

## 关于这本手册

几乎每一位身负写作重责的人都会碰上如何写出“上佳”信函来应付一项前所未见的状况的难题。图书馆员、书店老板和沟通专家都可以证实这项说法，因为经常会有人请他们提供最佳信函的写作模式。

有趣的是，一些“不知从何说起”的人其实都具有相当的沟通经验；而有人则是入门的新手，即使对日常生活的书信需求也是所知有限。因此对部分读者而言，这本手册可能是备用的参考书；对其他的读者来说，这本手册却是能不断激发新构思的充沛源泉。

本书自1983年问世以来，广受商场、图书馆、书店等各界专业人士与一般读者的热烈肯定；甫经出版即获选为《财富》杂志读书俱乐部的每月新书，稍后并被译为中文及日文。鉴于这些令人欣喜的鼓励回响，我们着手相继编撰了第2版，以及现在这本增订后最新的第3版。

要赶紧向您告知的是在这册最新版本里，让《英文商业书信手册》得以傲视群伦的三大特色仍旧完整如新：

- 一、从要求特殊协助、尽量不伤感情的婉拒要求，到以书面解聘员工，手册收录了包罗万象的各式情境与状况。
- 二、每篇范例前的情境解说清楚地让读者了解为什么要写这样的一封信，以及写作者借由书信所希望达到的目标。
- 三、清晰的章节编号与标题，方便读者找出所需的参考范例。

## 结语

虽然手册主要是提供参考范例，但是我们强力推荐您仔细阅读手册里的讨论部分，包括第一篇全篇，以及其余每个章节的序言。掌握其中所强调的书信写作基本原则，为您成功地进行沟通打下坚实的基础，也让您能够满怀信心地写出自己的信。

## 书信概览

**Letter Suggesting a Substitute Product**

**SHOW-VOELKER CORPORATION**

972 Caswell Avenue  
Berkeley, California 94707

July 30, 19XX

Ms. Pamela R. Madison  
320 NW 7th Street  
Anderson, Indiana 07713

Dear Ms. Madison:

The film you asked for, "Filing and Finding," is certainly available, and I'll be happy to send you six copies immediately.

However, you might like to know that we have just released a new 16-mm color film, "Modern Records Management." The new film covers the traditional methods of "paper" filing--alphabetic, subject, numeric, and geographic--along with the procedures and equipment accompanying these methods. But it also presents the many new aspects of records management that have emerged in recent years--in short, "electronic record keeping." As you know, records management has undergone a dramatic revolution, triggered, of course, by the advance in computer technology and the advent of film (microfilm, etc.). I think you and your students will find "Modern Records Management" exciting and highly informative. A booklet describing these materials is enclosed.

May I send you this new film instead of "Filing and Finding"? I expect a sample copy to be available within the next ten days, and I will reserve it for you if you wish (use the enclosed postcard). There is no charge, of course, but we do ask that you return it within a week--the demand for the film is very great.

Thank you for writing.

Cordially yours,

Enclosures

M. M. Hightower  
Sales Representative



萧华克实业公司  
康斯威尔街972号  
伯克利市 加州94707

19 年7月30日

帕梅拉R. 麦迪逊女士  
西北第7街310号  
安德森市 印第安纳州07713

亲爱的麦迪逊女士：

我们的确备有您所查询的影片，“存档与调档”，而我也十分乐意立刻为您寄出6卷影片。

不过您也许不知道我们最近刚发行了一卷16厘米的彩色影片，“现代档案管理”。这部新影片不但收录了传统的“文件”档案管理方式，包括以字母、主题、数字、地区排序的各式方法，以及所需的程序与设备；它也介绍了近年来档案管理所呈现的新风貌，简单地说，就是“电子存档”。如您所知，电脑科技的进步与微缩影片的问世使档案管理经历了戏剧性的变革。我想您及您的学生将会发现“现代档案管理”不啻为一部令人兴奋蕴含高度信息的影片。随信谨附介绍手册一份，敬请参考。

