### Supplementary Case Studies and Writing Activities

### for Business Communication Courses

**by**

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To give instructors fresh case studies and writing activities, I provide supplementary problems in a number of places. Each issue of my quarterly newsletter at

Business Communication Newsletter <http://guffey.swlearning.com/newsletter> includes a case study with a solution. In addition, you will find "Ten Good/Bad Documents" in the Exercises and Handouts at my instructor's Web site. All of those items come with proposed solutions.

To offer instructors even more supplementary case studies and writing activities, I have written the following set of additional problems. These do not have solutions. Let your students surprise you!

This collection includes short, long, simple, and challenging case studies to provide the widest range of possibilities for your teaching requirements. You will find supplementary case studies in five categories:

* E-Mail Messages and Memos
* Positive and Goodwill Messages
* Persuasive Messages
* Negative Messages
* Reports

### E-Mail Messages and Memos

**Request E-mail or Memo: Need Information About Awardees**

As an assistant in the Human Resources Department of a large corporation, you and your department are preparing to honor outstanding employees at an awards ceremony. Three department managers submitted names of employees they would like to honor. However, you need more information about the employees. The ceremony is scheduled to be given at a banquet on June 15. You boss asks you to write to the managers asking for more information so that the presenter has something interesting to say about each awardee. The information will also be published in the company print and online newsletters. Arrange a series of questions in a readable, logical list. What would readers like to know about these awardees?

**Your Task.** Draft a well-organized e-mail message or memo to Nicole Masterson, manager, Reprographic Services, asking for more information about awardee Martin Medina, whom she nominated. Prepare the message so that it can be used to write to all three managers with a few changes. Be sure to include an action closing and deadline. Add information if needed.

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**Procedure E-Mail or Memo: Running Meetings More Efficiently**

Management guru Peter Drucker once said, "Meetings are a symptom of a bad organization. The fewer meetings, the better." Some businesspeople hate meetings; however, many meetings are necessary and can be productive if run efficiently. As an intern at a midsized company, you have been asked to submit ideas for improving meetings. You will be participating in a seminar on improving meeting efficiency.

**Your Task.** Prepare a procedure memo or e-mail outlining five to ten suggestions for conducting effective meetings. Address your message to District Supervisor Noah Burgess, who requested these memos from all interns prior to the seminar.

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**Information E-Mail or Memo: Organizing Presentations**

As assistant director, you have been working on a program of speakers for the spring luncheon meetings of the National Workrights Council, a group that advocates for workers. You have received confirmation that William J. Prewarski will speak on January 11. His topic is "Wellness Programs and Employee Rights." Bridget F. Benoit will discuss "Rising Healthcare Costs" on March 13. You are fairly certain that Joel Shaw-Jones will speak to the group on May 15. His topic is "Outrageous CEO Compensation." For the June 9 meeting, you propose three possibilities: "The Real Cost of Offshoring," "Perform or Perish," or "Workplace Privacy."

**Your Task.** Prepare a message addressed to Colson M. Kettler, Executive Director, National Workrights Council. Outline the proposed speaking schedule and ask him to choose a topic for June 9. Include an action closing and deadline for his response. Provide a reason for the deadline.

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**Information Memo: Benefit Enrollment Time**

Your boss, Pauline M. Wu, Human Resources, asks you to draft a memo for her signature. It announces the open enrollment period for employees to change their benefit coverage. This is an important announcement because employees may make changes to their benefits only during this period. The cutoff date is November 29; all applications must be in by that time.

Ms. Wu is very concerned about the attitude of employees in the past. They don't seem to realize that changes to health, dental, and life insurance programs can be made only once a year, during the month of November. She wants you to get this announcement out by September 15. Emphasize that the decisions employees make are important—to themselves and to their families. You will want to caution employees that voluntary changes can be made only in November, although qualified changes in family status, of course, may be made during the year.

She wants you to tell employees that most of the benefit program is unchanged. However, dental coverage is a little different; two carriers now offer dental coverage. Family members are also eligible for increased coverage in life insurance, and medical coverage now offers a basic plan plus a prudent buyer plan. You don't have to describe these improvements; just encourage employees to read about them in the enrollment package you will enclose.

