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# UNIT 11 MEMORANDA

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## Structure

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- 11.6 Let Us Sum Up
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## 11.0 OBJECTIVES

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In Units 2 and 3 of Block 1 we discussed formal letters. In this unit, we shall begin our discussion of other forms of official communication.

We shall first take up memoranda (memos for short) and discuss the following with the help of examples :

- the format and style of a memo and how it differs from a letter;
- the reasons for writing memos.

After you complete this unit, you should be able to write memos whenever you need them for official communication.

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## 11.1 INTRODUCTION

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In Units 2 and 3 of Block 1 we dealt with a variety of formal letters that you might need to write to different commercial organisations or to various government departments. These letters might relate to any difficulties or problems that you had, or they might be written in connection with the activities of your organisation. Our emphasis was on the general format of these letters, and the style you might need to adopt in writing different types of letters.

In this unit, we shall concentrate on written communication between members of the same organisation. Such a note is known as a memorandum (plural : memoranda), called a 'memo' for short.

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## 11.2 WHAT IS A MEMO?

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A memo is generally used for internal communication of all kinds. It may range from a very brief note to a longer letter-like communication or even a short report.

The purpose of a memo is to circulate information of all kinds, to request others to take care of certain items of work, to keep members of an organisation posted on new policies, to report on an activity or situation, to ask questions, and so on.

There are numerous subjects that memos deal with; for example, the announcement of important administrative or structural changes in a company. Some organisations use the memo for short reports as well as reports in which an officer supplies data to another officer to enable the latter to take a decision.

and recommendations of the officer sending it.

The memo may be put on the notice board for everyone to see, or circulated in internal mail to the departments concerned.

## 11.3 FORMAT AND STYLE

Let's consider the format and style of a memo.

### 11.3.1 Format

As you will notice, the format of the memo is quite different from that of letters. Many commercial organisations have their own printed memo forms for interdepartmental communication.

This format has been highly conventionalised, although details will vary from one organisation to another. One example of a memo form is given below:

## LAKHANPAL PRIVATE LIMITED



### INTERNAL COMMUNICATION

REF. NO.	DATE
TO OFFICE	FROM OFFICE
COPIES TO	
SUBJECT	

If your organisation does not have its own printed memo form, you should include the following information when you write a memo:

- name and designation of the sender
- name and designation of the receiver
- reference
- date
- subject

Job titles or names of departments are occasionally omitted if the sender and receiver know each other well. But, since memos are often used as records of information, it is usually best to include the appropriate titles. If copies of a memo are sent to other employees, an indication is usually given at the bottom.

The different ways of arranging memos are shown in the two examples given below:

1. To : The General Manager	Ref: PA/146
From : Manager-Administration	16 May, 1988
Subject : Damage by Fire	
(Body of the Memo)	
Signature of the sender	
cc: Regional Manager	
Divisional Managers	
Finance Manager	

2.

## INTER-OFFICE MEMORANDUM

August 2, 1988

To : Faculty Members  
 From : Communication Division

The next preview session of the audio/video programmes will be held on Tuesday, 21 June, 1988, from 3 p.m. to 5 p.m. The venue is Communication Division, 52, Tughlakabad Institutional Area, New Delhi.

The following programmes will be previewed:

1. Effective Selling (video)
2. Birth of Public Libraries (video)
3. The Three Phases of Work (audio)
4. Essentials of Urdu Language (audio)

(A. Rehman)  
 Producer

cc : 1. PS to V.C.  
 2. PVC (Academic)  
 3. Directors of Schools

### 11.3.2 Style

In writing a memo, you should follow the rules of good writing that you would use for any longer communication. The tone of the memo is, however, generally more impersonal and matter-of-fact.

Before you write your memo, it would be useful to write an outline. This will probably be no more than a number of items jotted down and arranged in a logical sequence. Some of the points you need to keep in mind in writing and arranging a memo are:

- A memo should deal with one subject only, and the subject should be indicated as heading, as in the following examples:

Subject: English Alive : Distribution in North India

Subject: Annual Audit

Subject: Reimbursement of conveyance charges

If there is no subject heading, introduce the subject in the opening paragraph. Here is an example.