我是不是可以寄给您这部新影片以替代“存档与调档”？十天內我们可以收到影片的样本，我可以为您保留一部，如果您愿意请利用所附的明信片)。这当然是免费的，不过请您务必在一周内将明信片退还，因为这部影片的需求量着实惊人。

感谢您的来信。

衷心问候  
M. M. 海托华  
业务代表

随信另含附件

## A Sales Letter

**TENNIS INTERNATIONAL**

435 South Ironwood Drive  
South Bend, Indiana 46675

May 1, 19XX

Dear Friend:

Ivan Lendl ... Boris Becker ... Steffi Graf ... Jim Courier ... Jimmy Connors ... Stefan Edburg ... Pete Sampras ... John McEnroe ... Monica Seles ... Michael Chang ... Andre Agassi ... John Newcomb ... Jack Kramer ... Martina Navratilova

Pardon me for name-dropping, but I have exciting news about these and other all-time tennis greats that I want to share with *Tennis International* readers. You know, of course, that each of these players blazed the pro circuit in one era or another, leaving an indelible imprint on tennis history. But did you know that they were also prolific commentators on the subject?

*Tennis International* has arranged to issue in book form the major writings of 20 of the greatest names in tennis. The first is *Ivan Lendl on Tennis*, followed by similar books by those named above, plus many of today's headliners whose names are instantly recognized by every tennis enthusiast.

I think you'll find every volume in this series immensely exciting. Each will be profusely illustrated by America's leading tennis artist, Eklund Nillsen, and will be handsomely bound in a rich-looking leatherlike cover. The price of each book will be only \$18.95, including postage.

Use the enclosed card to order your copy of *Ivan Lendl on Tennis*. I'll accept your personal check now, or I can bill you later. As each volume is released, I'll send you advance notice. I don't think you'll want to miss a single one!

**SPECIAL BONUS!** If your order reaches me before May 15, I'll include--absolutely free--a beautifully illustrated 24-page booklet, *Back to Fundamentals*. It could make a big difference in your game.

Sincerely,

William Martin  
Marketing Manager

Enclosure

国际网坛杂志社  
坚木南435路号  
南湾市 印第安娜州46675

19 年5月1日

亲爱的朋友：

伊凡·伦德尔.....鲍里斯·贝克尔.....斯特菲·格拉芙.....  
吉姆·科勒尔.....吉米·康纳斯.....斯蒂芬·艾德伯格.....彼得·桑普拉斯.....约翰·麦肯诺.....莫妮卡·塞莱斯.....张德培.....安德烈·阿加西.....约翰·纽科姆.....杰克·克雷默.....马蒂娜·娜芙拉提诺娃。

请恕我在此广提名人，自抬身价。实在是因为关于这些及其他更多的网球巨星，我有一则令人振奋的消息要与“国际网坛”的读者分享。您当然知道这些高手都曾叱咤职业网坛，独领风骚，在网球史上铭刻不可磨灭的形迹。不过，您清楚他们也都是多产的网球评论家？

“国际网坛”精心筹划，收集20位网球巨星的论述杰作，分别结集成册。第一册《伊凡·伦德尔论网球》出版后将陆续推出一系列的专书，由上述的好手与每一位球迷家喻户晓的当代网坛名将执笔。

我相信您一定会深爱系列里的每一本书；不但有美国首屈一指的艺术家的埃克隆·尼尔森所绘制的多幅插图，更由精美的仿皮封套装订而成，优雅大方。而每本书价格，含邮资在内，仅需8.95美元。

请利用所附卡片订购《伊凡·伦德尔论网球》。您可以用个人支票即刻付款，或者稍后再容我将帐单寄出。后续每册新书发行前，我会先行通知您；相信您一定不想错过系列里的每一本书。

特别赠送！如果您的订单在5月15日前寄达，我将随书赠送一本精心绘制，厚达24页的网球手册：《重温基础》；让您在球赛中的表现不同凡响。

诚挚问候

威廉·马丁

营销经理

随信另含附件

**A Sales Promotion Letter**

**Stacey's**  
1670 Broad Street  
Newark, New Jersey 07102

June 29, 19XX

Mrs. Virginia Cranshaw  
28 Blanford Place  
Verona, New Jersey 07044

You've earned    Dear Mrs. Cranshaw:

\$ 50 cents	Is it worth 50 cents a line to you to read this
\$ 1.00	letter?
\$ 1.50	We'll gladly pay you that amount--but only if you
\$ 2.00	read the entire letter.
\$ 2.50	Now, we reason it this way: You really are a valued
\$ 3.00	customer, although lately you haven't been in even
\$ 3.50	to say "Howdy." We would like you to come back to
\$ 4.00	Stacey's; we would like to see you often; we would
\$ 4.50	like to reopen your account. We think that it is
\$ 5.00	better for us to have a long-time customer like you
\$ 5.50	on our books than a customer we don't even know. And
\$ 6.00	since it would cost us at least \$11 to open a new
\$ 6.50	account, we would rather pass the amount on to you.
\$ 7.00	So, we say, "Here's an \$11 check on the house. Come
\$ 7.50	in and select anything you want up to \$50 or more,
\$ 8.00	from our extensive stock of nationally advertised
\$ 8.50	apparel for the entire family. Or select a household
\$ 9.00	article--toaster, iron, lamp, or chair--you've been
\$ 9.50	thinking about. Or, do your gift shopping early for
\$10.00	such items as watches, silver bowls, or stereo records.
\$10.50	The enclosed "check" is your down payment.
\$11.00	Why not come in tomorrow?

Cordially yours,

Phyllis Moore  
Customer Relations

Enclosure

斯泰西百货公司  
百老汇街1670号  
纽瓦克市 新泽西州07102

19 年6月29日

弗吉尼亚·克兰肖太太  
布兰富德街28号  
威容那市 新泽西州07044  
您已经赚进

0.50美元

1.00美元

1.50美元

2.00美元

2.50美元

3.00美元

3.50美元

4.00美元

4.50美元

5.00美元

5.50美元

6.00美元

6.50美元

7.00美元

7.50美元

8.00美元

8.50美元

9.00美元

9.50美元

10.00美元

10.50美元

11.00美元

亲爱的克兰肖太太：

假使有人以每行50分的酬劳请您  
阅读这封信，不知您意下如何？

只要您能读完这整封信，我们会很  
乐意地如数支付这笔款项。

我们是这样认为的：虽然您最近难得  
光临，但是我们一直视您为贵客，非常期  
待您能再度来访。我们希望能够经常看  
到您，为您在我们公司重新开户。对我们  
来说，拥有像您一样的老客户要比服务素  
昧平生的一般顾客更具价值。而我们开  
立新帐户的成本最低要11美元，既然如  
此，我们宁愿将这笔钱转交给您使用。

因此，我们免费奉上这张11块钱  
的支票邀您再度光临，尽情采购价值50  
元以上的商品。从我们收罗了全国各家  
知名品牌的展示场里，为全家选购服饰。  
或者想买些家居用品，比如烤面包机、  
熨斗、灯具、椅子等。也不妨提早准备  
年节礼品，选些手表、银碗或唱片。  
随信所附的支票就是您购物的头款。  
为什么您不明天就来呢？

衷心问候

菲利斯·穆尔

客户服务部

随信另含附件

**Explaining a Price Increase**

**EUREKA AUTOMOTIVE PARTS**

2003 East Pershing Street  
Springfield, Missouri 68503

February 28, 19XX

Mr. G. Henry Richert  
Rick's Auto Parts  
1610 Center Street  
Joplin, Missouri 64801

Dear Rick:

I've had several letters from good customers like you about our recent price increases on auto parts, and I'll tell you what I told the others.

I assure you, Rick, that we do not raise prices indiscriminately. But when we have to, we have to. Have you bought new suits or shoes lately, or a new automobile, or shopped at your local supermarket? If you have, you are as shocked as I am with the "outrageous" prices. But why pick on clothing manufacturers or automobile manufacturers or food suppliers? Everybody's doing it. I can remember just a few years back when a person could buy a nice house for \$40,000. That same house today could cost over \$100,000!