She asks you to select times on three days when representatives from Human Resources will be available to answer employee questions. When you push her for more details, she says that you will be one of the representatives. Therefore, consult with another representative to work out a schedule. But do choose two-hour blocks of time. She suggests that these question-and-answer sessions be held in the East Lounge.

**Your Task.** Prepare a hard-copy memo to all employees that will serve as a cover memo for a benefit enrollment package. Address your memo for the signature of Pauline Wu, Director, Human Resources. You know that Ms. Wu appreciates concise, straightforward expression.

**Response E-Mail or Memo: Holiday Work Schedule**

As a member of the Personnel Committee, you received the following e-mail from the operations manager:

With the Thanksgiving and Christmas holidays approaching, many employees will want to take extra time off. During other times of the year, people want to convert three-day weekends into four- and five-day leaves. We need to maintain staffing levels and remain open except for official holidays. Some employees have complained that supervisors allow their friends to take special time off around three-day weekends. We need to develop a fair policy. Perhaps senior people should have first choice for time off. In relation to Christmas, we might need a different system than for three-day weekends. Please come up with suggestions for a fair staffing system. Remember that certain critical staff members cannot be gone at the same time.

**Your Task.** In teams or individually, recommend a staffing plan for holiday periods. Explain why you think your plan will work. You may decide on the kind of business, such as a bank or other financial institution, retail store, educational institution, health services, transportation, manufacturing, or some other industry. Address your message to Operations Manager James Tedeschi.

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**Confirmation E-Mail or Memo: Religious Bias in Clothing Denial?**

At a Workforce Management Conference on March 13, you heard attorney Emily Farnsworth tell the audience about a recent court case involving the clothing of employees. It seems that the Philadelphia Police Department denied a Muslim officer's request for permission to wear a traditional headpiece or "khimar" while on duty. The Police Department said it violated the department's uniform policy. The officer sued claiming religious bias.

The judge ruled in favor of the department and dismissed Officer Kimberlie Webb's religious bias claims. To be most effective, said the court, the Police Department must subordinate individuality to its primary mission of protecting the lives and property of Philadelphia citizens. The defense had argued that the prohibition on officers' wearing of religious attire was intended to maintain religious neutrality. The conference speaker said that the judge's ruling gives confidence to public employers that courts will uphold workplace clothing rules if the employee's appearance is essential to the service the organization provides to the public.

You would like to use this information in a presentation you will make before your company's management council, but you want to check it first.

**Your Task.** Write an e-mail or a memo to Emily Farnsworth (efarnsworth@wiley.com) confirming what you heard. Add any necessary information.

### Positive Letters and Goodwill Messages

**Direct Request Letter: Joining the Marines in Its Toys for Tots Campaign**

Your company wants to become officially involved in the Toys for Tots campaign of the United States Marine Corps Reserve. However, it doesn't know where to begin. Your supervisor asks you to investigate. You did a little searching on the Web, and you found the address of a person who will answer questions. You need to know what your company and its employees can do. You are not sure whether your employees should be asked to contribute toys and what kind they should be or where they should go. You are also interested in promoting the campaign. You wonder whether you should make your own posters. You have seen a Toys for Tots logo. What about promotional posters? You need to know when and how to begin a company campaign.

**Your Task.** Prepare a direct request letter asking for information. Include six or more questions. Add ideas of your own. Be sure to end by telling the receiver what you want done, how to contact you, and by when. Address your letter to Sgt. Jose Rodriquez, 489 Paradise Blvd., Pasadena, CA 91108. Assume you are writing on company letterhead; use block style and the current date. Place the date 2 inches from the top.

