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С. В. БОДНАР



BUSINESS DOCUMENTATION

навчальний посібник з курсу

«ДІЛОВА АНГЛІЙСЬКА МОВА»



Одеса - 2010

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Навчальний посібник “Business documentation” з курсу “Ділова англійська мова” призначено для студентів старших курсів та магістратури мовних спеціальностей, викладачів англійської мови. В ньому представлено види писемного ділового спілкування: ділова кореспонденція, а саме ділові листи, телеграми, електронні повідомлення, факси, пам’ятки, а також ділова документація: анкети, резюме, угоди, скарги, претензії, бізнес-плани.

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Foreword

The main goal of teaching Business English as an academic subject is to introduce students to this discipline in general and to the language used in business contexts in particular. Business English course is aimed at developing students' communicative skills necessary in the sphere of oral and written business communication such as presentations, negotiations, business meetings, telephone calls, business correspondence, business documentation.

The aim of the present textbook is to bring both teachers and students closer to the reality of written business communication. It focuses on the actual mechanisms of constructing speech, on the recurrent lexico-phraseological units and syntactical structures. It presents some widely used business discourse patterns.

The presentation of the material is organized in such a way as to give learners of Business English a clear idea of business documentation. The book consists of a theory block and the illustrative material. It includes 6 units which embrace such topics as: business letters (a private/public business letter, an inquiry, an order, a confirmation, a complaint, an offer, a rejection, a reminder); formal messages (e-mails, faxes, notes, business advertising materials, memos); documents for employment (self-evaluation papers, researches, curriculum vitae, applications, recommendations); contracts (employment contracts, service contracts, turn-key contracts, hire purchase contracts); business plans. The textbook can be treated as a supplementary material to the basic course of Business English. It is recommended to be used both at the practical Business English classes and in the self-study activity.

The contents of the textbook meet the requirements of the curricula of Business English worked out by the Ministry of Education and Science of Ukraine. The textbook can be of use for the senior students of the humanitarian faculties of the higher establishments who are going to obtain the Master's Degree and for the practising teachers of English who specialize in Business English.

UNIT I.

BUSINESS LETTERS

A private business letter. A public business letter. Structure of a business letter. Inquiry letters. Letters of order. Confirmation letters. Letters of complain. Letters of offer. Rejection letters. Reminder letters. Thank- you letters.

The term “business letters” implies commercial correspondence but in reality the subject-matter of the letter may have nothing in common with merchandise or financial matters. It is a formal letter to an unknown person, composed in accordance with certain rules. In this letter there must be nothing superfluous, nothing that would disclose subjective emotions, no strong expressions showing emotions (passion or vehemence). Business letters are mostly very short, they hardly exceed 8 or 10 lines. The rules of composition are very strict.

Business letters may be public and private.

A private business letter is one written to or by some man in his business capacity and not as a private friend – such as a schoolmaster, a merchant, a tradesman, a lawyer, an agent, a professional man of any kind. The letter may be addressed either to an individual or to a company, such as a water company, a gas company, a publishing firm, an engineering firm etc.

A public business letters (more commonly known as an official letter) is one written to or by anyone in his official capacity. Such a person may be either holding some public office or representing some important public association, such as a Municipal Board, A Government Office or Ministry.

There are different kinds of letters:

I. Letters of positive sense:

1. a) letter of appreciation
- b) letter of recognition
- c) thank-you letter
2. Letter of congratulation

3. a) letter of recommendation

b) letter of introduction

c) reply to request for references (favourable information)

II. Letters of neutral sense:

1) offer

2) inquiry

3) confirmation

III. Letters of negative sense

1) claim

2) rejection

3) reminder

4) letter of condolence

5) reply to request for references (unfavourable information)

The common features for all business letters:

1) a) The use of abbreviations

Gvt (Government)

M.P. (Member of Parliament)

U.A. (the United Nations)

b) Conventional symbols

\$ (dollar), £ (pound), C (Euro)

c) Contractions

Ltd (Limited)

Jan (January)

Corp (Corporation)

Inc (Incorporated)

2) The use of the words in their logic dictionary meaning (no contextual meaning).

3) Conventionality of expression.

4) Absence of emotiveness.

Historically, openings and closing formulas(ae) were not just standard phrases which are little paid attention to. Originally, they were functional necessities: a letter writer (especially one of a lower social class) was morally obliged to emphasize his submissiveness and humbleness, his inferiority to the person addressed. The words „humble, obedient, faithful, servant” were meant to affect the person of high position, to beg for a morsel of the man’s sympathy by flattering his pride. (In Russia there was a similar social phenomenon. The action of asking for sovereign’s merciful attention was kneeling and bowing so low as to strike one’s forehead against the ground: бить челом. Челобитная – forehead beating – means „petition”).

In the English letters of earlier centuries we can meet such pearls of timid submission: “I do most humbly entreat your honour to be pleased to procure me my audience from His Highness”.

The close of the letter: “Your honour’s most humble and obedient servant”.

A public business letter (an official letter)

Letters to and from a business company, government department or some other body or institution, addressed to people unknown to the writers, have a rather more formal, impersonal style and are called public business letters.

There are parts of an official letter

- | | |
|---------------------|--|
| I. Sender’s address | (in the right-hand corner) |
| | 1) name of the company, 2) street, 3) city, 4) country |
| | + telephone number |
| II. Date | (beneath the sender’s address) |

Note! The months should be written in letters, not in numbers.

e.g. 15th October, 1993.

Months are usually shortened: Jan., Feb., Mar., Apr., May, Jun., Jul., Aug., Sept., Oct., Nov., Dec.

Before the date itself the articles or prepositions are absent.

e.g. 20th May, 2001.

III. Inside address	(Адрес получателя) (in the left part beneath the date)
IV. Salutation	(Обращение) (Dear Sir / Sirs)
V. Subject line	(Указание на содержание письма)
VI. Body of the letter	(Основной текст письма)
VII. Complimentary close	(Заключительная формула вежливости)
VIII. Signature	(Подпись)
IX. Identifying initials	(Инициалы автора)
X. Enclosures	(Указание на приложения)
XI. Postscript	(Приписка к окончательному письму)
XII. Notation of copies sent	(Уведомление о наличии копий)

Salutations:

In England addressing the organization in the name of which there are proper names we put Messr. (from French „Messieurs” – господин) before the proper name.

e.g. Messr. Smith and Sons

In the USA such word is absent.

e.g. Smith and Sons

If the letter is for a definite person, the name of this person is written before the name of the organization.

e.g. Mr John Hunt (full stop after the word „Mr” isn't necessary)

After proper name we usually put the position, rank, post of this person.

e.g. Mr John Hunt, Manager

If the person has a scientific degree, it should be written before the proper name.

e.g. Dr Michael Lurvey, Director

Prof. Peter Smith, Head of the Department

In England sometimes after the surname the word „Esq.” (esquire – эсквайер) is put. In this case the post is written in a new line.

If the name of this person is unknown we can write „Dear Sir”, if we are sure that it is a woman – „Dear Madam”, if we are writing to the body as a whole and not to one person – „Dear Sirs”.

If we know the post of the person we write only the position of this person with the definite article: The Chief Accountant, The Chairman.

In the names of the companies we can often meet abbreviations (shortenings).

e.g. Ltd. = Limited liability – ограниченная ответственность

Corp. = Corporation

Inc. = Incorporated – зарегистрированный как корпорация

e.g. John Sullivan and Company Inc.

The body of the letter shouldn't be more than one page length. In the initial paragraph you should give the aim of the letter or the cause of its writing. The style should be precise and clear, avoid the long sentences and constructions.

Syllabification is a very rare case. It's better to avoid it.

Complimentary close

Sincerely yours – искренне ваш. Yours faithfully / Yours respectfully – с уважением. „Yours truly” is slightly less formal ending.

Sometimes such phrases as “We hope to hear from you soon”, “We look forward to hearing from you” are written.

Signature is put beneath the complimentary close. The typewritten initials and surname are put beneath the real signature.

The position or post is put beneath the typewritten surname.

e.g. Robert V. James

Vice-President

If the letter is signed not by the author himself, the letters p.p. – per pro (по поручению) are written. e.g. p.p. A.B. Smith

Sample of a business letter

Mr. Nikolay Roshin
ABC-company
Office 2002, Entrance 1B
Tverskaya Street
Moscow
Russia
20 June 2009

Tomas Green
Administrative Director
English Learners & Company
2520 Visita Avenue
Olympia, WA 98501

Dear Nikolay,

I'm writing to you in regard of your enquiry. Please find enclosed our information pack which contains our brochures and general details on our schools and summer centers.

In England we have two schools, Brighton and Bath, both beautiful locations which I am sure you and your students will like. Our schools are located in attractive premises in convenient, central positions. Brighton is a clean and safe town with a beautiful bay and countryside nearby. Bath is one of the most famous historic cities in England, famous for its Georgian architecture and Roman Baths.

Accommodation is provided in host families chosen for the ability to provide comfortable homes, a friendly welcome and a suitable environment, in which students can practice English and enjoy their stay. We have full-time Activities Organizers responsible for sports, cultural activities and weekly excursions.

Please complete and return the enclosed registration form in order to receive more brochures and other promotional materials.

I look forward to hearing from you and later hope to welcome your students to our schools and summer centers.

Yours sincerely,

A LETTER OF COMPLAINT

A letter of complaint is a letter sent to a business company when you are not satisfied with a product or service you have purchased or leased and you want something to be done about it. Be specific about what you want from the business, whether it's a discount, a coupon or something else.

An effective complaint letter is short and to the point and includes documentation enclosed.

Address your letter to a specific person. Letters addressed to "Dear Sir" or "To Whom it May Concern" are not as effective and will likely not reach the right person. Call ahead and ask for the name of the manager and his or her administrative assistant. Writing to the assistant may ensure your letter reaches the manager.

The tone of complaint letters should not be aggressive or insulting, as this would annoy the reader and not encourage them to solve the problem.

Letters of complaint usually include the following stages:

- 1) Background
- 2) Problem - cause and effect
- 3) Solution
- 4) Warning (optional)
- 5) Closing

Background

This section describes the situation.

e.g. I am writing to inform you that the goods we ordered from your company have not been supplied correctly.

I attended your exhibition Sound Systems 2010 at the Fortune Hotel (22-25 January) and found it informative and interesting. Unfortunately, my enjoyment of the event was spoiled by a number of organizational problems.

I am a shareholder of Sunshine Bank and I am very concerned regarding recent newspaper reports on the financial situation of the bank. Your company is listed as the auditor in the latest annual report of the bank, so I am writing to you to ask for an explanation of the following issues.

I am writing to inform you of my dissatisfaction with the food and drinks at the 'European Restaurant' on 18 January this year.

Problem

Cause:

On 26 July 2010 we placed an order with your firm for 12,000 ultra super long-life batteries. The consignment arrived yesterday but contained only 1,200 batteries.

Firstly, I had difficulty in registering to attend the event. You set up an on-line registration facility, but I found the facility totally unworkable.

You sent us an invoice for \$10,532, but did not deduct our usual 10% discount.

We have found 16 spelling errors and 2 mis-labelled diagrams in the sample book.

Effect:

This error put our firm in a difficult position, as we had to make some emergency purchases to fulfill our commitments to all our customers. This caused us considerable inconvenience.

Even after spending several wasted hours trying to register in this way, the computer would not accept my application.

I am therefore returning the invoice to you for correction.

This large number of errors is unacceptable to our customers, and we are therefore unable to sell these books.

Solution

I am writing to ask you to please make up the shortfall immediately and to ensure that such errors do not happen again.

Could I please ask you to look into these matters.

Please send us a corrected invoice for \$9,479

I enclose a copy of the book with the errors highlighted. Please re-print the book and send it to us by next Friday.

Warning (optional)

Otherwise, we may have to look elsewhere for our supplies.

I'm afraid that if these conditions are not met, we may be forced to take legal action.

If the outstanding fees are not paid by Wednesday, 11 August 2010, you will incur a 10% late payment fee.

Closing

I look forward to receiving your explanation of these matters.

I look forward to receiving your payment.

I look forward to hearing from you shortly.

The letter starts with the following parts:

Name of Contact Person, Title if available, Company name, Consumer Complaint Department (отдел по работе с клиентами), Street address, city, state, zip code, the date.

Sample 1.

Fortune Goods
317 Orchard Road
Singapore
2 August 2010

Attn: Mr David Choi
Sales Manager
Everlong Batteries
171 Choi Hung Road
Hung Hom
Hong Kong

Dear Mr Choi,

Re. Order No. 768197

I am writing to inform you that the goods we ordered from your company have not been supplied correctly.