Our prices on automotive parts are just a reflection of what is happening to everything you and I buy. I remember when a fellow could get a change of oil and a new filter for a little over \$8. Today we'd pay about \$32 for the same purchase.

Enough. I really think that, if you compare our prices with those of other automotive supply houses, you will find that we are right in line with our competitors--perhaps even lower for the same quality. Granted, some supply houses can beat our prices because the quality of parts is much lower. But you must consider quality in everything you buy.

Thank you for writing me, Rick. I hope I haven't sounded uncaring. Certainly I do care, but I can't do anything about it except to give you a fair price.

Very cordially yours,

Donald Halston  
Business Manager

Enclosure

喜购汽车零件制造厂  
波兴东街2003号  
春田市 密苏里州68503

19 年2月28日

G.亨利·里克特先生  
里克汽车零件公司  
中央街1610号  
鸠普临市 密苏里州64801

亲爱的里克：

我收到几位像你一样的好顾客来信，查询我们汽车零件最近价格调涨一事；我将依照给其他人的说明来回答你的问题。

里克，我可以向你保证，我们绝对不会任意调涨价格。只有在不得不的时候，我们才会这样做。不知道你最近有没有光顾过你家附近的超市，或是添购过一身新西装、一双新鞋，还是一辆新车？如果有的话，想你一定同我一样为那些“无法无天”的价位而震惊不已。不过为什么要独怪成衣厂商、汽车厂商和食品供应商？各行各业都在涨价！我记得几年前一幢不错的房子只要4万块钱，现在却要10万以上了。

我们汽车零件的调价只是反映出你我周围的物价现况。我还记得从前只要8块多就能换新机油和滤清器；同样的东西今天却要花上32块左右。

说得够多了。如果你拿我们的价钱和其他的汽车零件供应商比较，我相信你一定会发现我们绝不输给其他的竞争者；相同品质的零件，也许我们的价钱还要比人家更便宜。没错，一定有些供应商的价钱比我们还低，那是因为他们的零件品质也相对较差。而不管买的是什​​么，你一定要考虑到品质。

感谢你的来信，里克。希望你不会觉得我听起来好像不太重视你的问题。我当然很重视，但是除了提供你公道的价格外，我实在别无解决之道。

诚心致意  
唐纳德·霍尔斯顿  
业务经理

随信另含附件

**Follow-Up to an Invitation to Speak**

**Consolidated Paper Corporation**

463 Vista Boulevard NE  
Albuquerque, New Mexico 87066

February 23, 19XX

Mr. Byron Hefley, President  
Hefley Consultants, Inc.  
10950 East Bella Vista  
Scottsdale, Arizona 85259

Dear Mr. Hefley:

Everyone is delighted that you can be with us in Albuquerque on March 23. Thank you for accepting our invitation.

Enclosed is a rough draft of the program. You will see that the luncheon at which you are to speak begins at 12:15, and your talk should get under way about 1:30 p.m. I will introduce you. (Would you please send me a brief biographical sketch that I may refer to?)

I know that our workshop participants will be very much interested in your varied experience in the business arena. I'm sure you have some amusing stories to tell, and a bit of humor will be perfectly in order. I hope you'll devote some time, however, to giving us your view of the role of the executive assistant and how she or he can prepare for further advancement into management.

As I mentioned earlier, our meeting will be at the Rio Ranchero. If you plan to fly, let me know the airline and flight number, and I'll meet you at the airport. Or if you plan to drive, I'm certain you know how to get to the Rio Ranchero. You'll find our meeting room posted on the "Today's Events" board in the lobby.

In the meantime, please let me know if there is anything I can do to help you. We want to make your visit with us thoroughly enjoyable.