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**Direct Request Letter: Too Many Résumés!**

Your company is overwhelmed with résumés for advertised positions. The director of Human Resources asks you to begin investigating résumé scanning software. However, she doesn't want a visit from a software salesperson until she knows more about the possibilities. You are to compose a form letter that can be sent to different software vendors asking for information. You need to know whether their software can identify job-specific knowledge and experience. One problem your company has experienced has to do with inappropriate information submitted by job candidates. For example, you don't want to know the applicant's race or age. How does the software avoid displaying such information, if the applicant includes it? What about references? This area would seem to need fields available for customization. Does the system rank the résumés according to the job skills and experience required? You would really like a system that, when it finds a great résumé, moves it to the top of the list and perhaps even has a "More Like This" function.

**Your Task.** Prepare a letter that can be used to send to a number of résumé software vendors. Remember that you want answers, not a visit from a salesperson or the URL of a Web site. Use your imagination to ask open-ended questions that elicit effective feedback. Decide how you want the receiver to respond and by when. How can you make it easy for the receiver to respond? Assume you are writing on company letterhead; use block style and the current date. Place the date 2 inches from the top.

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**Direct Claim: Your Office Facelift Is Sagging**

It sounded like a great deal! You could give your office furniture a facelift by using a product called Re-Décor. This product promised to transform the look of the office by covering the surface of desks, file cabinets, and other metal furniture. It used fabric, veneer, or vinyl surfaces bonded to a thick magnetic backing that could be applied to most metal surfaces. Resurfacing the fronts of metal surfaces meant you could update the office appearance without disrupting operations: no emptying out desks and file cabinets and then refilling them. The new magnetic facades also promised to prolong the life of office furniture. Your office staff chose cherry wood veneers, which looked great for about two months. Then the veneer on some of the heavily used drawers began to pull apart. The Re-Décor veneers came with a two-year warranty.

**Your Task.** Decide what you want Re-Décor to do about the peeling surfaces. Add any necessary details. Write a claim letter to Chris DiMartino, Re-Décor Enterprises, 7402 Fondren Road, Houston, TX 77072. End by requesting an action and include a deadline if appropriate. Include necessary documentation to identify your claim. Assume you are writing on company letterhead. Use block style and the current date. Place the date 2 inches from the top.

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**Adjustment Letter: Responding to Office Facelift Claim**

As Chris DiMartino, respond to the claim letter described above. You are very disappointed that the surfaces of some of the drawers may be separating. Perhaps the bonding agent wasn't mixed to the right proportions by the installers. Perhaps the temperature was too high on the day that the work was done. As you recall, it was over 90 degrees that day and the office air conditioning was not working. The good news is that Re-Décor will be happy to reapply any surfaces that are separating. The bad news is that you are booked up with installations for two months and can't schedule the work for some time.

**Your Task.** Send an adjustment letter to Meghan Harper, Office Manager, Matrix Financial Services, 18505 Martin Luther King Street, San Antonio, TX 78220. Decide whether to apologize. Find some way to explain the bad news positively. Assume you are writing on company letterhead. Use block style and the current date. Place the date 2 inches from the top.

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**Goodwill Message:**

When you were ill recently, your office colleague Cecilia Tilley filled in for you. She attended the Home Show Exposition in Chicago and made a presentation that you were scheduled to deliver. Apparently, it went well because customers responded with orders for the new retractable awnings your company is promoting.

**Your Task.** Write a thank-you message expressing your gratitude for Cecilia's favor. Because both you and Cecilia are field agents and rarely see each other in the office, send a note to her home: Cecilia Tilley, 213 Elm Street, Galesburg, IL 61401. Although handwritten notes are impressive, you can key this one to show your instructor.

### Negative Messages

**Refusing an Invitation: Can't Speak to College Business Group**

As Nelson R. Raymond, partner in the firm of Powell, Raymond, and Robbins Professional Accountancy, you must refuse an invitation. Sherry A. Lopez, the daughter of one of your best clients, has asked you to address a campus organization. She is president of Alpha Gamma Sigma, a student business honorary on the campus of Miami-Dade College. She wrote to you asking that you speak at a meeting February 17 on the topic of careers in public accounting. You are very pleased to learn that Sherry is studying business administration and that she is taking a leadership role in this organization. You are also flattered that she thought of you.