On 26 July 2010 we placed an order with your firm for 12,000 ultra super long-life batteries. The consignment arrived yesterday but contained only 1,200 batteries.

This error put our firm in a difficult position, as we had to make some emergency purchases to fulfill our commitments to all our customers. This caused us considerable inconvenience.

I am writing to ask you to please make up the shortfall immediately and to ensure that such errors do not happen again. Otherwise, we may have to look elsewhere for our supplies.

I look forward to hearing from you by return.

Yours sincerely
J. Wong
Purchasing Officer

Sample 2.

15 Manor Road,
Harpole,
Hants.
22nd January

The Sales Manager,
Sparks Electrical Suppliers Ltd.,
13 south Street,
Southampton.

Dear Sir,

On Tuesday you sent one of your fitters to install the dish-washing machine we purchased from your company recently. Although you had assured us that we would not have to pay extra for installation, your workman told us that we had to have a new tap and various electrical fittings before he could connect the machine up. Naturally we had to take his word for it, and we told him to carry out the necessary work.

The bill he presented us with afterwards seemed exorbitant, so we went through it and checked the prices of the items. We found that elsewhere the identical articles were little more than half the price he had charged us. Moreover, we have since discovered that we need not have had a new tap at all.

We trust, therefore, that at your earliest convenience you will send another man to exchange the new tap for the old one again. We also hope that, after examining the enclosed bill carefully, you will see fit to reduce the prices considerably, as well as to deduct the price of the new tap.

Yours faithfully,
Mrs. C. Jones

Sample 3.

Tomas Green
Administrative Director
Equipment Co
5676 Fourth Avenue
New York, NY 12009
20 June 2009

Mrs. Emily Green
3487 23rd Street
New York, NY 12009

Dear Tomas,

I wish to complain in the strongest possible terms about the treatment I received from a member of your staff. The equipment I ordered has still not been delivered, despite my phone call to you last week to say that it was needed urgently. To resolve the problem, I would appreciate it if you could send me the equipment immediately. Enclosed are copies of my payment receipts. Unless I receive the goods by the end of this week, I will have no choice but to cancel my order. I hope that you will deal with this matter promptly as it is causing me considerable inconvenience.

Yours sincerely,
Emily Green

AN INQUIRY LETTER

An inquiry letter is a letter sent when it's necessary to get more information about some goods or service not available on website, brochures, literature of the

product. It also can be a letter written by a customer to the company seeking some information about a new product. This sort of letter is written by a student to university to get information about a new course. This type of letter is written to governmental officials to understand how to complete a procedure or apply for a license, etc.

The letter has to use formal language with soft and positive tone. The letter has to be to the point, short and precise. The letter should give out the main purpose in the first few lines so that the reader can clearly understand the motive. The letter has to state the issue and aspect of the issue you want to inquire about. Be clear in what you are inquiring about and how the authority can help you in that.

The parts of the letter:

1. Official address (Dear Sir, Dear Madam)
2. Indication to the information source about the company
With reference to your advertisement (ad) in...
Относительно вашей рекламы в
Regarding your advertisement (ad) in ...
Касательно вашей рекламы в ...
3. Request about the necessary information which should be sent
Could you please send me ...
Не могли бы вы выслать мне
I would be grateful if you could...
Я был бы благодарен, если вы...
Can you give me some information about...
Можете ли вы дать мне информацию о...
Could you send me more details...
Могли бы вы выслать мне подробную информацию...
4. Some additional questions
I would also like to know ...

Я бы также хотел узнать...

Could you tell me whether ...

Скажите, пожалуйста...

5. Signature

Yours faithfully, Искренне Ваш, (если имя Вам не известно)

Yours sincerely, (если имя Вам известно)

Sample 1.

Kenneth Beare
2520 Visita Avenue
Olympia, WA 98501
Jackson Brothers
3487 23rd Street
New York, NY 12009
September 12, 2000

Dear Sirs,

With reference to your advertisement in yesterday's "New York Times", could you please send me a copy of your latest catalogue. I would also like to know if it is possible to make purchases online.

Yours faithfully,
(Signature)
Kenneth Beare
Administrative Director
English Learners & Company

Sample 2.

Inquiry Letter Asking About Possible Job Openings at a Company

Contact Name
Title
Company
Address
City, State, Zip Code

Dear Mr./Ms. Contact,

For the past ten years I have followed your career through news events, interviews and web research. Your dedication to the Fourth Estate and your understanding of the important role journalists play in today's fast-paced information highway, coupled with your belief in the power of the press is exemplary.

I have had the privilege of honing my journalistic abilities on three widely different publications. When I left college, I immediately went to work for the typical small town newspaper and learned all aspects of getting the paper to the people in a timely manner. I then moved to regional manager for a media corporation composed of small to mid-size newspapers in the Midwest. In my current position, I am Chief Correspondent for one of the largest newspapers in the southwest.

I would like an opportunity to visit with you to get your insight and suggestions on where my skills and abilities would be of the greatest value to the ABD Company, and to inquire about possible job openings with the company.

I will call your office to set a convenient time. I do look forward to meeting you.

Sincerely,
Your Name

Reply to the Inquiry letter

When the company gets an inquiry letter it's important to make a favourable impression on the potential client or partner. So the letter should be composed in such a way:

1. Address (Dear Mr.)
2. Gratitude for the expressed attention and interest

Thank you for your letter of - Спасибо за ваше письмо...

We would like to thank you for enquiring about ...

Мы хотели бы поблагодарить вас за проявленный интерес...

3. Presentation of the required information

We are pleased to enclose ...

Мы с удовольствием вкладываем...

Enclosed you will find ...

В прикрепленном файле вы найдете...

We enclose ...

Мы прилагаем...

4. Replies the questions which were asked in the original inquiry letter

We would also like to inform you ...

Мы также хотели бы сообщить вам о...

Regarding your question about ... Относительно вашего вопроса о...

In answer to your question (enquiry) about ... Отвечая на ваш вопрос...

5. Wish to maintain fruitful cooperation

We look forward to ... - Мы надеемся

hearing from you - услышать вас снова

receiving your order - получить от вас заказ.

welcoming you as our client (customer) - что вы станете нашим клиентом

Signature

Sample

Jackson Brothers
3487 23rd Street
New York, NY 12009

Kenneth Beare
Administrative Director
English Learners & Company
2520 Visita Avenue
Olympia, WA 98501
September 12, 2000

Dear Mr Beare,

Thank you for your enquiry of 12 September asking for the latest edition of our catalogue. We are pleased to enclose our latest brochure. We would also like to inform you that it is possible to make purchases online at <http://www.litres.ru>.

We look forward to welcoming you as our customer.

Yours sincerely,
(Signature)
Position

LETTERS OF OFFER

A letter of offer is an employment offer letter template to be used by an employer offering a new job to a prospective employee.

The offer letter covers the following matters:

- details of salary/pay
- details of working hours
- period of employment
- probation period details
- employer details
- conditions precedent.

The job offer letter includes a number of optional conditions precedent (i.e. conditions which have to be met for the offer to remain valid). Options include: satisfactory references being obtained; proof of a right to live and work in the UK being provided; passing a Criminal Records Bureau check; and proof of qualifications.

Offer letters should be used in conjunction with full employment contracts. If an employee accepts the offer of employment, he or she should sign and return the accompanying contract of employment and, subject to compliance with the conditions precedent, employment will commence on the agreed date.

The offer letter template is 3 pages long, including the cover sheet and guidance notes.

JOB OFFER

Acme Technical Enterprises
P.O. Box 123 • Any City • Any State • 00000
Phone 555-555-0000
March 1, 200x
John Q. Public
123 Any Street
Any City, 00000

Dear John Q. Public:

Acme Technical Enterprises, Inc. is pleased to offer you a job as a Senior Engineer. We trust that your knowledge, skills and experience will be among our most valuable assets.

Should you accept this job offer, per company policy you'll be eligible to receive the following beginning on your hire date.

Salary: Annual gross starting salary of \$63,500, paid in biweekly installments by your choice of check or direct deposit

Performance Bonuses: Up to three percent of your annual gross salary, paid quarterly by your choice of check or direct deposit

Stock Options: 500 Acme stock options in your first year, fully vested in four years at the rate of 125 shares per year

Benefits: Standard, Acme-provided benefits for salaried-exempt employees, including the following

401(k) retirement account

Annual stock options

Child daycare assistance

Education assistance

Health, dental, life and disability insurance

Profit sharing

Sick leave

Vacation and personal days

To accept this job offer:

Sign and date this job offer letter where indicated below.

Sign and date the enclosed Non-Compete Agreement where indicated.

Sign and date the enclosed Confidentiality Agreement where indicated.

Sign and date the enclosed At-Will Employment Confirmation where indicated.

Mail all pages of the signed and dated documents listed above back to us in the enclosed business-reply envelope, to arrive by Thursday, March 17, 200x. A copy of each document is enclosed for your records.

Attend new-hire orientation on Monday, March 21, 200x, beginning at 8:00 AM sharp.

To decline this job offer:

Sign and date this job offer letter where indicated below.

Mail all pages of this job offer letter back to us in the enclosed business-reply envelope, to arrive by Thursday, March 17, 200x.

If you accept this job offer, your hire date will be on the day that you attend new-hire orientation. Plan to work for the remainder of the business day after new-hire orientation ends. Please read the enclosed new-hire package for complete, new-hire instructions and more information about the benefits that Acme offers.

We at Acme hope that you'll accept this job offer and look forward to welcoming you aboard. Your immediate supervisor will be Jane Doe, Department Manager, Engineering. Feel free to call Jane or me if you have questions or concerns. Call the main number in the letterhead above during normal business hours and ask to speak to either of us.

Sincerely,
[Signature]
John Smith

Hiring Coordinator, Human Resources

Enclosures: 8

LETTERS OF ORDER

An order letter, also known as a PO or purchase order letter, begins the paper trail of a specific purchase. The objective of an order letter is to provide the vendor with detailed instructions for fulfilling an order. In the letter such points as: quantity of goods, their description, price, terms of payment, date of delivery, discounts should be mentioned. To make certain points quite clear a covering letter (сопроводительное письмо) can be written. Order forms (бланки заказов) are usually added to it. If Seller or Supplier can fulfill this order he sends to the Buyer a letter of acknowledgement which is usually an order copy or duplicate signed by the Seller. If Seller can't fulfill the order by some reason he sends the letter in

which he rejects the order (rejection letter) or he offers the substitute to the goods which are not present at the moment.

Sample 1.

February 14, 19XX
Lindsay Office Products
P.O. Box 1879
Spokane, Washington 98989

Subject: Furniture and equipment order

Please ship the following items from your sales catalog dated January 31, 2009:

ITEM	CATALOG #	COLOR	QTY	PRICE
Conference Desk	HN-33080-WB	Sandalwood	2	\$478.60 ea.
Credenza	HN-36887-WK	Sandalwood	2	431.40 ea.
Executive Chair	HP-56563-SE	Toasted Tan	4	422.00 ea.
File Cabinet	HN-5344C-K	Beige	2	135.90 ea.
Letter Tray	K5-299907-A	Black	6	16.95 ea.

The items ordered above should be shipped C.O.D. to this address:

CLAIMS DIVISION, LAW DEPARTMENT

City of Austin

P.O. Box 96

Austin, Texas 78767-0096

The costs above reflect a discount of 50/10, with net due in 30 days after the invoice date. The merchandised is to be shipped by your company's own truck line at a rate of 7 percent of the total net cost.

We are remodeling our offices and have a target completion date of March 30, 2010. If there is any reason you see that you can keep your part of this schedule, please let me know immediately.

Sincerely,
Berenice Chamala
Supervisor, Clerical Services

Sample 2.

Mr. Jack Brown,
Director
Used Books Online
Seattle, WA 98795

Dear Mr. Brown:

Would you please send me the following used books via COD (cash on delivery)?

According to your Web site, orders need to include the title, author, and publisher.

Title: "Driving Home", Author: Peter Lawford, Publisher: Jackson and Co.

Title: "Landscaping for Fun", Author: Janet Patterson, Publisher: Nature Ltd.

Title: "Christmas Myth", Author: Margaret Smith, Publisher: Smoothers.

Thank you very much,

(signature here)

Fred Finkleham,

Professor

CONFIRMATION LETTER (= Acknowledgement)

A confirmation letter is written to acknowledge and confirm details. These letters can be effectively used to put oral agreements in written form. This type of letter is used to inform an individual about his/her confirmation in service, confirming the receipt of files, reports, confidential documents, etc. All your travel and hotel reservations, appointments and meetings should be confirmed with a letter. A confirmation letter is a good business gesture and helps in strengthening professional relationships.