Sincerely yours,

Cynthia Murphy  
Program Coordinator

Enclosure



联全纸业公司  
东北景观大道463号  
阿尔伯克基市 新墨西哥州 87066

19 年2月23日

拜伦·赫夫利先生  
赫夫利顾问公司总裁  
东景路10950号  
史高特谷 亚利桑那州85295

亲爱的赫夫利先生：

感谢您接受我们的邀请。大家都很高兴您能在3月23日莅临阿尔伯克基。

随信附上议程草稿一份。邀您参加的午餐会将于12:15开始，您的演讲则可望于1:30左右就绪。我将担任介绍您的工作(可否请您将个人的简历资料寄给我参考？)

我知道我们这次研习会的参加者对您的商业领域里的各种经历都深感兴趣；您也一定准备了一些有趣的故事与恰如其份的幽默。而我也希望您能够拨出时间告诉我们您对高级主管助理这个角色的看法，还有他们要如何充实自己，晋升管理阶层。

我稍早提过，这次的会议将在里约农庄举行。如果您计划搭机前来，请让我知道航空公司与班次，以便到机场接您。如果您打算开车与会，我相信您一定知道往里约农庄的路。当您抵达时可以从大厅“本日聚会”的告示板上得知会议的房间所在。

此外，也请让我知道是不是还有任何地方能够为您效劳。我们很想将您这次的来访安排得尽善尽美。

诚挚问候  
辛西娅·墨菲  
会议筹办人

随信另含附件

## Praising a Supplier for Services

### THE RANIER HARDWARE COMPANY

1305 London Road • Duluth • Minnesota • 55811

October 15, 19XX

Mr. George Honeycutt  
214 Steward Avenue  
Kalamazoo, Minnesota 48912

Dear George:

Generally, it's the customer who gets all the attention.

When we held our Golden Jubilee Anniversary last month, we had a wonderful celebration. One of the things we thought of first was to write a couple of hundred of our retail customers to thank them for their loyal support over the years. Without them, we said, we couldn't possibly have become what we are; in fact, we wouldn't even be around to celebrate those 50 years. Of course, we meant it; you know the importance of loyal friends as well as we do.

But later we got to thinking: What about those people who kept us supplied with quality hardware products that dealers wanted to buy and did buy time and time again? Don't they deserve some credit, too? We've been buying hammers, saws, blades, wrenches, and a couple of dozen other Mikkelson-brand products from you for how long--35 years? And you've always given us genuine quality at a fair price, plus outstanding service. What more can a wholesaler ask from a manufacturer? Sure, we've had our minor squabbles from time to time, and your attitude was that the customer is always right (in our case, he often wasn't). Whatever the problems were--I forget--they haven't detracted one bit from our high opinion of your company, your products, and your people.

So, on at least one occasion, I want to direct my full attention not to our important customers, but to our important suppliers. Mikkelson stands very high on our list of those to whom we owe a great big thank you. Thank you!

Sincerely,

James R. Fernandez  
Purchasing Manager

P.S.: When a small crisis arises between us--and it will--you won't hold over my head the nice things I've said, will you?

芮尼尔五金机械公司

伦敦路1305号·德卢司市·明尼苏达州·55811

19 年10月15日

乔治·霍尼卡特先生

斯图尔德街214号

卡拉马祝市 明尼苏达州48912

亲爱的乔：

一般来说，客户才是我们重视的对象。

上个月纪念公司成立50周年，我们着实地庆祝了一番。我们最先想到该做的事情之一就是写信给我们200多家的零售商客户，感谢他们长年来的热诚支持。我们在信里提到，如果不是他们，我们不可能成长到今天的规模；事实上，没有他们的支持，我们根本无从在此庆祝50周年。我们当然是句句诚心；你和我们一样都很了解忠实朋友的重要。

不过后来我们又想到：供应商呢？我们的供应厂商那些品质优良的五金器具让经销商乐意长期定货，不也一样值得我们感谢吗？我们向你进铁锤、锯子、刀片、扳手，还有其他许多的“迈克森”产品有多久了，35年？你们的产品一向都是品质精纯，价格公道，再加上服务完善。这样一家制造厂商，对我们这个批发商而言，真是夫复何求！当然偶尔双方会有些小小的争执，你们处理的态度总是“顾客永远是对的”（在我们来说，顾客倒不见得永远都对）。无论我们之间有过什么样的问题（我都记不得了），都无损于我们对你们公司、你们产品，以及你们员工的评价。