However, you must refuse because you will be attending a seminar in Lake Worth, at which you will represent your accountancy organization. This seminar will focus on recent changes in tax laws as they relate to corporations. Your organization handles many corporate clients; therefore, it is something you don't feel that you can miss.

You start to write Sherry a letter saying that you can't make it when you remember that your local CPA organization has a list of speakers. These accountants are prepared to make presentations on various topics, and you have a list of those topics somewhere. When you find the list, you discover that Paul Rosenberg, a Miami CPA with 14 years of experience, is the expert on careers in accountancy and preparation for the CPA examination. You can't decide whether to call him and ask him to speak to Alpha Gamma Sigma on February 17 or leave that decision up to Sherry. Perhaps Sherry would prefer to find another speaker herself.

**Your Task.** Decide what to do and write a refusal to Sherry A. Lopez, President, Alpha Gamma Sigma, 1150 Del Ray Avenue, Miami, FL 33178. Assume you are using company letterhead. Use block style and start the date 2 inches from the top.

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**Bad News to Customers: A Typhoon Disrupts Cruise Ship**

Two late-season typhoons severely disrupted a cruise of the Diamond Princess, a 2,600-passenger cruise ship on a 16-night voyage with scheduled stops in Singapore, Hong Kong, Shanghai, and other Asian ports. It had to cancel port calls in Vietnam, at Okinawa, and at Taipei, Taiwan. Many passengers protested that the ship could chart a path around the storm. One attorney got into a shouting match with the captain and demanded to show the captain how to navigate around the storm. As the ship approached its final port, near Beijing, a few passengers threatened to barricade themselves in their staterooms unless than got $1,000 in ship credit and a future free cruise. Resistance collapsed when the captain noted that the Beijing police would probably not be in the mood for negotiation. A spokesperson for the cruise line said that she understood how disappointed passengers were at missing some ports, but in the end "it's all about passenger safety."

To appease the angry passengers, ship personnel authorized a $250 credit for each passenger toward onboard spending. Still unhappy, many returning passengers wrote letters to the ship owners demanding a full refund.

**Your Task.** Write a form letter that can be used to respond to unhappy passengers. Address the first letter to Mrs. Erica Evander, 2408 Fairview Road, Costa Mesa, CA 92629. The cruise line flatly refused to refund any payments, but it would give a 50 percent discount on a future cruise. Use block style and sign your name with an appropriate title.

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**Bad News to Employee: Refusing "Take Your Dog to Work Day"**

Denise Harper, an excellent employee in the Accounting Department, has requested that the company allow employees to bring their dogs to work for one day. She says that the Pet Sitters International started "Take Your Dog to Work Day" nine years ago, and many offices across the country set aside a day to help raise awareness of what good companions dogs are. Denise also had another motive: she hopes to inspire fellow office workers to adopt dogs of their own.

Denise is a conscientious CPA whose work is valued within the company. However, her request must be denied. You can't imagine how to puppy-proof the office. What about electrical cords and wires? How about the carpet and possible accidents? What if some dogs became overly friendly with each other? What if the dogs became boisterous or agitated? You think productivity would plunge that day, and you can see no value in the proposal. Much as you admire the work of Denise, you can't grant this request.

**Your Task.** As division head, send a hard-copy memo refusing the request without alienating Denise Harper Is there any possible alternative?

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**Bad News to a Job Candidate: Continue Your Job Search**

Your company interviewed Kenyon Patterson for an opening in the marketing trainee program. Kenyon had good recommendations and some experience, but his grade point average wasn't outstanding. You interviewed other candidates who looked as if they would be a better fit for you organization. As the hiring manager, you want Kenyon to know that he was not selected so that he can continue his job search.

**Your Task.** Write a rejection letter to Kenyon Patterson, 466 Fawell Avenue, Glen Ellyn, IL 60137. Use your name and give yourself a title. Use company letterhead and block style.