Our present system of filing documents has created a serious problem for sometime.

- If a memo is a lengthy one, it is better to organise it into sections and subsections. Each section or subsection should have a heading or subheading. Headings, as you already know, will help you divide the material into manageable segments, call attention to the main topics, and signal a change of topic.

Example of a longer memo :

4th July, 1988

To : Dr. P.K. Mitra, General Manager, Marketing

In response to your memo of 20 June 1988, I have made the following arrangements for the conference of Sales Executives and Branch Managers to be held on 15 and 16 July :

- Venue : Conference hall of Hotel Apollo, which can seat upto 80 people.
- Seating arrangements : Seating arrangements have been made for 60 participants in a semi-circular format.
- Accommodation : 30 double rooms have been booked at the hotel for the participants. Apart from this, single rooms have been booked for the Managing Director, Executive Director, General Manager, and Guest speakers.
- Charges : It has been arranged with the Hotel that they will charge Rs. 500 per participant. This will include breakfast, lunch, dinner and tea/coffee with biscuits/cookies during mid-morning and again around 4 p.m. on both days. Timings for lunch and dinner can be adjusted.
- Miscellaneous : The Hotel will provide, without any additional charge, a large blackboard, loudspeaker system, VCR, 2 Colour TVs and other items normally required in any Conference.

I hope you find these arrangements satisfactory. If you wish to suggest any changes, please let me know immediately.

(B.O. Malhotra)  
Manager-Administration

A shorter memo may be organised into a single paragraph or a series of short paragraphs. In some memos which have more than one point, it may be a good idea to arrange the various points into a list.

Here are two examples :

1.

**DEEPAK SILK MILLS LIMITED**

**Inter-office Memorandum**

To : The Managing Director  
From : The Regional Manager  
Date : 4 May, 1988

Subject : Damage by Fire

A fire broke out in the factory at about 11.30 p.m. on May 3, 1988. It is believed to have originated in the basement where the stores are kept.

A committee consisting of Mr. S.R. Sanyal, Electrical Engineer, Mr. R.S. Sharma, Accountant, and Mr. R. Ahmed, Storekeeper has been appointed to find out the cause of the fire and the extent of the damage. The committee has been asked to submit its report by the end of the week.

(A. Khan)  
Regional Manager



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- 2 Suppose you have been asked to write a memorandum to Ramesh Chandra, the head of your engineering department, asking for an extension of the deadline originally set for the completion of your engineering group's project. Your reasons for asking for the extension are that some of the materials needed for the project were delivered 15 days late, and one of the draftsmen in your group missed two weeks of work because of illness.

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**11.4 LETTERS VS. MEMOS : SOME DIFFERENCES**

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different. There are other differences also.

- i) A letter is generally written to people representing other organisations, but you write a memo to colleagues that belong to the same organisation.

Here is an example of a memo in which a Branch Manager points out to the Regional Manager that the proposed sales target is not feasible.

PDI  
7, Baba Kharag Singh Marg  
New Delhi

Date : 29 August, 1988

Ref : 8-PCK  
To : Mr. P.C. Kulkarni, Regional Manager  
From : P.K. Ram Rao, Branch Manager

Subject : Sales Target

During the Sales Conference held at Shimla a few days ago, you suggested a growth rate of 30% in turnover over last year. I am writing to express my apprehensions on the feasibility of such a growth rate.

The situation this year is quite different from that of last year. I wish to draw your attention to the heavy dose of taxation in the last budget which has reduced the buying capacity of the consumers. The rains were rather scanty this year and there is a general depression in the market, resulting in a lack of demand.

Taking into account all these factors, I wish to point out that even if we can muster 12% to 15% growth, it will be an achievement. I, therefore, feel that the targets should be lowered, so that their achievement may not be considered entirely impossible.

I am prepared to discuss all these points at your convenience.

(P.K. Ram Rao)  
Branch Manager

- ii) Unlike letters, memos often have more than one reader. They are a convenient way of getting the same message across to several people at the same time. When you use a memo for this purpose, remember that it will be read by a large heterogeneous section of people from all levels of the organisation. You will have to write in such a way that all your readers, with their different levels of intelligence, ability and proficiency in the language should be able to understand you. You must therefore write in a

simple and clear language. Here is an example.