所以至少是这一次，我要将全心的感谢从重要的客户身上转移到重要的供应厂商。而在我们的感谢名单上，“迈克森”名列前茅。谢谢你！

诚挚问候

詹姆斯·费尔南德斯

采购经理

附：往后我们之间免不了还是会有些小问题发生，到时候你该不会拿我刚说过的这些好话当挡箭牌吧？

**Letter of Recommendation**

**BRUNSWICK LIGHTING CORPORATION**

1250 Avenue of the Americas  
New York, New York 10020

August 10, 19XX

Mrs. Wynema Noblett  
160 North Avenue  
New Rochelle, New York 10901

Dear Mrs. Noblett:

I'm delighted to speak on behalf of Eileen Davis for the position of administrative assistant in your company.

Eileen has been my personal secretary for three years, and I have never had a better one. She was actually my administrative assistant in every sense of the term--we just don't have this job title at Brunswick Lighting Corporation. At any rate, Eileen was my "right arm" during the time she was here. She was excellent in her telephone communications, outstanding in dictation and transcription, and an excellent writer (she wrote many of the letters, memorandums, and reports that I signed).

I'm sorry that she resigned this position here, but I understand the reason was the long commute from her home in Westport--not only the distance but also the cost. What distressed her the most was the early rising hour and the late getting-home hour.

In closing, let me say this about Eileen Davis: If she were available to me, I would rehire her in a minute.

Sincerely yours,

Jennifer Webb  
Controller

布伦斯威克照明设备公司  
美洲大道1250号  
纽约市 纽约州10020

19 年8月10日

怀纳玛·诺布尔特太太  
北街160号  
新骆雪市 纽约州 10901

亲爱的诺布尔特太太：

我很高兴推荐艾琳·戴维斯应征贵公司行政助理一职。

艾琳担任我私人秘书有三年了，而我从来没有遇到过比她更好的秘书。就她所担任的工作，艾琳可说是我名副其实的行政助理，只是我们布伦斯威克照明设备公司并没有这项职称。简单地说，艾琳在职期间一直是我的“右手”。她的电话应对得体，口述记录出色，而且还是一位杰出的作家(我有许多信函、备忘录与报告都是艾琳代笔)。

她的离职颇令我遗憾。但是我也了解，原因在于她从西港家里坐上班所花的时间与费用；每天的早出晚归尤其让她疲惫不堪。

总之，关于艾琳·戴维斯我可以这么说：如果可能，我会毫不犹豫地再次雇用她。

诚挚问候

珍妮佛·韦柏

财务总监

## 第 1 篇

# 写作者的技巧

多年以来，书写商业信函可观的成本一直是个恼人的话题。这其实不无道理。当你把文具、纸张、邮资、写作者的时间，以及各项经常费用全部考虑进去，一封信的成本还真能叫人心惊胆战(可能高达15美元！)。

我们老实说，有不少公司在书信写作上的确花费了过高的成本。有些人写信也稍嫌冗长。

不过我们还是要面对现实。比起因为写了一封不当的信(或者是根本不写信)所损失的金额，写信寄信的花费其实微不足道。给一位重要客户的信写得简洁得几近草率，也许能让会计因为成本低廉而笑颜逐开，但却也可能因此得罪客户，减少甚至终止订单。所以说这样一封看似“便宜”的信其实一点也不便宜。

书信不仅是用来沟通的媒介，还可以有效地取代面对面的登门拜访，建构与维系彼此间的友谊，吸引与争取客户，以及为公司塑造良好的形象。

在第一篇里，我们提供了几点建议，让你的书信能够达成上述的目标，特别强调如何经由有效的书信沟通来创造更高更多的商业利益。

# 第一章 商业书信的良与莠

我们不妨把书信视为取代亲自拜会的使者。几乎每个人都知道，不管是远方的亲戚朋友，相距三层楼或是在隔壁大楼里的同事，还是分散各地的客户与供应厂商，要见的人太多，不可能一一亲身会面协商。而电话沟通的成效也不见得总是尽如人意。光是这点，就可以证明对各行各业而言，书信的确是一项有力的沟通管道。