**Claim Refusal: Can't Evict Tenant**

As the owner of Prairie State Business Plaza, you must respond to the request of Myles Jordan, one of the tenants in your two-story office building. Mr. Jordan, a financial planner, implores you to evict a neighboring tenant who plays loud music throughout the day, interfering with Mr. Jordan's conversations with clients and with his concentration. The noisy tenant, Brody Bates, seems to operate an entertainment booking agency and spends long hours in his office. You know that you can't evict Mr. Bates because, as a legal commercial tenant, he is entitled to conduct his business. However, you might consider moving him to a different office. Another possibility is adding soundproofing, an expense that you would prefer to share with Mr. Bates and Mr. Jordan. You might also discuss limiting the time of day for noisemaking. When you searched the Web for information about commercial eviction, you learned that you have very few options.

**Your Task.** Decide what to do. Then write to Mr. Jordan denying his request, but strive to retain his goodwill. Tell him how you plan to resolve the problem. Address your letter to Mr. Myles Jordan, 2303 Prairie State Blvd., Wichita, KS 67336.

### Persuasive Messages

**Persuasive Action Request: Dress Code Needed**

As the manager of a large department, you are alarmed. The weather is getting warmer, and you see that some employees are wearing inappropriate summer clothes to work—and not just on casual Fridays. You've seen plunging necklines, miniskirts, shorts, open-back blouses and dresses, flip flops, and revealing camisole tops. You think that employees should look professional, especially those that meet the public as many do in your department. The problem is that your company has no dress code. Therefore, employees have no guidance in what is appropriate. You can't ask employees to dress appropriately when they have no guidelines and you have no policy to back you up. You feel that the company needs a dress code, but you have to convince the owner. He himself dresses professionally; however, he doesn't like to impose his values on employees. You must convince him that a dress code is necessary. You would be happy to work on developing such a code. Perhaps other employees should be asked to help.

**Your Task.** Choose a company with which you are familiar and assume you are a department manager. Write a persuasive message to the owner, CEO, president, vice president, or person in charge. Explain why you think a dress code is necessary. Use your imagination to provide examples of dress violations. Decide what action you want. In your message try to gain attention, build interest, reduce resistance, and motivate action. Address your memo to Jeffrey Emerson.

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**Persuasive Claim: Double Payment for Air Conditioner**

Your company recently purchased a Solana Model AC400 window air conditioner for your small business office. At the time of the purchase, the salesperson wrote up the bill for the wrong unit. You discovered the error, and the clerk cancelled the initial credit entry and wrote a new charge slip. Months later in looking over the bills, you noticed that your company had paid two bills for an air conditioner: one for the correct charge and one for the wrong unit. Your bookkeeper paid both bills without checking. You called the seller, a national chain, but you had to endure many irritating levels of telephone menus. When you finally talked to someone, she said the erroneous charge of $501.86 would be removed from your next month's statement. It wasn't. You have no complaint about the air conditioner, but you don't want to pay for it twice.

**Your Task.** Write a claim letter to Customer Service Manager, National Appliance Sales, 1301 North Jackson Street, Milwaukee, WI 53202. Provide any necessary information. Sign your name and give yourself a title. Assume you are using company stationery. Start the date 2 inches from the top and use block letter style

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**Persuasive Request Memo: Taking Your Dog to Work**

A decade ago Pet Sitters International started "Take Your Dog to Work Day" in the United States. The primary purpose was to raise awareness about what good companions dogs are. A secondary purpose was to inspire fellow office workers to adopt a dog of their own. As a passionate dog owner, you want to persuade your company to initiate a "Take Your Dog to Work Day." You are not sure whether the CEO will go for it, but it's worth a try. You realize that you would have to reassure the CEO that some rules would have to be established. Pets should not be brought unless they have been bathed, groomed, and vaccinated. And what about doggie accidents or co-workers who are allergic? You vow to think of all the arguments that could be made against your proposal and be ready with counterarguments.

**Your Task.** Write a persuasive memo to CEO Dorothy Tomczyk. Explain how your proposal could be beneficial. Gain attention, build interest, reduce resistance, and motivate action. Supply any necessary details. You think you would be more credible with a hard-copy memo than with an e-mail message.