Hero Chemicals  
C-40, Nehru Place, New Delhi-110048

To : All Members of the Staff

No. 15.11/Adm/88/7

Date : 12/8/1988

Subject : Shortage of Water Supply

As you are aware, there is an acute shortage of water supply in our building. The members of the staff are therefore requested to ensure that no water is wasted, and the taps are not left open at the end of the day. Similarly, the flush valves in the toilets should also be closed after use.

(K.C. Khanna)  
Section Officer—Administration

**Check Your Progress 2**

Write a memo reminding the members of the staff to switch off the fans and lights when not required. We have already given you the second paragraph of the memo. Write out the first paragraph. Take care to arrange your memo in the proper format.

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As you are already well aware, the power situation in Delhi is not satisfactory. This results in periodical load-shedding. In such a situation we must take greater care to cooperate with the authorities and avoid wastage of power.

(M.M. Bose)  
Manager



## 11.5 WHY DO WE WRITE MEMOS?

People often complain that commercial and government organisations are about to drown in their own paper. Why do we need to write memos at all and increase paper work? Why not just talk things over or have meetings? As you probably know, memos do serve some purpose, and are worth the effort to write and file them. And our job will be made much more difficult without them.

Here are some reasons why we write memos.

- i) Memos save time. A memo can announce a policy decision or explain a procedure to a number of people at the same time. There is no need to schedule a meeting for this purpose. The recipients of the memo can continue working and read the memo when they have time.

Here is an example of a memo about revised working hours.

### EXACT TIME WATCHES

To : All Members of the Staff  
From : The General Manager

Date : 16 July '87  
Ref : ON/162

Subject : Revised Working Hours

To improve the efficiency of the staff, the management of the company has decided to make the following changes in the working hours and holidays :

Monday to Friday                    9.30 p.m. to 5.30 p.m.  
(Lunch break from 1 p.m. to 1.30 p.m.)

The office will remain closed on Saturdays, except the last Saturday of the month, which will be a full working day.

As usual, all Sundays will be holidays.

These changes will be effective from October 1, 1987.

(R.N. Shrivastava)  
General Manager

- ii) Memos are an aid to memory. They can help you keep track of jobs that you must do, or those that you have assigned to someone else.
- iii) Memos also help to restate or clarify instructions or decisions that were given orally the first time. They can be used to record and report what happened during a telephone conversation, for instance. The memo makes it difficult for anyone to say 'I forgot' or 'we didn't talk about that'. In fact, when you write a memo, and send your colleagues copies of it, it becomes the official, legal version of an event unless someone adds to it or clarifies some point in writing.
- iv) Memos are sometimes written to convey a formal warning to a member of the staff.

Here is an example :

IFCO CHEMICALS  
Nariman Point, Bombay-400 016

MEMORANDUM

July 21, 1989

File : PR-84

To : P. Roberts, Sales Officer

From : M.P. Chawla, Manager

It has been observed that you often come late to office. During the month of July, for instance, out of 24 working days, you were late on as many as 12 occasions.

In spite of our repeatedly drawing your attention to these lapses, you have persisted in coming late. Please note that if you continue to come late to office, you will be liable for disciplinary action.

I hope you will not give any further cause for complaint.

(M.P. Chawla)

**Check Your Progress 3**

In the memo given below, the sentences have been jumbled up. Write them in the correct order and arrange them in paragraphs.

MEMO

To : Mr. P.N. Beri (Sales Officer)

From : Mr. P.S. Patel (Regional Manager)

Date : 14 July, 1988

- 1 As a special case we are not marking you absent this time, provided you submit the application for leave immediately.
- 2 It has been brought to my attention that you were absent from duty on 4th and 11th July.
- 3 You are well aware of the rule that if application for leave is not submitted on the day of resuming duty, you are liable to be marked absent, and your salary for the period of absence can be deducted.
- 4 I have also been informed that till date you have not submitted the application for leave for those days.
- 5 In future please see that you observe the rules in this matter.

(P.S. Patel)

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## 11.6 LET US SUM UP

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In this unit we discussed written communication between members working in the same organisation through what is called a memorandum. We discussed the format of the memo, and gave you examples of different types of memos. We also gave you practice in writing memos yourself.