A confirmation letter has to be drafted accurately and in a systematic manner. The letter has to give all the facts like date, time venue of the meeting or appointment. The letter has to begin with sentences like as per our telephonic conversation, I confirm.., as per our discussion, I confirm.. This helps the reader in understanding what the letter is about in the first glance. The letter has to be concise and professional. The letter has to use a soft and positive tone.

Sample

(Date)

(Name of the Receiver)

(Company Name)

(Address)

Dear (name of the receiver),

I am here referring to the telephonic conversation we had yesterday. This letter is to confirm that the meeting with you will be held on (date), where we would be discussing about the (subject). I will also like to ensure that the meeting will be held at (location and address) at (timing of the meeting). Please contact me, if you want to make any change in this.

Thank you for your time and I am looking forward to the meeting with you. I am certain that this meeting will prove fruitful to our goals.

Sincerely,

(Signature)

(Your name)

REJECTION LETTER (= Refusal letter – отклонение)

A rejection letter is a form of communication indicating the refusal of assent of a recommended course.

Also known as a "thanks, but no thanks letter," the candidate rejection letter tells the candidate that he or she was not selected for the position. The reason stated is generally that you have determined that other candidates were more qualified for the job. If you believe that the candidate would qualify for other roles in your company, and that he or she appeared to also fit your culture, you can also encourage the person to apply again in the future. Always end on a positive note wishing the person success. Make sure you thank your candidate for the time they invested in the application and interview process. Personalize the letter with the candidate's name, the position, possibly a remark about the interview time.

Make your letter business-like, but gracious. After all, you are puncturing a person's hopes and dreams. Do so with respect and consideration.

There are some types of rejection letter.

1. Literary (A book or article submitted for publication nearly always results in a rejection letter).
2. Job (a job applicant can be rejected by letter)
3. College (Students typically apply to a number of colleges, and generally refer to acceptance and rejection letters as "fat" and "thin", referring to the size of the envelope. An acceptance letter typically contains numerous forms and other materials of interest. Rejection letters are typically one piece of paper.)

Sample of the Rejection letter

Date

Name of Applicant

Applicant's Address

Dear (Applicant Name):

We interviewed a number of candidates for the (Name of Job) position, and we have decided that a different applicant is the most qualified for the job opening. This letter is to let you know that you were not selected for the position for which you applied.

The interview committee was impressed with your credentials and experience. We're offering you the opportunity to interview for a second job opening as a (Job Title) in our company. Enclosed is a position description for your review.

If you decide you are interested in talking with us about this second opening, please call or email (Name) and we will schedule an interview at your earliest convenience. We are currently doing first round interviews for this position.

Thank you so much for taking the time to come to (Company Name) to meet our interview team. We enjoyed meeting you and our discussions.

Whatever you decide about interviewing for this second job opening, please feel free to apply for posted positions, for which you qualify, in our company in the future.

We wish you every personal and professional success with your job search and in the future. Thank you for your interest in our company.

Regards,

Real Person's Name and Signature

HR Director for the Employee Selection Team

THANK-YOU LETTER

Writing a thank-you letter, or thank-you email, after an employment interview is a must. In fact, some employers think less of those interviewees who fail to follow-up promptly. Plan to send out your thank you letters or thank you notes as soon as possible (preferably within twenty-four hours) after your interview. The thank you letter reinforces the fact that you want the job.

You may also view your thank you letters as follow-up "sales" letters. In other words, you can restate why you want the job, what your qualifications are, how you might make significant contributions, and so on. This thank you letter is also the perfect opportunity to discuss anything of importance that your interviewer neglected to ask or that you neglected to answer as thoroughly, or as well, as you would have liked.

The structure of the letter

Use the first paragraph to thank the interviewer for taking the time to meet with you. Mention your interest in the job and how enthusiastic you are about it.

The second paragraph of your thank you letter should include the reasons why you are an excellent candidate for the job. List specific skills that relate to the job you interviewed for. The more detailed you are, the more the interviewer will know about your qualifications.

The third paragraph (optional) can be used to mention anything that you didn't bring up at the interview that you'd like the employer to know. This gives you another chance to make a good impression, especially if you remembered something you should have said after the interview.

In your closing paragraph, reiterate your appreciation for being considered for the job and let the interviewer know you are looking forward to hearing from him or her soon.

Sample 1.

Your Name
Your Address
Your City, State, Zip Code
Your Phone Number
Your Email
Date

Name
Title
Organization
Address
City, State, Zip Code

Dear Mr./Ms. Last Name:

It was very enjoyable to speak with you about the assistant account executive position at the Smith Agency. The job, as you presented it, seems to be a very good match for my skills and interests. The creative approach to account management that you described confirmed my desire to work with you.

In addition to my enthusiasm, I will bring to the position strong writing skills, assertiveness and the ability to encourage others to work cooperatively with the department. My artistic background will help me to work with artists on staff and provide me with an understanding of the visual aspects of our work.

I understand your need for administrative support. My detail orientation and organizational skills will help to free you to deal with larger issues. I neglected to mention during my interview that I had worked for two summers as a temporary office worker. This experience helped me to develop my secretarial and clerical skills.

I appreciate the time you took to interview me. I am very interested in working for you and look forward to hearing from you about this position.

Sincerely,
Your Signature
Your Typed Name

Sample 2.

Dear First Name, (or Mr./Ms. Last Name if you don't know them well)

Thank you for all the help you have given me with my job search. I especially appreciate the information and advice you have provided, and the contacts you have shared with me. Your assistance has been invaluable to me during this process.

Again, thank you so much. I greatly appreciate your generosity.

Best Regards,
Your Name

Sample 3.

Dear Mr./Ms. Last Name,

I want to thank you for giving me the opportunity to serve as marketing intern at XYZ College's Marketing and External Affairs Office. I have gained valuable insight into the marketing industry over the past six months.

Because you gave me the opportunity to work on a variety of projects, I had the chance to observe numerous aspects of college marketing, from publishing magazines and brochures to maintaining the college website. You and your staff were extremely welcoming and helpful, and offered me terrific career advice.

This internship has definitely increased my interest in pursuing a career in marketing. I would love to stay in touch, and perhaps speak to you regarding steps I should take in the future to pursue a career in marketing. Once again, thank you for a terrific six months.

Sincerely,
Your Signature

UNIT II.

FORMAL MESSAGES

Formal E-mails. Faxes. Notes. Advertisement. Business memo. Notice.

E-mail is a means of modern communication, a way to keep in contact with customers and colleagues. They are interoffice messages and outside-the-office commercial correspondence sent to business contacts, suppliers and customers. The preferred format is block style including the sender's name, the date and the time (usually supplied by the computer), the receiver, the subject line and the message.

E-mail is cheaper and faster than a traditional letter which is now known as «snail mail». E-mail is less intrusive than a phone call, especially as people are now constantly interrupted on their cell phones. Differences in location and time zone are no obstacles to information with e-mail.

And finally, there is conclusive evidence that e-mail leads to a more democratic structure, allowing all computer users easy access to company information and documents.

E-mails can have a formal business style or informal style similar to spoken English.

The formal e-mail is similar to a standard business letter but usually it is shorter. The e-mail should begin with «Dear...» and finish with «Best wishes» or «Best regards». You use this style if you are writing to somebody outside the company or somebody you don't know well.

The informal e-mail is for people you know well inside or outside the company. The e-mail often begins with «Hi» or «Hello» and finishes with «Regards» or «CU» (CU means «See you»). Other short forms are:

TX – thanks

RUOK – are you O.K.?

FYI –for your information

IMHO – In my humble opinion

pls – please

FAQ – Frequently Asked Question

Win – Windows (the system)

B2C – (business-to-consumer)

B2E – (business-to-employee)

P2P – (producer-to-producer)

4- for

Cuz - because

Tips on writing effective e-mails

Here are some general tips for the students as a reminder for writing good emails.

1) Use a “subject line” that summarizes briefly and clearly the content of the message. Your email may be one of hundreds on the recipient’s computer, and you want them to read it when it arrives and then find it again easily in their files. That’s why they should contain clues to the content of the message. Because in today’s world of information the flood of unwanted e-mail petitions, jokes and spam which comes to the mail box means that your message could get deleted before it’s opened if you don’t get the correct subject line. May be, it’s better to write the word «Urgent» in the subject line if the time is limited and if you know that a person receives a lot of e-mails.

2) Use short, simple sentences. Long sentences are often difficult to read and understand. The most common mistake for learners of English is to translate directly from their own language. Usually the result is a complicated, confusing sentence.

3) One subject per email is best. The other person can reply to an email about one thing, delete it, and leave another email in their ‘Inbox’ that needs more time.

4) Be very careful with jokes, irony, personal comments etc. Humour is rarely translated well from one culture to another. And if you are angry, wait for 24 hours

before you write. Once you press 'Send' you cannot get your email back. It can be seen by anyone and copied and sent round the world. The intimate, informal nature of email makes people write things that they shouldn't. Only write what you would be comfortable saying to the person's face.

5) Take a moment to review and edit what you have written. Check you've given the relevant information. Is the main point clear? Would some pieces of continuous text be better as bullet points or numbered points? Is it clear what action you want the recipient to take? Would you be happy to receive this email? If in doubt, ask a colleague to quickly look through and make comments.

6) Don't ignore capital letters, punctuation, spelling, paragraphs and basic grammar. Casual writing might be good when you are writing to a close friend, but to everyone else it's an important part of the image that you create. A careless, disorganized e-mail shows the outside world a careless, disorganized mind.

7) Use the replies you receive to modify your writing to the same person. If the recipient writes back in a more informal or more formal style, then match that in your future emails to them. If they use particular words or phrases that seem to come from their company culture, or professional area, then consider using those words yourself where they are appropriate.

8) Be positive! Such words as: *“activity, agreed, evolving, fast, good question, helpful, join us, mutual, productive, solve, team, together, tools, useful”* show your positive attitude to life. And such words as: *“busy, crisis, failure, forget it, hard, I cant, I won't, impossible, never, stupid, unavailable, waste* show your negative attitude to life.

9) Don't be too informal when writing to superiors or people outside the company (e.g. got your order; will give it to the guys at dispatches)

10) When answering e-mail use the reply button, this helps the receiver put your mail into context as the subject line will be repeated with the words «RE» in front of it and the original message may be included. «RE» is short for 'Regarding...'.
11) Never reply simply «yes» or «no» without repeating the context.

- 12) Don't use pronouns out of context (e.g. I asked them and they agreed).
- 13) Include a telephone number to the signature of the email. This will give the recipient the chance to telephone if necessary.

Sample of E-mail

From e.lee@bilder.com

To tobias.schmidt@schneemans.de

Dear Mr Schmidt

I would like to invite you to dinner after your visit to our company next week, if you have time. Our managing director, Alison McDermott, will also come.

I will book a table at an Italian restaurant, Via Venezia, for 8 p.m. on "Tuesday evening. The restaurant is next to your hotel in Barchester Road.

I hope you can join us. Please can you let me know this week.

Best wishes

Emily Lee

Emily Lee – Head of PR
Builder Construction
PLC Box 62 London W1

FAXES

A **fax** (short for "facsimile") is a document sent over a telephone line. Fax machines have existed, in various forms, since the 19th century, though modern fax machines became feasible only in the mid-1970s as the sophistication of technology increased and cost of the three underlying technologies dropped. Digital fax machines first became popular in Japan, where they had a clear advantage over competing technologies like the teleprinter, since at the time (before the development of easy-to-use input method editors) it was faster to handwrite kanji than to type the characters. Over time, faxing gradually became affordable, and by the mid-1980s, fax machines were very popular around the world.

Although businesses usually maintain some kind of fax capability, the technology has faced increasing competition from Internet-based alternatives. However, fax machines still retain some advantages, particularly in the transmission of sensitive material which, if sent over the Internet unencrypted, may be vulnerable to interception. In some countries, because electronic signatures on contracts are not recognized by law while faxed contracts with copies of signatures are, fax machines enjoy continuing support in business.

By fax the following kinds of business correspondence are sent: 1) offers, 2) price lists, 3) advertising materials, 4) press releases, 5) written inquiries (письменные запросы).

Such documents as: original contracts (оригиналы контрактов), letters of credit (аккредитивы), invoices (счета-фактуры) and other important documents are not sent.

Faxes are not more than 1 page length and the structure of fax is like the structure of the business letter. Faxes are usually kept by the firms for some period of time because they are legally accepted as a proof in the arguments / conflicts between business partners. The style of fax is formal. Points can be numbered for clarity. The word “Regards” is often used for the ending. More formal endings: Yours sincerely / Yours faithfully.