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**Persuasive Request: Asking for a Raise**

You know that you are doing a good job at work. You think you deserve a raise or a reclassification. The best way to achieve your goal is with a persuasive message. Making your appeal in writing is more powerful than doing so in person, and your boss can't ignore a written document. What appeals can you make that will sway your boss to grant your request?

**Your Task.** Write a persuasive memo asking for a raise or a reclassification of your job. This memo will be addressed to your boss (use a fictitious name if you wish). Write a second memo to your instructor explaining your thinking in regard to the request. Describe your workplace and the rationale behind your wording, tone, choice of medium, and appeals. Submit both memos to your instructor.

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**Persuasive Action Request: Unfair Parking Ticket!**

On Saturday, June 9, at approximately 5 p.m., you entered the Clinton Street parking lot at Westchester College. You know that parking is not free, but when you stopped at the kiosk to pay for a parking permit, you discovered that no attendant was inside. You drove into the lot, parked, and had coffee with a friend for about an hour.

When you returned to your car, you were surprised to find a parking violation citation for $55 on your windshield. The reason marked for the violation was “No Permit.” You looked for a parking official to discuss the unfair ticket but found no one. The violation payment is due on July 21.

**Your Task.** Write a direct request letter that asks for the ticket to be rescinded. Address your letter to Ms. Rachel Moorehead, Westchester County Parking Services, P.O. Box 1990, White Plains, NY 10601. Use personal business letter style with your return address starting about 1 ½ inches from the top of the page.

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**Persuasive Action Request: Pricey Extra Legroom**

Three sales representatives from the marketing staff stood in line at the United Airlines check-in counter in St. Louis. The airlines representative requested a credit card before giving the boarding passes. The sales reps asked why, and the clerk said it was the only way she could reserve the seats. When the next company credit card statement arrived, the marketing manager hit the ceiling. He saw that each of the seats had been charged an extra $100. He got on the phone and called United customer service. He was told that the extra charge was for an upgrade to Economy Plus seats with extra legroom. The sales reps protested that such a charge was ridiculous—it was only a 45-minute flight! They did not request extra legroom, and if they got it, they were unaware of it. They said that the counter clerk did not explain what was happening, and they would surely not have agreed had they known.

**Your Task.** As marketing manager, write to United Airlines Customer Relations, P.O. Box 66100, Chicago, IL 60666. Should you attempt to fix the blame? Was this a problem of miscommunication? Should your sales representatives have assumed that if a credit card was being requested that some fees were being incurred? Decide what action you want taken, explain how to do it, and set a deadline with a reason. Provide any necessary details.

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**Persuasive Action Request: Finding a Way to Reduce Health Insurance Costs**

As part of the management team at Bank of Westfield, you want to help your employees improve their health and reduce their health costs at the same time. Because the Bank of Westfield is a small company, it is at greater risk from rising health costs than are larger firms. Individuals with health problems have always paid more for health insurance. However, federal law requires that all employees covered by employer insurance programs must pay the same premium. That means that those with poor health cannot be charged more for insurance than those with good health. Recent legislation, however, has allowed some exceptions if employers offer wellness programs.

Working with its insurance carrier, the Bank of Westfield developed a plan that would enable employees to reduce their deductible $500 for each health benchmark the employee reached. For example, a nonsmoker receives a $500 deduction in the overall deductible of $2,500. Other benchmark categories are cholesterol, body mass index, and blood pressure. If the Bank of Westfield can persuade employees to meet benchmarks in these areas, employees can reduce their deductible by $500 for each benchmark. This should help quiet the grumbling that resulted last year when the insurance deductible jumped from $500 to $2,500.

All of the benchmarks are explained in a brochure provided by the insurance carrier. To get employees started, the Bank of Westfield wants them to fill out an application (before January 15) to see a fitness counselor who will develop a customized fitness plan for each employee who signs up. The company will provide literature, fitness programs, and counseling to help employees meet their benchmarks.

**Your Task.** For the signature of Melissa Mendoza, Vice President, Human Resources, prepare a persuasive action request memo addressed to all employees. Mention both direct and indirect benefits. Anticipate obstacles and answers to them. Close with an action request. Tell exactly what you want the receiver to do, and provide an extension number for anyone who has questions.