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## ANSWERS

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### Check Your Progress 1

1 OFFICE MEMORANDUM

Date: August 27, 1987

To : Sales Staff  
From : General Manager

For the benefit of our Sales Staff, we are arranging a series of three talks on New Strategies in Marketing. These talks will be held on September 1, 2 and 3 at 4 p.m. in our conference room. We would like our entire sales force to

attend these talks.

The subjects of the talks are :

1. Monday : Achieving Sales Target in a Highly  
1 September Competitive Market.
2. Tuesday : The Importance of Product Display at Retail Outlets.  
2 September
3. Wednesday : You and the Consumer.  
3 September.

(P.M. Pandit)

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**ENGINEERING INDIA LIMITED**

**INTERNAL COMMUNICATION**

To : Ramesh Chandra

From : Mark Smith

Date : June 10, 1988

**Re : Delay in Completion of Current Project**

I regret to bring to your attention that the Project assigned to my group is likely to be delayed by ten days due to unforeseen circumstances, even though there has been no slackening of effort on the part of any member of the Project. In fact the tremendous enthusiasm of our group has reduced the delay to only ten days.

The principal reasons for the delay are as follows:

- i) As you are aware, Spenser and Co. were more than 15 days late in delivering the glass shells.
- ii) Mr. Louis John, our Senior draftsman, the key person in the group, fell ill and could not come for two weeks.

In view of these factors, I request you to allow extension upto 10 days for completion of the project. We should now finish it by 4 July, 1988.

Thanks,

(Mark Smith)  
Group Leader

**Check Your Progress 2**

**Memoranda**

To : All Members of the Staff

7 June, 1987

Ref : 487/24A/6B

It has come to my notice that some members of the staff do not care to switch off the fans and lights when going out of their rooms, or at the end of the day while leaving the office.

**Check Your Progress 3**

**MEMO**

To : Mr. P.N. Beri

From : Mr. P.S. Patel (Regional Manager)

Date : 14 July, 1988

It has been brought to my attention that you were absent from duty on 4th and 11th July. I have also been informed that till date you have not submitted the application for leave for those days.

You are well aware of the rule that if application for leave is not submitted on the day of resuming duty, you are liable to be marked absent, and your salary for the period of absence can be deducted.

As a special case we are not marking you absent this time, provided you submit the application for leave immediately.

In future, please see that you observe the rules in this matter.

(P.S. Patel)  
Regional Manager

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# UNIT 12 REPORTS-1

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## Structure

- 12.0 Objectives
- 12.1 Introduction
- 12.2 Types of Report
- 12.3 Steps in Writing Reports
- 12.4 Method of Investigation
  - 12.4.1 Sources of Information
  - 12.4.2 Note-taking
  - 12.4.3 Outline of the Report
- 12.5 Characteristics of a Good Report
- 12.6 The Format of the Report
- 12.7 Informal Report
  - 12.7.1 Accident Report
  - 12.7.2 Survey Report
  - 12.7.3 Tour Report
- 12.8 Let Us Sum Up
- 12.9 Key Words
  - Answers

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## 12.0 OBJECTIVES

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Our aim in this unit is

- to tell you about the general format of 'informal' reports, and
- to give you examples of, and practice in writing three types of 'informal' reports.

After you complete this unit, you should be able to write the three types of 'informal' reports discussed by us.

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## 12.1 INTRODUCTION

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As commercial activity gets more and more complex, it becomes difficult for all the people concerned to be acquainted with its diverse aspects. Therefore, different members of an organisation are often asked to prepare reports in areas which directly or indirectly concern them. In this way, they can acquaint others about the different subjects. You may also be required to write reports as part of your activity in an organisation. In this unit we shall try to familiarise you with report-writing in general. We shall also discuss and give you practice in writing three types of the most frequently written shorter reports.

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## 12.2 TYPES OF REPORT

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A report has factual and objective information systematically presented by the person who has collected it.

A business report is an orderly presentation of facts about a specific business activity. Although it consists mainly of facts, it often contains the writer's interpretation of the information.

Business reports may be classified in many ways, but we often group them in terms of formal reports and informal reports.