A fax contains a certain amount of business content and follows a standard format:

To:

From:

Fax number:

Date:

Number of pages:

Subject:

Message: (the text itself)

Sample of Fax

Fulton Chamber of Commerce

Fax Transmission

To: Thierry Baptiste, CEO	Fax no. +3377980
From: James Baker	Fax no. +44567345
Date: 5 April, 2010	Pages: (including this page) 1
Subject: Your letter, 2 April, 2010	

Dear Mr Baptiste,

Thank you for your letter of 2 April asking about the possibility of opening a factory for the manufacture of your products in Fulton. Let me answer some of your questions.

1 Employees

Yes, Fulton has a large work force of well-trained and hard-working possible employees available.

2 Infrastructure

Road and rail links to the main cities in the UK, the airport and the ports are excellent.

3 Local tax

In certain situations it is possible to arrange favourable tax conditions for start-up organizations.

If you would like to discuss the possibilities further, please call my office to arrange a meeting for when you visit the UK. I look forward to hearing from you.

Regards
James Baker
Chief Development Officer

NOTES OF INVITATION

Two forms are generally adopted in issuing invitations: formal and informal.

A formal invitation is generally written in the third person. It contains no heading, no salutation, and no complimentary close. The writer's name appears in the body of the letter, and address and the date are usually written below, on the left. The

reply to such an invitation is also written in the third person, and repeats the date and time mentioned in the invitation.

A Formal Note of Invitation to Dinner

Mr. and Mrs. Blackwood request the pleasure of Mr. and Mrs. Arthur Moore's company at dinner on Sunday, November 20, at 7.30 p.m.

17 Malabar Hill,
Bombay.
14th November.

A Formal Note of Acceptance

Mr. and Mrs. Arthur Moore thank Mr. and Mrs. Blackwood for their kind invitation to dinner on Sunday, November 20, at 7.30 p.m., and have much pleasure in accepting it.

47 Happy Valley,
Bombay.
18th November.

A Formal Note of Refusal

Mr. and Mrs. Arthur Moore thank Mr. and Mrs. Blackwood for their invitation to dinner on Sunday, November 20, at 7.30 p.m., but regret that owing to a previous engagement they will not be able to come.

47 Happy Valley,
Bombay.
18th November.

BUSINESS ADVERTISEMENT

Advertisement is a public notice or announcement, usually offering goods or services for sale. A successful business advertising campaign appeals to people's buying motives and encourages them to purchase a business's products or services. Good advertising can promote a continual, healthy growth of your business. Advertisement can be expensive, but without it, you cannot "brand" your business image in the minds of potential clients.

If people can't remember something, they won't seek out your business. Advertisement should provide good one-liners that people can repeat to others. For

example, "Our deli is open 24 hours" or "Our software programs serve colleges coast to coast."

There are the following kinds of advertisement:

- 1) local free newspapers and magazines (freshets);
- 2) booklets, pamphlets, prospectus (рекламні проспекти);
- 3) dodgers, handbills (рекламні листки);
- 4) circulars (рекламні листівки та інформаційні листи);
- 5) commercials (теле- та радіореклама), яка може бути тематично пов'язана або непов'язана з передачею (integrated or straight commercials);
- 6) out-of-home advertising (різні засоби реклами, що впливають на споживача поза домівкою);
 - a) outdoor advertising (зовнішня реклама):
 - billboards (рекламні щити), placards, posters (рекламні афіші);
 - electric signs, electric spectaculars (світлова реклама);
 - sky signs (реклама на даху будинків);
 - в) transport advertising (радіореклама у транспорті):
 - transit advertising (радіореклама у транспорті); headlight display (реклама на передній зовнішній частині суспільного транспорту);
 - с) inside-the-store advertising (реклама на місці продажу):
 - storecasting (радіооб'яви на місцях роздрібно́ї торгівлі);
- 7) Internet advertisement.

Sample of Job Advertisement

1. Computer Systems Planner

We are looking for an experienced computer professional to assume both technical and consulting responsibilities. A strong background in business and industrial applications on a variety of computer systems is required. Good communication skills and a minimum of four years experience are essential. Please submit your resume to:

Mr. R. Lindsley

ABC Corporation
10996 – Jasper Avenue
Edmonton, Alberta T5R 5E7

2. Sales and marketing

Coordinator in Odessa

The position:

- Evaluate performance of present and new distributors in the area
- Travel to various cities
- Monitor competitors' activities
- Evaluate market possibilities
- Support and develop sales of our distributors.

The applicant:

- Must be sales- and cost- oriented, trustworthy
- Know the region well and be able to travel extensively
- Possess excellent PC skills
- Native Ukrainian, fluent in spoken and written English.

Experience in sales is preferable.

The company will provide a car and a PC but the person must work from his home in the beginning.

BUSINESS MEMO (Служебная записка)

A **memo** (memorandum - memoranda (plural)) is an informal record, in the form of a brief written note or outline, of a particular legal transaction or document for the purpose of aiding the parties in remembering particular points or for future reference. It is an effective way to communicate within a company or organization. It helps members of an organization communicate without the need for time-consuming meetings.

Use memos rather than letters when you are communicating within your organization, including members of your department, upper management, employees at another company location, etc.

Memos solve problems either by introducing new information to the reader like policy changes or new products being introduced, or by persuading the reader to take an action, such as attend a meeting, rinse the coffeepot when empty, or change a current work procedure.

The writing style of a business memo is somewhat formal but it doesn't have to sound intimidating. Your aim in writing a memo is the same as with other correspondence: You want to effectively communicate your purpose to your reader.

Memos are most effective when they connect the purpose of the writer with the interests and needs of the reader. When planning your memo, be sure to think about it from your reader's perspective: Pretend you are the recipient and ask yourself: How is this relevant to me? What, specifically, do you want me to do? What's in it for me?

Make sure you address the reader by her or his correct name and job title. Courtesy titles are not necessary but make sure you spell everyone's names properly and don't use informal nicknames.

Use a job title after your name, and hand write your initials by your name. This confirms that you take responsibility for the contents of the memo.

Be specific and concise in your subject line. For example, "computers" could mean anything from a new purchase of computers to a mandatory software class for employees. Instead use something like, "Turning Computers off at Night."

Opening Segment

Begin your memo by stating the problem--that is, what led to the need for the memo. Perhaps a shipment has not arrived, a scheduled meeting has been canceled, or a new employee is starting tomorrow. After stating the problem, indicate the purpose clearly: Are you announcing a meeting, welcoming a new employee, or asking for input on adopting a new policy about lunch hour length?

Discussion Segment

In the discussion segment, give details about the problem, Don't ramble on incessantly, but do give enough information for decision makers to resolve the problem. Describe the task or assignment with details that support your opening paragraph (problem).

Closing Segment

After the reader has absorbed all of your information, close with a courteous ending that states what action you want your reader to take.

Should they hand email their reports rather than hand in hard copies? Attend a meeting? Chip in for someone's birthday cake? A simple statement like, "Thank you for rinsing the coffeepot after pouring the last cup" is polite and clearly states what action to take.

Traditionally memos aren't signed. However, it is becoming more common for memos to close the way letters do, with a typed signature under a handwritten signature. Follow your company's example for this.

For memos that are essentially informal reports or instructional documents, make the memo no more than one page long. In a memo, less is better .

Summary Segment

If your memo is longer than a page, you may want to include a separate summary segment. This part provides a brief statement of the recommendations you have reached. These will help your reader understand the key points of the memo immediately.

To further clarify your meaning, keep these formatting ideas in mind:

Headings help the reader skim for sections of the document.

Numbered and bulleted lists make information easy to scan. Be careful to make lists parallel in grammatical form.

Font sizes, underlining, bolding, and italicizing make headings and important information stand out.

As in all technical and business communications, long paragraphs of dense text make reading more difficult. Therefore, keep your paragraphs short and to the point.

You can end the memo with your initials and a signature.

Now that you know how to write a proper memo, you can be sure that your readers will understand your intentions.

How to Write a Business Memo

Use the following structure to begin a memo:

MEMO

To: (person or group to whom the memo is addressed)

From: (person or group sending the memo)

Date:

RE: (the subject of the memo, this should be in bold)

- 1) The term "memorandum" can be used instead of "memo".
- 2) A memo is generally is not as formal as a written letter. However, it is certainly not as informal as a personal letter.
- 3) The tone of a memo is generally friendly as it is a communication between colleagues.
- 4) Keep the memo concise and to the point.
- 5) If necessary, introduce the reason for the memo with a short paragraph.
- 6) Use bullet points to explain the most important steps in a process.
- 7) Use a short thank you to finish the memo. This need not be as formal as in a written letter.

Sample Memo

To: Northwest Area Sales Staff

From: Management

RE: New Monthly Reporting System

We'd like to quickly go over some of the changes in the new monthly sales reporting system that we discussed at Monday's special meeting. First of all, we'd once again like to stress that this new system will save you a lot of time when reporting future sales. We understand that you have concerns about the amount of time that will be initially required for inputting your client data. Despite this initial effort, we are confident that you will all soon enjoy the benefits of this new system.

Here is a look at the procedure you will need to follow to complete your area's client list:

Log on to the company web site at <http://www.picklesandmore.com>.

Enter your user ID and password. These will be issued next week.

Once you have logged on, click on "New Client".

Enter the appropriate client information.

Repeat steps 3 and 4 until you have entered all of your clients.

Once this information has been entered, select "Place Order".

Choose the client from the drop down list "Clients".

Choose the products from the drop down list "Products".

Choose the shipping specifications from the drop down list "Shipping".

Click on the "Process Order" button.

As you can see, once you have entered the appropriate client information, processing orders will require NO paperwork on your part.

Thank you all for your help in putting this new system into place.

Best regards,
Management

MEMORANDUM

To: Franco Marconi, Director, Research Programs

From: Meridith Bronson

Date: September 30, 2006

Subject: Commendation - Henry Stapleton - Transport
Demand Project

The purpose of this is to officially commend Henry Stapleton for his exceptional contribution throughout his assignment to the Transport Demand Project (TDP). As you know, Henry has been working on special assignment with the TDP team for the past eight months. Now that he is about to return to your part of the organization I wanted to make sure that he gets some recognition for his significant and exceptional contributions to the project.

As a junior econometrician, Henry's role in the project was pivotal to its timely and successful completion. It was Henry who worked long hours, numerous nights and weekends with his small team of researchers, first specifying, and then testing the thousands of equations that had to be run. The quality of Henry's written work was also exceptional. His regression analysis summaries were always very well written and rarely required revision.

As a colleague and project team member, Henry was also outstanding. His upbeat enthusiasm for the project was infectious, and he seemed to motivate the entire project team. He was very well-liked by all team members, and in effect he became "unofficial" deputy project manager.

In closing, I would like to say that I have worked with many junior economists and econometricians over the years and have never run across one as professional and productive as Henry Stapleton was on the TDP. I believe that the organization as a whole should recognize his exceptional contribution to a major project. Please let me know if you have any questions or comments.

Meredith Bronson
Director, Econometric Research
cc: Henry Stapleton
Personnel file - H. Stapleton

NOTICE

Notices are used to inform people about changes of plan or to give instructions or warnings. Notices need a clear heading. Information must be clear. The tone is normally formal. The name and position of the person who wrote the notice and the date must be included.

Sample of Notice

Drucker and Drucker Solicitors

Staff Notice

On Thursday 29 July will be a staff and management meeting to discuss opening a New York branch of the company.

We look forward to hearing your suggestions as to how to ask for volunteers for relocation.

Joanna Grey
Office Manager
26 July 2010

UNIT III.

DOCUMENTS FOR EMPLOYMENT

Self – evaluation paper. Research about the Employer. An Inquiry Letter. The Persuasive Resume (Curriculum Vitae). An Application letter. A Follow – up letter. Letters of recommendation.

If you want to get a job, you will have to invest time and effort preparing yourself for employment. There are 5 stages in the job search.

- I. Self – evaluation.
- II. Research about the Employer.
- III. The Persuasive Resume (Curriculum Vitae – автобиография).
- IV. Application letter or cover letter.
- V. A Follow – up letter (sometimes letters of recommendation are demanded)

I. Self – Evaluation

To take the first step you should value yourself objectively: what kind of job you need and if you are a perfect candidate for the job you want to apply for.

1) academic strengths and abilities (e.g. good at math, at computers, speak 3 languages);

- 2) skills (management, communication, research and technical skills);
- 3) transferable skills (typing, computer literacy, composition skill);
- 4) personality or character traits (creativity, zeal energy, patience, friendliness) .

II. Research about the employer

After you found an ad in the paper or at career center, it's wise to find out as much information as possible about the firm. You must know what kind of work the firm does, how many employees it has, where the office is located.

Also you should know what kind of qualities they are looking for (experience, university degree, overtime work, move ability).