### Reports

**Short Letter Report: Busy Beachway Problem**

As the president of your own consulting firm, you have been hired to advise the St. Petersburg, Florida, City Council. The City Council has asked you and your associates to investigate a problem with Pinellas Park Beachway.

In 1979 St. Petersburg constructed a 12-foot pathway, now called the Pinellas Park Beachway. It was meant originally for bicycle riders, but today it has become popular for joggers, walkers, bikers, in-line skaters, skateboarders, sightseers, and people walking their dogs. In fact, it’s become so popular that it is dangerous. Last year the St. Petersburg Police Department reported an amazing 65 collisions in the area. And this doesn’t count the close calls and minor accidents that no one reported. The City Council wants your organization to identify the problem and come up with some workable recommendations for improving safety.

As you look into the matter, you immediately decide that the council is right. A problem definitely exists! In addition to the many pedestrians and riders, you see that families with rented pedal-powered surreys clog the beachway. Sometimes they even operate these vehicles on the wrong side. Your investigation further reveals that bicyclists with rental bikes do not always have bells to alert walkers. And poor lighting makes nighttime use extremely dangerous. You’ve noticed that conditions seem to be worst on Sundays. This congestion results from nearby art and crafts fairs and sales, attracting even more people to the crowded area.

Your investigation confirms that the beachway is dangerous. But what to do about it? In a brainstorming session, your associates make a number of suggestions for reducing the dangers to users. By the way, the council is particularly interested in lessening the threat of liability to the city. One of your associates thinks that the beachway should be made at least 15 or more feet wide. Another suggests that the beachway be lighted at night. Someone thinks that a new path should be built, on the beach side of the existing beachway; this path would be for pedestrians only. Educating users about safety rules and etiquette would certainly be wise for everyone. One suggestion involves better striping or applying colors to designate different uses for the beachway. And why not require that all rental bicycles be equipped with bells? One of the best recommendations involved hiring uniformed “beach hosts” who would monitor the beachway, give advice, offer directions, and generally patrol the area.

**Your Task.** In a short letter report, outline the problem and list your recommendations. Address your letter report to the St. Petersburg City Council, 240 First Avenue, St. Petersburg, FL 33711. Give your consulting firm a name and a Florida address. Naturally, you would be happy to discuss your findings and recommendations with the council members.

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**Analytical Memo Report: How to Make Honey Bear More Appealing**

Your company intends to launch a product line of children's bedding and clothing. Folks in the Graphic Design Department submitted a design for a cartoon-like character called "Honey Bear" that would be imprinted on packaging materials. The graphics design people love Honey Bear, but the marketing staff wants to test the concept. A marketing survey team conducted interviews outside Babies R Us (with the manager's permission). The team set up a display table near the entrance featuring a banner inviting expectant mothers to inquire about a gift. Each prospective mother who agreed to be interviewed received a free Honey Bear crib sheet.

Over the course of a week, 76 expectant mothers were interviewed. Of this group 20 were expecting a first child. We interviewed 42 mothers who were expecting a second child, and 14 who were expecting a child beyond the second.

The first thing the team did was ask each shopper to describe Honey Bear using the first word that came to mind. The team discovered that 57 respondents used words such as "gloomy," "sleepy," "depressed," "inactive," "uninteresting," or "boring." Only 8 shoppers described Honey Bear as "cute," "lovable," or "appealing."

When the team asked the shoppers how to make Honey Bear more attractive, 71 percent of the respondents suggested showing the bear in more active poses. Another 42 percent thought he would look better if the colors were brighter. Another significant group (62 percent) suggested that Honey Bear be rounder and more cuddly. The totals equal more than 100 percent because some interviewees made more than one suggestion.

**Your Task.** As part of the Marketing Department survey team, prepare a memo report describing and analyzing your findings. The primary audience for your report is Rachel Monroe, Vice President, Marketing Department. The secondary audience will be the Graphic Design Department. From the findings described here, draw conclusions and make recommendations for modifying Honey Bear.