER

Sub: Appointment of Ms. Sheela Nair as Deputy Librarian

The Management and Advisory Council have decided to appoint Ms. Sheela Nair, Deputy Librarian. Selection was based on the interview held on 20th March, 20xx.

Vivek Bhatia
Secretary

To
Librarian, Public Library

Copy to:
Director, Documentation division
Director, Computer Division
Director, Finance Division
CIRCULAR

Ref no: GDL/KDJ/HF/LMK/17
4/2/20xx

Sub: Weekend Workshop “Book Worms” for Children

The British Library will be starting with a series of workshops titled “Book Worms” beginning from 11/02/20xx to 25/02/20xx. These will be held during the weekends. These workshops are for children aged between 5-15 years. These will incorporate activities and games that will make reading an enjoyable experience. Each workshop will include 20-25 children. Enrolments last till the slots are filled. Register your child soon and make him/her a bookworm!

Prashant Sharma
Librarian

13.10 REFERENCES AND FURTHER READING