Sample of company research

Carlson Wagonlit travel – Corporate Profile

Highlights

Carlson Wagonlit travel, a London-based company, is the largest travel agency in the world. With 16 billion in annual sales, the agency has operations in more than 400 locations in 125 countries.

The Canadian division has 125 branch offices that serve both business and leisure travelers. The Canadian head office is located in Toronto. There are four agencies in Edmonton and one in Sherwood Park. The downtown Edmonton office has 18 staff members and generates 80% of its business from corporate sales.

The Company's objective is to provide excellent service and high standards with a worldwide scope. Their motto is Local Presence, Global Power.

Plans to offer franchises currently being developed.

Skills and Attributes

Carlson Wagonlit travel managers outlined the following desirable skills and attributes:

Travel Industry Knowledge:

Travel Agency Accounting

Sales Techniques

Travel Products

Computer Application usage:

Word Processing

Spreadsheets

Databases

Internet

E-mail

Telephone Skills Appreciation:

Personal Attributes:

Self-Motivated

Creative

Energetic

Confident

Professional Appearance

Ability:

To deal with change

To work well under pressure

To meet deadlines

To be a team player

To speak a second language

The more you know about the company, the better resume you can compose. You can send an inquiry letter – письмо, посылаемое нанимателю с целью выяснения требований к конкретной должности.

Inquiry letters are mailed when you know the firm will not regard you as an applicant until you fill out an application form. In that case, you may write to request an application form. Although the request for the form is a fairly routine letter, you can increase chances of getting the form by giving enough information about yourself. Such a letter is not as effective as a complete cover letter but being direct and concise it does enable you to make job contacts.

Sample of a job-inquiry letter

May I please have an application form for work in your department. I am finishing my university program where I am taking courses in mathematics, statistics, computers... I plan to start working in June 2011.

III. Resume or Curriculum Vitae (CV)

It is an objective presentation of you. It's a concise and straightforward listing of your education, experience & interests, previous jobs, honours, publications.

(Resume – American English; CV – British English)

There are different kinds of resume:

- 1) chronological
- 2) functional
- 3) combination
- 4) targeted

Resume (CV)

CV begins with personal information (name, date of birth, marital status, contact information). The time of availability is noted: when the applicant can start the new job.

I. The chronological résumé

If focuses on the past employment. It includes:

- 1) Main heading →applicant's name, address and telephone number
- 2) Objective (цель)→detailed, in response to the company's requirement outlined in the advertisement
- 3) Experience →work history, job – by – job, in reverse chronological order, starting with the most recent position. It includes employer's name, place, dates, duties, promotion.
- 4) Education →including degrees & certificates, conference & seminars, listed in reverse chronological order. (Degree in French and Film Studies, University of London)
- 5) Special skills →including bilingualism, (working knowledge of French & Italian) computer competency: good working knowledge of Microsoft word and Excel Spreadsheets; current clean driving license.
- 6) Honours, awards, activities (In my final year at school. I helped to organize a career fair for all final year students)

7) Interests (sport, art, community activities) (travel: I've travelled extensively & independently in Europe. Music: I play the guitar in a semi – professional band & have done a number of “gigs”.) Jogging, handicrafts, hiking, running, amateur painting. Your interests and hobbies give your prospective employers some idea of your intellectual scope and physical fitness.

II. The functional résumé.

It focuses on skills. It includes:

- 1) Objective – a general objective for all resume.
- 2) Skills – describe proficiencies you have acquired, highlight exceptional aptitudes, provide details.
- 3) Education – reverse chronological order.
- 4) Employment – reverse chronological order.
- 5) Interests

III. The combination résumé.

It combines the best features of the chronological & functional resumes. It emphasizes a candidate's capabilities while also including a complete job history.

IV. The targeted résumé.

It highlights experience & education that are particularly relevant to the specific job being applied for. It can be used only for the particular occasion.

Sample of chronological resume from a student with little job experience.

RESUME

ANTHONY H. KRYVONIS

73 Allen wood Boulevard

Santa Rosa, California 95401-1074

(707) 464-6390

Career Objective: Full-time position as a layout artist with a commercial publishing house.

Education: Will receive A.S. degree in June from Santa Rose Junior College, majoring in industrial graphics illustration with a specialty in layout design. Completed more than forty hours of class work in design principles, layout and lettering, graphic communications, and photography. I am very familiar with both layout techniques and electromechanical illustration. Major projects included assisting layout editors at McAdam Publishers during an apprenticeship program completed in May 1995 and writing a detailed report on the kinds of designs, photography, and artwork used in two local magazines - *Living in Sonoma County* and *Real Estate in Sonoma County*. Made Dean's List in 2005 with a GPA of 3.4.

2003-2005 Attended Santa Rosa High School. Took electives in drawing, photography, and industrial arts. Provided major artwork for student magazine. *Thunder*.

Experience 2000-2005: Worked part-time as salesperson at Buchman's Department Store while attending Santa Rosa Junior College full-time. Duties included assisting customers in sporting goods and appliance departments. Also assisted sport shop manager with displaying merchandise.

Personal: Volunteer work for Santa Rosa Humane Society – designed posters for 1989 fund drive.

References: Mr. Alberta Kim - Art Department Santa Rose Junior College, Santa Rosa, CA 95401-1099, tel: (707) 456879.

APPLICATION LETTER (заява)

It gives a subjective presentation focusing on what you can offer to meet the employer's needs. It's designed to get action by enticing the employer to read the attached resume and to invite you to an interview. It explains your purpose for sending the other papers (CV, reference letters).

It includes:

1. The first paragraph in which you tell where you have found out about the job and draw attention to yourself.

2. The second and the third paragraphs in which you highlight your merits, create interest in yourself, express the desire to work for the company.
3. The last paragraph in which you stimulate the employer's action by requesting an interview – a personal job interview.
4. Signature.

It should be short (no more than 1 page), follow a certain format and contain the precise information.

In the top right-hand corner you should write your contact information (address, telephone number) and the date. Lower on the left side of the page you write the name of the person you are writing to, followed by his position (e.g. the Personnel Officer of the Company) and then the office address. If you don't know the name of that person, don't include it, and start the letter by addressing him «Dear Sir/Madam».

At the end of the letter you should write «Yours sincerely» (in G.B.) or «Sincerely yours» (in the USA), but if you address somebody «Dear Sir» without a definite name, you should write «Yours faithfully».

Sample of an application letter

9977 Melville Road
Midpines, CA 34678
May 30, 2010

Ms Greta Bourgh
Director of Administration
Nobbs Inc.
770 Midhill Drive
Fairfax, VA 29780

Dear Ms Bourgh:

Your advertisement in the January 31 issue of the Mariposa Post attracted my attention because I believe that I have the "proven skills" you are looking for in an administrative assistant. In addition to having previous experience in a variety of office settings I am familiar with the computer system that you use in your office.

I recently completed a three-course sequence at Hamilton College on operation of the Beta computer system. I learned how to apply this technology to speed up letter-writing and report-writing tasks. A workshop on "Writing and Editing with the "Beta Processor" gave me experience with other valuable application.

As a result of this training. I am able to compose many types of finished document including financial reports and presentation slides.

These specialized skills have proven valuable in my work for the past eight months as assistant to the chief nutritionist at the University of California campus cafeteria. As my resume indicates, my duties include drafting letters, typing finished correspondence and having phone calls.

Because "proven skills" are best explained in person, I would appreciate an interview with you. Please phone me any afternoon between 3 and 5 p.m. at (919) 223-56-78 to let me know the day and time most convenient for you.

Sincerely,
Mike Brown

FOLLOW-UP LETTERS (лист-нагадування)

When you sent your resume and application letter, the next step will be a follow-up letter. Keep copies of your sent letters. Good record keeping is a must.

The follow-up letter must be well-organized and written with tact (by implying that the original letter may have been lost in the mail). Provide another Summary of relevant qualifications and enclose another resume. New information can be added.

Sample of follow-up letter

June 15, 2010
Ms.Laura Flaxbam
Personnel manager
Able Coputers, Inc.
P.O.Box 1256
Toronto, Ontario M5W 3G1

Dear Ms. Flaxbam:

Several weeks ago I wrote you applying for a management traineeship with Able. In case my application letter has been lost in the mail, I do wish to ensure that you know of my enthusiasm for Able. As my June 15 letter stated, I am impressed with your position of leadership in your industry.

You are interested, I understand, in recruits with computer, management and marketing abilities. My management major, marketing minor and data processing job experience meet those qualifications.

The enclosed resume presents more information about my educational job and extracurricular activities well prepare me for your traineeship.

An interview with you at your convenience is still my goal. My schedule remains the same, I am still available at (613) 9229678 weekdays from 2 p.m. until 6 p.m.

Sincerely,

Mary Smith

LETTERS OF RECOMMENDATION (REFERENCE)

They are written when the employer tends to take the candidate to his company but he needs some recommendation from the people who knew this person.

Such letters should evaluate the applicant and appraise job-related performance. The main idea is to present honest, objective information about the candidate.

Normally, letters of recommendation are sent in response to a request from the applicant or the prospective employer. These recommendations are voluntary, one can refuse to write a letter.

The idea of the letter is to confirm some information already submitted by the applicant's resume.

References are written for job applicants by people who know them. A reference serves as an evaluation of the applicant by an independent third person. A reference may be written at the applicant's request and given to him (always in a sealed envelope) to be transmitted to the prospective employer or it may be written at the request of this employer and mailed directly to him. For this purpose the applicant writes at the end of the CV the names, positions and addresses of people who can provide references.

In the top-hand corner of the letter it should be written the following: from whom (name, position, address, tel. number). Lower on the left: to whom (name, position, address). Date (on the left in American references; on the right in British references).

A letter sticks to the three-part structure: opening, body and conclusion.

1. In the opening give the name of the candidate and the position sought and how he is known to the reference writer (relationship). Use supportive statements that recommend individuals for awards (e.g. I am pleased to nominate Ann Brown for the Employee of the month award. For the past 16 months Miss Brown served as staff accountant in my division. During this time she distinguished herself by...)

2. In the body of the letter describe the applicant's job performance and potential, skills and accomplishments.

3. In the conclusion give evaluation of how an applicant is ranked in relation to others in similar positions (e.g. Mr. Brown is one of the most productive employees. I would rank him in the top 10 percent of all the specialists with whom I've worked. If he decided to return to us, we would be pleased to hire him). Put the signature of the reference writer.

While writing, report only veritable facts, not judgments. Avoid broad, general statements. Definite, task-related descriptions are preferable.

Sample of a letter of recommendation

September 17, 2010

Barbara North

Section Head, English Department
Grant MacEvan Community College
Seventh Street Plaza Campus

Dear Barbara:

RE: Christopher Coy

With pleasure, I recommend Christopher for a teaching position with Academic Services. I have known Chris since 2000 and most particularly during the three terms we studied creative writing together under Rudy Wiebe at the University of Alberta. As a teacher myself, I recognized then excellence of Chris' writing, both technically and stylistically. He also showed an ability to communicate well with our classmates and to give and take criticism in a sensitive and intelligent manner.

I can speak for the excellence of Chris, the person. He is gentle, polite and considerate, a good listener and a thoughtful speaker. I believe him, above all, to possess a high degree of integrity in everything he does.

Christopher wants to be a teacher. His academic achievements, character and personality will surely combine to make him a good one.

Sincerely,

Laura Morison

UNIT IV.

CONTRACTS

Employment contract. Service contract. Turn-key contract. Hire purchase contract.

A contract is an agreement between two or more parties which, if it contains the elements of a valid legal agreement, is enforceable by law or by binding arbitration. A legally enforceable contract is an exchange of promises with specific legal remedies for breach. An agreement between two or more parties, especially one that is written and enforceable by law.

There are 4 things that a contract needs:

- 1) offer: a clear offer by one person or organization to another. If an offer is rejected then that offer automatically ends;
- 2) acceptance: the other party must accept the whole offer without conditions. For example, if an art buyer offers you \$500 for your painting and you say that you would take \$600, you have not accepted the buyer's offer, but made a new offer that the buyer can accept or reject. This is referred to as a "counter offer". There can be many offers and counter offers before there is an agreement;
- 3) consideration: this is what each party gives to the other as the agreed price for the other's promises. Remember, the agreed price doesn't have to be money. It can be another benefit; and
- 4) intention: the people or organizations entering into the contract must intend to create legal relations.

A person who breaks a contractual promise may be sued. They may have to pay the other person compensation or comply with some other court order.

A contract can be:

- 1) oral;
- 2) in writing;
- 3) partly oral and partly in writing; or
- 4) made by people's actions. This means that a contract may be made up of a number of different documents, emails and conversations.

There are different kinds of contract (the main ones):

1. **An employment contract** – a legally binding agreement of an employer and an employee, stating responsibilities and obligations of both parties (контракт о работе по найму).

The employment contract is made as soon as you accept a job offer. If you start working it will show that you accepted the job on the terms offered by the employer, even if you don't know what they are. Having a written contract could cut out disputes with your employer at a later date, and will help you understand

your employment rights. You and your employer are bound to the employment contract until it ends (usually by giving notice) or until the terms are changed (usually in an agreement between you and your employer).

2. **Service contract** (договор на обслуживание) – an agreement between a company and a customer in which the company agrees to repair equipment the customer has bought or rented from it; or an agreement between a company and a customer stating what product or service the company will provide and any arrangements for delivery, payment, etc. A service contract, like a warranty, provides repair and/or maintenance for a specific time period. Warranties, however, are included in the price of the product, while service contracts cost extra and are sold separately.

3. **Turn-key contract** (контракт на строительство "под ключ") – a contract for a building project in which the company doing the work must finish the work and leave the building, factory ready to operate. A turnkey project could involve the following elements depending on its complexity: project administration, licensing of process, design and engineering services, management control, materials control, inspection of equipment, shipment, transportation, control of schedule and quality, performance-guarantee testing, training of the personnel.

4. **Hire purchase contract** (HP) (договор о продаже в рассрочку) – an agreement to buy something by making payments over a period of time or to pay for goods in parts or a percentage at a time.

To be valid, HP agreements must be in writing and signed by both parties. They must clearly set out the following information that all can read without effort:

- 1) a clear description of the goods
- 2) the cash price for the goods
- 3) the HP price, i.e., the total sum that must be paid to hire and then purchase the goods
- 4) the deposit

- 5) the monthly installments (most states require that the applicable interest rate is disclosed and regulate the rates and charges that can be applied in HP transactions)
- 6) a reasonably comprehensive statement of the parties' rights (sometimes including the right to cancel the agreement during a "cooling-off" period).
- 7) The right of the hirer to terminate the contract when he feels like doing so with a valid reason.

Americans prefer explicit contracts: the document details all the arrangements made. Japanese prefer implicit contracts: they present the most general outline of the contractual obligations.

Each contract should have a list of the important items:

1. Description (a clear one) = Subject of the contract
2. Price (agreed upon in advance) = Total value of the contract
3. Specifications (particularly those relating to standards, health, safety, agriculture and defence)
4. Payment (method of paying and the due date) = Terms of payment
5. Packing (must conform to international standards)
6. Transportation
7. Delivery (the date and quantity)
8. Insurance (decide in advance whose responsibility it is)
9. Law (the law of the country under which it will be enforced)
10. Force Majeure
11. Sanctions (in case of delay)
12. Legal addresses of the Parties (Seller – Buyer).

All contracts favour formal style. First of all, **archaic words** are typically used in the language of contracts:

-hereafter – after this

-herein – in this matter

-hereinafter – below (in this document)

- thereafter – after that
- therein – in that place, in that respect
- thereinafter – in the following part

Latin expressions:

- per annum – annually
- per se – by or in itself
- pro rata – in proportion to a total sum
- addendum – a supplement
- ad interim – temporarily

Specialized terminology:

- e.g. delivery, payment, specification, notification
- total value of the contract – общая сумма контракта
- terms of payment – условия оплаты
- time of delivery – срок поставки
- legal addresses of the Parties - юридические адреса сторон
- purchase price – закупочная цена
- unprofitable – убыточный
- to be valid – быть действительным
- shipping documents – отгрузочная документация
- waybill – транспортная накладная
- consignor, shipper – грузоотправитель
- consignee – грузополучатель
- to consider null and void – считать не имеющим силы
- breach of contract – нарушение контракта

EXAMPLES OF CONTRACTS

I. CONTRACT OF EMPLOYMENT

Entered into between:

.....

(herein after referred to as "the employer")

Address of employer:

.....

and

.....

(herein after referred to as "the employee")

1. Commencement

This contract will begin on and continue until terminated as set out in clause 4.

2. Place of work

.....

3. Job description

Job Title

(e.g.. *Domestic worker, child minder, gardener, etc*)

Duties

4. Termination of employment

Either party can terminate this agreement with four weeks written notice. In the case where an employee is illiterate notice may be given by that employee verbally.

5. Wage

5.1	The employees wage shall be paid in cash on the last working day of every week/month and shall be:	R.....
5.2	The employee shall be entitled to the following allowances/payment in kind:	
5.2.1	A weekly/monthly transport allowance of	R.....
5.2.2	Meals per week/month to the value of	R.....

5.2.3	Accommodation per week/month to the value of	R.....
5.3	The total value of the above remuneration shall be	R.....

5.4 The employer shall review the employee's salary/wage once a year.

6. Hours of work

6.1 Normal working hours will be from a.m. to p.m. on Mondays to Fridays and froma.m. top.m. on Saturdays.

6.2 Overtime will only be worked if agreed upon between the parties from time to time.

6.3 The employee will be paid for overtime at the rate of one and a half times his/her total wage as set out in clause 5.3.

7. Meal Intervals

The employee agrees to a lunch break of one hour/30 minutes (delete the one that is that not applicable). Lunchtime will be taken from to daily.

8. Sunday work

Any work on Sundays will be by agreement between the parties from time to time. If the employee works on a Sunday he/she shall be paid double the wage for each hour worked.

9. Public Holidays

The employee will be entitled to all official public holidays on full pay.

If an employee does not work on a public holiday, he/she shall receive normal payment for that day.

If the employee works on a public holiday he/she shall be paid double.

10. Annual Leave

10.1 The employee is entitled to..... days paid leave after every 12 months of continuous service. Such leave is to be taken at times convenient to the employer

and the employer may require the employee to take his/her leave at such times as coincide with that of the employer.

11. Sick leave

11.1 During every sick leave cycle of 36 months the employee will be entitled to an amount of paid sick leave equal to the number of days the employee would normally work during a period of six weeks.

11.2 During the first six months of employment the employee will be entitled to one day's paid sick leave for every 26 days worked.

11.3 The employee is to notify the employer as soon as possible in case of his/her absence from work through illness.

12. Maternity leave

(Tick the applicable clauses in the space provided).

12.1	The employee will be entitled to days maternity leave without pay; or	
12.2	The employee will be entitled to days maternity leave on pay	

13. Family responsibility leave

The employee will be entitled to three days family responsibility leave during each leave cycle.

14. Deductions from remuneration

The employer may not deduct any monies from the employee's wage unless the employee has agreed to this in writing on each occasion.

15. Accommodation

(Tick the applicable boxes).

15.1	The employee will be provided with accommodation for as long as the employee is in the service of the employer, and which shall form part of his/her remuneration package	
------	---	--

15.2	The accommodation may only be occupied by the worker, unless prior arrangement with the employer.	
15.3	Prior permission should be obtained for visitors who wish to stay the night. However where members of the employees direct family are visiting, such permission will not be necessary.	

16. Clothing (Delete this clause if not applicable)

..... sets of uniforms will be supplied to the employee by the employer and will remain the property of the employer.

17. Other conditions of employment or benefits

.....

18. General

Any changes to this agreement will only be valid if they are in writing and have been agreed and signed by both parties.

THUS DONE AND SIGNED AT ON THIS DAY
OF 200...

EMPLOYER

EMPLOYEE

Witnesses:

II. HIRE PURCHASE CONTRACT

TOYOTA FINANCE AUSTRALIA LIMITED

A C N 002 435 181

Registered Office: Level 11, 55 Lavender Street,

Milsons Point, N.S.W.

The Hirer and Dealer each hereby declare that before the Hirer signed this offer he received from the Dealer a duly completed written statement under Section

3(1) of the Hire-Purchase Act 1959 and the summary of the Hirer's financial obligations shown in the statement does not differ from that shown hereunder.

(Signature of Dealer) /s/

Signature of Hirer /s/

TO: TOYOTA FINANCE AUSTRALIA LIMITED (herein referred to as "you").

FROM: The person(s) and/or company named below as HIRER (also herein referred to

as "I" and "me") offers to hire from you the goods described in the Schedule at the rent stated therein on the Terms and Conditions set out below and on the back hereof.

HIRER

NAME: Total Energy Systems Ltd.

ADDRESS: 3/RD/ Floor, 172 Edward, Brisbane 4000

TRADING AS:

SCHEDULE

Description of Goods:

New Secondhand Hirer to initial if secondhand.

Make: Toyota Model 4 Runner

Body: RN6 Auto/Man NVIC No. _____

Reg. No. 9AC 164 Colour White

Engine No. 3VZ0738775 Opt. Equip. _____

Description of Goods Traded-In to Dealer

Make: _____ Model _____

Reg. No. _____ Engine No. _____

Value of Goods Traded-In _____ \$ _____

UNIT V.

BUSINESS PLAN

Business plan content. Typical structure of a business plan. Recommendations how to make a business plan.

A business plan is a formal statement of a set of business goals, the reasons why they are believed attainable, and the plan for reaching those goals. It may also contain background information about the organization or team attempting to reach those goals.

Business plans may be internally or externally focused. Externally focused plans target goals that are important to external stakeholders, particularly financial stakeholders. They typically have detailed information about the organization or team attempting to reach the goals. They include investors and customers.

Business Plan Content

Business plans are decision-making tools. There is no fixed content for a business plan. The content and format of the business plan is determined by the goals and audience. A business plan should contain whatever information is needed to decide whether or not to pursue a goal.

Presentation Formats

The format of a business plan depends on its presentation context. Three or four formats for the same business plan may be.

For example, 1) *an "elevator pitch"* - a three minute summary of the business plan's executive summary. This is often used as a teaser to awaken the interest of potential funders, customers, or strategic partners.

2) *an oral presentation* - a hopefully entertaining slide show and oral narrative that is meant to trigger discussion and interest potential investors in reading the written presentation. If a new product is being proposed and time permits, a demonstration of the product may also be included.

3) *a written presentation for external stakeholders* - a detailed, well written, and pleasingly formatted plan targeted at external stakeholders.

4) *an internal operational plan* - a detailed plan describing planning details that are needed by management but may not be of interest to external stakeholders.

Typical structure of a business plan

- 1) cover page and table of contents
- 2) executive summary
- 3) business description
- 4) business environment analysis
- 5) industry background
- 6) competitive analysis
- 7) market analysis
- 8) marketing plan
- 9) operations plan
- 10) management summary
- 11) financial plan
- 12) attachments and milestone

Open Business Plans

Traditionally business plans have been highly confidential and quite limited in audience. The business plan itself is generally regarded as secret. However, with the appearance of Internet an open business plan became possible.

An Open Business Plan is a business plan with unlimited audience. The business plan is typically web published and made available to all.

In the free software and open source business model, trade secrets, copyright and patents can no longer be used as effective locking mechanisms to provide sustainable advantages to a particular business and therefore a secret business plan is less relevant in those models.

Preparing a business plan draws on a wide range of knowledge from many different business disciplines: finance, human resource management, intellectual property management, supply chain management, operations management, and marketing.

A good business plan can help to make a good business credible, understandable, and attractive to someone who is unfamiliar with the business. Writing a good business plan can't guarantee success, but it can go a long way toward reducing the failure.

How to Make a Business Plan

A good business plan has ten key components. Providing a comprehensive assessment of each of these components is critical in attracting investors.

1) *Executive Summary*. The Executive Summary provides a succinct synopsis of the business plan, and highlights the key points raised within. The Executive Summary must communicate to the prospective investor the size and scope of the market opportunity, the venture's business and profitability model. The Executive Summary must be compelling, easy-to-read, and no longer than 2-4 pages. The summary should tell the reader what you want. Clearly state what you're asking for in the summary. The statement should be kept short and businesslike, probably no more than half a page.

It could be longer, depending on how complicated the use of funds may be, but the summary of a business plan, like the summary of a loan application, is generally no longer than one page. Within that space, you'll need to provide a synopsis of your entire business plan.

2. *Business concept*. Describes the business, its product and the market it will serve. It should point out just exactly what will be sold, to whom and why the business will hold a competitive advantage.

3. *Financial features*. Highlights the important financial points of the business including sales, profits, cash flows and return on investment.

4. *Financial requirements*. Clearly states the capital needed to start the business and to expand. It should detail how the capital will be used, and the equity, if any, that will be provided for funding. If the loan for initial capital will be based on security instead of equity, you should also specify the source of collateral.

5. *Current business position.* Furnishes relevant information about the company, its legal form of operation, when it was formed, the principal owners and key personnel.

6. *Major achievements.* Details any developments within the company that are essential to the success of the business. Major achievements include items like patents, prototypes, location of a facility or results from any test marketing that has been conducted.

7. *Company Analysis.* This section provides a strategic overview of the company and describes how the company is organized, what products and services it offers/will offer, and goes into further detail on the company's unique qualifications in serving its target markets.

8. *Industry Analysis.* This section evaluates the playing field in which the company will be competing, and includes well-structured answers to key market research questions such as the following:

What are the sizes of the target market segments?

What are the trends for the industry as a whole?

With what other industries do your services compete?

9. *Analysis of Customers.* In this section, the company must convey the needs of its target customers. It must then show how its products and services satisfy these needs to an extent that the customer will pay for them.

10. *Analysis of Competition.* This section defines the competitive landscape of your business. It identifies who the direct and indirect competitors are, assesses their strengths and weaknesses and delineates your company's competitive advantages.

Writing your business plan you should Define Your Market

A market analysis forces the entrepreneur to become familiar with all aspects of the market so that the target market can be defined and the company can be positioned in order to garner its share of sales. A market analysis also enables the entrepreneur to establish pricing, distribution and promotional strategies that will allow the company to become profitable within a competitive environment.

Pricing

How you price your product is important because it will have a direct effect on the success of your business. Though pricing strategy and computations can be complex, the basic rules of pricing are straightforward:

- 1) All prices must cover costs.
- 2) The best and most effective way of lowering your sales prices is to lower costs.
- 3) Your prices must reflect the dynamics of cost, demand, changes in the market and response to your competition.
- 4) Prices must be established to assure sales. Don't price against a competitive operation alone.

Distribution

Distribution includes the entire process of moving the product from the factory to the end user. The type of distribution network you choose will depend upon the industry and the size of the market. A good way to make your decision is to analyze your competitors to determine the channels they are using, then decide whether to use the same type of channel or an alternative that may provide you with a strategic advantage.

Some of the more common distribution channels include:

- 1) Direct sales. The most effective distribution channel is to sell directly to the end-user.
- 2) OEM (original equipment manufacturer) sales. When your product is sold to the OEM, it is incorporated into their finished product and it is distributed to the end user.
- 3) Manufacturer's representatives or salespeople who operate out of agencies that handle an assortment of complementary products and divide their selling time among them.
- 4) Wholesale distributors. Using this channel, a manufacturer sells to a wholesaler,

who in turn sells it to a retailer or other agent for further distribution through the channel until it reaches the end user.

- 5) Brokers. Third-party distributors who often buy directly from the distributor or wholesaler and sell to retailers or end users.
- 6) Retail distributors. Distributing a product through this channel is important if the end user of your product is the general consuming public.
- 7) Direct Mail. Selling to the end user using a direct mail campaign.

Promotion Plan

The promotion strategy in its most basic form is the controlled distribution of communication designed to sell your product or service. This includes:

- 1) Advertising. Includes the advertising budget, creative message(s), and the media schedule.
- 2) Packaging. Provides a description of the packaging strategy. If available, mockups of any labels, trademarks or service marks should be included.
- 3) Public relations. A complete account of the publicity strategy including a list of media that will be approached as well as a schedule of planned events.
- 4) Sales promotions. Establishes the strategies used to support the sales message. This includes planned promotional activities such as special sales, coupons, contests and premium awards.
- 5) Personal sales. An outline of the sales strategy including pricing procedures, returns and adjustment rules, sales presentation methods, lead generation, customer service policies, salesperson compensation, and salesperson market responsibilities.

SAMPLE OF THE BUSINESS PLAN

Retail Bike Shop Business Plan

EXECUTIVE SUMMARY

1.1 COMPANY & INDUSTRY

Ride On Bikes is a retail bike shop located in the university district of Pullman, Washington. The company, operating from a 3,000 square foot building in prime

location, is solely owned by a long time bicycle enthusiast, Rick Austin. Austin has many years of experience in the retail bicycle industry, as well as a business degree from Washington State University, where the bike shop is located.

1.2 PRODUCTS & SERVICES

Ride On Bikes is the exclusive dealer in a 50 mile radius for GT, Specialized, Kona and Diamondback brands. The shop sells all types of bikes, from beach cruisers to mountain bikes. In addition to bike sales, the shop offers services, accessories and parts, which are installed by certified mechanics. Biking hats and apparel are also available.

1.3 MARKET ANALYSIS

The shop is conveniently located in the heart of campus, which houses approximately 20,000 full-time students. The primary market is the university population, which has a regular turnover of 25%. As the exclusive dealer for four big manufacturers, the company also markets to the surrounding population of over 100,000 people in the Quad Cities area, which includes three other colleges. In the area, there are three competing bike shops; but they aren't able to offer the popular brands that are exclusive to Ride On Bikes

1.4 STRATEGY & IMPLEMENTATION

Ride On Bikes will rely heavily on its location to attract university students. Washington University has a strong outdoor lifestyle culture. The students and the shop will work together on student riding programs and events. The owner has also formed several key partnerships with suppliers and industry experts that will ensure the long term success of the company.

1.5 MANAGEMENT

Ride On Bikes is managed by Rick Austin, the company's founder and sole owner. Rick has over 20 years of experience in the industry, as well as business education. Ride On Bikes also has two full-time certified mechanics on staff and a part-time sales force to assist with customer service.

1.6 FINANCIAL PLAN

Projections for Ride On Bikes show the company generating nearly \$500,000 in sales in Year 1 and becoming cash flow positive early in Year 2. The company will maintain low overhead and minimal liabilities. The business will be debt free within five years.

1.7 FUNDS REQUIRED & USE

Ride On Bikes is pursuing a \$175,000 SBA loan which will be used for building renovations, inventory purchases, initial marketing and working capital. The owner has invested \$25,000 in cash plus \$20,000 in tools and supplies to begin the venture.

PRODUCT DESCRIPTION

Ride On Bikes has two primary ways of generating revenue: retail sales and service. Retail sales consist of new bikes from the GT, Kona, Specialized and Diamondback brands. Bikes are available in many styles, including: mountain, downhill, commuter, beach cruiser, and road. In addition to bike sales, many accessories (locks, racks, water bottles, etc.) and clothing (jerseys, gloves, shoes, casual wear, etc.) are stocked on a continual basis. Finally consumers can find a wide range of parts to fix or upgrade their bikes.

The service department has two full-time certified mechanics to help with any bike repairs and maintenance, including tune-ups, flat repairs, accessory installation and warranty repairs.

FEATURES & BENEFITS

By shopping at Ride On Bikes, customers receive many features not found at competing stores. All new bikes come with two free tune-ups to ensure the bike is functioning properly after purchase. Ride On Bikes is also the only bike store in the area to regularly stock all disciplines of bikes, as well as a full array of accessories and parts. Additionally, Ride On Bikes is very active in the bicycling community and offers weekly group rides and community-building activities. For competitive riders, the shop also offers discounts on products and services.

MARKET ANALYSIS

TARGET MARKET

Ride On Bikes' primary target market consists of students and faculty of Washington State University. This segment is made of 18-26 year olds that are active and participate regularly in outdoor activities. As the campus is relatively confined, with few students driving, most all students walk or ride bikes to and from class. A secondary market consists of the rest of the population of the Quad Cities. This area is well known for its mountain bike trails, river paths, greenbelts and road cycling groups.

MARKET SIZE

The university has approximately 20,000 full time students attending at any one time. In addition to this campus, there are three other colleges within the Quad Cities that Ride On Bikes can cater to. There is an estimated 25% turnover among the student population yearly, as new students enroll. Ride On Bikes serves a regional population of 100,000 people. With only three other bike shops in this area, Ride On Bikes will be able to capture a large amount of the market share due to its unique location and exclusive distribution agreements.

MARKET TRENDS

The bicycle market is always evolving. The latest trend is the growing demand for beach cruisers and mountain bikes, both of which have relatively high margins. In addition, with fuel prices increasing, more people have chosen bicycles for commuting to work and school. This has caused an increase in demand for bicycles and accessories, where markups are often 50% or greater. Service sales have also increased as more people are tuning up old bikes and regularly maintaining their new ones.

FINANCIAL PLAN

REQUIREMENTS

In order for Ride On Bikes to successfully open with the required inventory and staff, the company will need \$200,000 in capital. Rick Austin has invested \$25,000 of personal money into the company, plus many of the required tools and

equipment. The remainder of the funding will come in the form of an SBA loan, originated from a local bank.

USE OF FUNDS

The startup capital will be used to fund several expenses, including building renovation and fixtures. Rick will purchase an adequate amount of inventory, including bikes, accessories and apparel. A portion of the funds will be used for a grand opening marketing campaign. These startup costs will account for \$115,000 of the initial capital. The remaining cash will be used for working capital for wages, rent, utilities and operational costs for the first year of business.

INCOME STATEMENT PROJECTIONS

First year sales are projected to be \$500,000 with approximately 250 bikes sold, accounting for \$125,000 in revenues. Service sales will account for \$175,000 in income. Parts, accessories and apparel will generate the remaining revenues. Gross margin on bicycle sales will average 30%, while parts, accessories and apparel will be sold at a 50% margin. First year losses are expected to be \$25,000. In Year 2, revenues will grow to \$600,000 with profits of \$55,000. Year 3 will see revenues of \$750,000 and profits of \$90,000.

BREAKEVEN ANALYSIS

With fixed monthly expenses equaling \$25,000, and a combined average margin of 62%, the business will break even at approximately \$40,000 per month in revenues. This will be achieved on a monthly basis before the end of Year 1.

PROJECTED CASH FLOW

Ride On Bikes strongest months will be August through December and March through May. These months will be cash flow positive and will carry the company through the slower months. Ride On Bikes will end Year 1 with approximately \$60,000 in the bank.

BALANCE SHEET

Ride On Bikes' balance sheet will show total assets of approximately \$220,000, including cash, inventory, equipment and leasehold improvements. Liabilities will

be \$175,000, plus any bank lines of credit. In the event that suppliers extend credit to the business, the balance sheet will reflect an increase in inventory and an equal adjustment to liabilities.

UNIT VI.

Business documents. Invoice. Bill of Lading. Letter of authorization/ letter of authority. Letter of attorney/ power of attorney.

A **document** is a record of important information on paper or computer disk (from Longman Business Dictionary). The word «document» embraces many kinds of strictly official texts: legal documents, export documents, shipping documents. The stylists mean this term as: official written evidence, a text specially intended to serve as legal confirmation of some evidence.

Business documents

1. The Invoice (счет-фактура, счет).
2. The Bill of Lading (коносамент).
3. Letter of authorization/ letter of authority (доверенность).
4. Letter of attorney/ power of attorney (доверенность).

The Invoice or bill is a commercial document issued by a seller to the buyer, indicating the products, quantities, and agreed prices for products or services the seller has provided the buyer. An invoice indicates the buyer must pay the seller, according to the payment terms. It provides information about goods exchanged between the exporter and the importer. It's prepared by the exporter and includes the following information: a description of the goods, their price and the quality supplied. It informs the buyer that the goods have been sent.

There are certain pieces of information that have to be on your invoices. Your invoice must include:

your business name
the date of the invoice
your Business Number
the purchaser's name

a brief description of the goods or services performed
the total amount paid or payable
the terms of payment.

Sample Invoice

Cypress Technologies
Suite 7, 77 Marwood Place
Crestwood, B.C., V6T 7Q7
1-888-888-888

Sarah's Computer Bin
8424 Business Plaza
Vancouver, B.C., V9W 2T2
Att'n: Sarah Norgaard

INVOICE FOR:

1 HP Office Jet Inkjet Color Printer \$583.97

GST (Goods and Services Tax – usually 5%) \$29.20

PST (Provincial Sales Tax) \$ 40.88

TOTAL PAYABLE: \$654.05

GST Registration No. 888888888

Invoice No. 754

Date of Invoice: Month Day, 2009

To be paid within 30 days of invoice date.

At the bottom of the invoice you can see such words as: "Payable Upon Receipt" (instead of “to be paid within 30 days) but that's just asking for trouble, because you don't necessarily know when your customer or client is seeing the invoice - even if you've emailed it. Using a specific terms statement like the one on this invoice gives your customer a due date, and helps you to avoid collection problems.

The Bill of Lading (КОНОАМЕНТ) (sometimes referred to as a BOL, or B/L) is a legal document issued by a carrier to a shipper, acknowledging that specified

goods have been received on board as cargo for conveyance to a named place for delivery to the consignee who is usually identified. A bill of lading involves the use of at least two different modes of transport from road, rail, air, and sea. The term derives from the verb "to lade" which means to load a cargo onto a ship or other form of transportation. This document must accompany the shipped goods, no matter the form of transportation, and must be signed by an authorized representative from the carrier, shipper and receiver.

It serves three basic purpose:

1. To acknowledge receipt by the carrier of the exporter's goods.
2. To indicate the carrier's contractual obligation to transport the goods to their destination in exchange for payment.
3. To record transfer of title (or ownership) from the seller to the buyer when payment for the goods takes place.

There are two basic types of bill of lading: the straight bill and the order bill.

1. A straight bill of lading is a non-negotiable document, made out to a specifically named consignee, from which the steamship company acknowledges receipt of the freight and agrees to move it to its destination.
2. An Order bill of lading is a document that is made out to the order of of the foreign importer or its bank, or the order of the export firm, its bank, or another designated party.

Sample Bill of Lading:

TRAILER/CAR NUMBER: _____

BILL DATE: _____

TO

FROM

Consignee
Street
Destination

Shipper
Street
Origin

City/State/Zip
Route:

FOR PAYMENT, SEND BILL TO

City/State/Zip
Special Instructions:

SHIPPER'S INSTRUCTIONS

Name
Company
Street
City/State/Zip

**NO. SHIPPING
UNITS**

TIME

**DESCRIPTION OF
ARTICLES**

**WEIGH
T**

**RA
TE**

CHARGES

**SPECIAL MARKS &
EXCEPTIONS**

REMIT C.O.D.		C.O.D. AMOUNT: \$		C.O.D. FEE	
				PREPAID	
				COLLECT	
TO: ADDRESS:		If this shipment is to be delivered to the consignee without recourse on the consignor, the consignor shall sign the following statement: The carrier shall not make delivery of this shipment without payment of freight and all other lawful charges. (Signature of Consignor)		TOTAL CHARGES \$	

NOTE: Where the rate is dependent on value, shippers are required to state specifically in writing the agreed or declared value of the property. The agreed or declared value of the property is hereby specifically stated by the shipper to be not exceeding \$ per...	Freight Charges are collect unless market prepaid CHECK BOX IF PREPAID	
RECEIVED subject to the classifications and tariffs in effect on the date of the issue of this Bill of Lading, the property described above in apparent good order, except as noted (contents and condition of packages unknown), marked consigned and destined as indicated above which said carrier (the word carrier being understood through this contract as meaning any person or corporation in possession of the property under the contract) agrees to carry to its usual place of delivery as said destination. If on its route, otherwise to deliver to another carrier on the route to said destination. It is mutually agreed as to each carrier of all or any of said property, over all or any portion of said route to destination and as to each party at any time interested in all or any said property, that every service to be performed hereunder shall be subject to all the Bill of Lading terms and conditions in the governing classification on the date of shipment. Shipper hereby certifies that he is familiar with all the Bill of Lading terms and conditions in the governing classification and the said terms and conditions.		
Shipper	Carrier	
Per	Per	Date:

Mark with “X” or “RQ” if appropriate to designate Hazardous Materials Substances as defined in the Department of Transportation Regulations governing the transportation of hazardous materials. The use of this column is an optional method for identifying hazardous materials on Bills of Lading 172.201 of Title 49. Code of Federal Regulations. Also when shipping hazardous materials, the shipper's certification statement prescribed in section 172.204 of the Federal Regulations, as indicated on the Bill of Lading does apply, unless a specific exception from the requirement is provided in the Regulation for a particular material.

Letter of authorization/ letter of authority – a document that gives or proves official power in business situations (доверенность – документ, предоставляющий или подтверждающий официальные полномочия кого-либо в хозяйственных делах). Authorization letters are used for business, medical, insurance, loan, legal and personal reasons. Authorization letters better known as letter of authorization, are generally used to grant some privileges or assign permission to another individual for a work to be done on your behalf. In simple words, authorization letters are used to authorize another person on your behalf. Sometimes authorization letters are also used to authorize a report or legal representation or sometimes even for a medical treatment. Though authorization letters are counted as a vital element of business writing, sometimes it may be used for personal reasons like authorizing a specific gardener to enter the house in the afternoon and water the plants or anything regarding a personal work.

Sample of Letter of authorization

Writers Name
Address
Date

Dr. XYZ
Hospital Name
Address

To Whom It may Concern:

My name is Donald Matthews, and I am providing a written consent for authorizing Dr. Roy to release my personal medical information to Dr. Stella.

I am issuing this letter for granting access to any of my medical records, like all X-rays, CT scans, MRI scans and other information relating to ACL tear treatment which I am undergoing in hospital ABC under the care and treatment of Dr. Roy since 10 April, 2009. The purpose for this access to this should be limited to the sole purpose of diagnosis and treatment of my ACL Tear.

However, I notify that this disclosure of my personal medical information should not be for any other purpose other than this.

Full name of Patient

Signature of Patient

Date

Letter of attorney/ power of attorney – a legal document giving one person the right to act for another (доверенность – юридический документ, фиксирующий полномочия представителя совершать правомерные действия от имени другого лица). A power of attorney (POA) or letter of attorney in common law systems or mandate in civil law systems is an authorization to act on someone else's behalf in a legal or business matter. The person authorizing the other to act is the principal, granter or donor (of the power), and the one authorized to act is the agent, the attorney-in-fact, or in many Common Law jurisdictions, simply the attorney.

Sample of Letter of attorney

September 5, 2000

Dear Parents,

The Department of Justice and Information Technology Association of American Foundation initiated the Cybercitizen Partnership because we recognize that while technology offers our society great benefits, it also creates great challenges that can only be addressed if we all work together.

A decade ago "cybercrime" and "cyberterrorism" didn't really exist outside of Hollywood movies; today they are very real threats. At the same time, we have raised a generation of new computer users, whose ability to utilize powerful

technology is not necessarily matched by their understanding of the responsibilities that come with such power.

We cannot allow cyberspace to become the Wild West of the information age. But if we are to ensure public safety and responsible computer use, then government, industry and the public must all work together.

Young people are growing up in a society where the Internet is central to everything from commerce to recreation. Unfortunately, criminal activity exists online just as it does on the streets. While most children know that it is wrong to break into their neighbor's house or read their best friend's diary, fewer realize that it's wrong to break into their neighbor's computer and snoop through their computer files. As children learn basic rules about right and wrong in the off-line world, they must also learn about acceptable behavior on the Internet. We need kids to understand that hacking is the same as breaking and entering--that being a hacker doesn't make them "cool" or show their smarts - it makes them a criminal! By fostering cyberethics and promoting responsible computer use, we can better ensure the privacy and security of all Americans.

Sincerely,
Janet Reno

Sample of Letter to Attorney Generals

January 21, 2010

Dear Attorney General:

As the fight against the 2009 HINI influenza virus continues, we write to bring to your attention reports of price gouging.

We continue to make good progress in the effort to produce vaccine and distribute it across the country, and the collaboration between all levels of government continues to be strong.

Unfortunately, at a time when we most need to work together, not everyone has the best interests of the American people in mind. While the federal government has worked closely with states to ensure that enough antiviral drugs are available to those who need them, there have been reports of some retailers

charging excessive fees - well over \$100 in some cases - for a treatment course of these drugs. Note also that the federal government is providing 2009 HINI vaccine free of charge, so no one should be charging consumers for the vaccine itself.

Public health-sponsored clinics may not charge for vaccine administration, though private providers may charge reasonable administration fees. While most providers have worked to ensure cost is not a barrier to vaccination, we have received anecdotal reports of a few providers charging excessive fees for vaccine administration. Price gouging during a national health emergency, whether it involves antivirals, vaccine, or vaccine administration, is unconscionable, and we must do everything in our power to prevent it - now and in the future.

With that in mind, we ask you to closely monitor any possible incidences of price gouging in your state and to use whatever authority your state's laws provide to address it. We recognize that consumer protection laws vary by state, but note that in some states even inquiries into alleged cases of price gouging have caused retailers to lower prices for antiviral drugs.

Finally, please let us know how we can be helpful in distributing information about where consumers in your state can go to report potentially unfair business practices such as these. If there's a phone number or web site in your state that consumers can use for this purpose, we would be happy to post it on www.flu.gov along with our other resources related to 2009 HINI flu. Please contact Kate Wolff in the Department of Health and Human Services' Office of Intergovernmental Affairs at HHSIGA@hhs.gov with information about your state's consumer protection tools.

Thank you for your attention to this important matter. By being vigilant and working together, we can combat price gouging wherever and whenever it occurs.

Sincerely,
Kathleen Sebelius
Secretary, U.S. Health & Human Services
Eric H. Holder, Jr.
Attorney General, U.S. Department of Justice

WRITTEN PATTERNS
of business correspondence

1. We have received your letter of...	Мы получили ваше письмо от..
2. We thank you for your letter of	Благодарим за письмо от..
3. In reply (in response) to your letter of	В ответ на ваше письмо
4. We are pleased to inform you that	Мы рады сообщить вам, что
5. We are sorry to have to remind you that	К сожалению, вынуждены напомнить Вам, что..
6. We offer apologies for the delay in answering your letter	Приносим извинения за некоторую задержку с ответом на Ваше письмо
7. We are sorry we are unable to meet your request	К сожалению, мы не можем удовлетворить Вашу просьбу о..
8. Further to our letter of	В дополнение к нашему письму
9. You are no doubt aware that	Вам, несомненно, известно, что
10. Please note that	Просим принять во внимание
11. We express confidence that	Мы выражаем уверенность в том, что
12. We find (consider) it necessary (reasonable) to note...	Считаем необходимым (целесообразным) отметить
13. Apart from the above (said)	Помимо вышеуказанного
14. In addition to the above...	В дополнение к вышеуказанному
15. In this connection	В связи с этим

16. In connection with your request	В связи с Вашей просьбой
17. We wish to draw your attention to the fact that	Обращаем ваше внимание на тот факт, что
18. Otherwise we shall have	В противном случае, мы будем вынуждены
19. As to (as regards) your request (your claim)	Что касается Вашей просьбы (претензии)
20. The matter is/ the point is	Дело в том, что
21. Under the circumstances	В сложившихся обстоятельствах
22. In case of delay in delivery (in payment)	В случае задержки в поставках (в уплате)
23. We have difficulty in	Мы испытываем затруднение с
24. So far we have received no reply	До сих пор мы не получили ответ
25. We can not accept your point of view for the following reasons	Мы не согласны с Вашей точкой зрения по следующим причинам
26. In case of your refusal (Should you refuse)	В случае Вашего отказа
27. In case of your failure to make payment	В случае неуплаты
28. To avoid delay in	Во избежание задержки в
29. You state in your letter that	В вашем письме вы заявляете, что
30. Further you write	Далее вы пишете

31. Your early reply will be appreciated	Мы будем признательны за быстрый ответ
32. Please inform us at your earliest convenience	Просим сообщить нам, как можно скорее (в ближайшем будущем)
33. On receipt of the letter please cable (telex) your confirmation	По получении письма просим телеграфировать (сообщить телексом) подтверждение
34. We would like to assure you	Мы хотели бы заверить Вас
35. We wish to maintain cooperation with you	Надеемся поддержать сотрудничество с вами
36. Your prompt execution of our order will be appreciated	Будем признательны за быстрое выполнение нашего заказа
37. We shall not fail to contact our organizations	Мы не замедлим связаться с нашими организациями
38. We assure you that we shall take prompt actions (urgent measures) to remedy the situation	Заверяем вас, что мы предпримем срочные меры для исправления создавшегося положения
39. We are expecting your representatives to arrive for the talks	Ждем приезда ваших представителей для дальнейших переговоров
40. We are looking forward to your consent (approval, confirmation)	Ожидаем вашего согласия (одобрения, подтверждения)
41. At the same time we would like to remind you that	Одновременно хотели бы напомнить Вам, что

42. It is self understood (it goes without saying)	Само собою разумеется
43. In accordance with the contract enclosed	В соответствии с прилагаемым контрактом
44. We would welcome the opportunity	Мы были бы рады иметь возможность
45. We are having difficulty in	Мы испытываем затруднения с
46. We shall not fail to contact our organizations (design organizations, manufactures)	Мы не замедлим связаться с нашими организациями (проектными организациями, заводами изготовителями)
47. So far (up till now) we have received no reply	До сих пор мы не получили ответа
48. We have to admit that	Необходимо признать, что
49. Nevertheless	Тем не менее
50. Yours faithfully/ Faithfully yours Your truly/ Truly yours Yours sincerely/ Sincerely yours	С уважением

RECOMMENDED LITERATURE

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Південноукраїнський національний педагогічний університет імені К. Д. Ушинського

Навчальний посібник “Business documentation” з курсу “Ділова англійська мова” для студентів старших курсів та магістратури.

Укладач: к.п.н., доцент **С. В. Боднар**

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