即使我们可以借着面对面的沟通来从事各项商业与社交活动，我们还是离不开文字书信；原因之一是，我们经常需要将谁在什么时候说过什么事化为永久的纪录。另一个同样甚至更重要的原因是，书面较之言谈更能胜任沟通的要务。

能够写出适切有效的商业书信，还有许多其他的好处。首先，在你所服务的组织里，你的身价将因此而大为提升，让你能够更加迅捷地一步步登上晋身之阶(好的书信作者并非如你所想似的大有人在，特别有写作才能的人往往如灯塔般地卓然显立)。

其次，能够写好商业信函的人可以为公司留住老主顾，开发新客户，进而增加每一个公司赖以维生的业绩与利润。

第三，好的书信作者能够替公司省下可观的时间与资源。每年有庞大的金额都虚掷在许多言不及义、空洞无物、让人读来累得一头雾水的信件上。

最后，当你娴熟于撰写清晰、合宜而优雅的书信以后，你在公司里的评价(这取决于你和谐的人际关系)将因此而扶摇直上。

如果你上过商业书信写作的课程，你很可能已经知道一封好的信函应该是长短适中、亲切得宜、周到清晰及自然有趣。你也许还知道每封商业信函在本质上都是一封促销信；每写一封信就是在推销一样东西：产品、公司形象、企划或是你自己。此外，你也学会要在一两天内尽速地回信。

我们很难驳斥上述的那些原则，因为它们的确适用于大多数的书信。不过们也要注意这几个字：“大多数的书信”。

为从事一项工作而制定规则并不难，大家都会。写好商业书信

的原则也不例外。不少大公司都编有形同范本的书信写作手册，这些手册可能收录了一些不错的书信范例，但是它们所提供的通则与范例却不见得能够放之四海皆准。原因在于它们多数是针对理想状况而定；而我们都知悉，商场百态并非尽如人意。如果你是要回信给一位对你公司产品十分有兴趣的潜在客户，那你大可以轻松地依循规则，照章行事，写一封亲切得宜、自然周到的促销信。可是如果你是一位负责信贷的经理，必须第六次提醒一位积欠了25百万美元账款达6个月之久，而且看来无意付款的客户时，你该怎么办？继续循规蹈矩地写一封充满善意、温文有礼、亲切自然的催款信？碰上这种状况，你大可以合上范本；里面的范例与金科玉律大概都得自叹江郎才尽了。你反倒是应该写一封“再不付钱走着瞧”的通知，措辞语气和善得有如一只受伤灰熊的怒吼。

## 何谓好信？

也许因为点出了撰写商业书信让人不甚愉快的一面，你会觉得我们对整件事情抱持着负面的态度。我们当然不希望你有这样的印象，以为我们把所有的书信作者都视为貌似忠厚的恶人。不过我们也一样不希望你有这样的印象，认为好的商业信函就一定得传递叫人欢喜赞叹的福音。很多优秀的商业信函既不简洁友善，也不具备有趣的卖点，甚至不去讲究礼貌。其实你自己每天与人相处往来，都知道人们因为意见的格格不入而时有争执，有的人反复无常、不可理喻；而当愚蠢的错误导致巨大危机时，人们常是怒气一发，不可收拾。但是另一方面，大多数的员工都够聪明，知道在一处和谐的职场才能更愉快地工作，而发脾气、好争执，不但影响个人的工作态度，也会降低组织整体的生产力。所以非常值得庆幸的是，大多数的员工都懂得把在家里养成的“相处之道”带到工作场所来。

然而，如果完全和谐的乌托邦很难建立在处处有工作表现与业绩压力的组织内部时，那我们又怎么能够寄望它会存在于组织彼此之间？所以说，提到商业书信，写作者应该展现他们最好的



“待人处世”之道。全力以赴地维系友谊，表达善意，以及提升商机。

怎样才算一封好的商业信函？能够确实达成写作者目标的信就是一封好的商业信函。而这项定义的前题乃是：写作者总是一心为所服务的组织收信人着想。

## 读者—作者的互动关系

上述的这项定义听来似乎颇为简易而实际。不过可别被误导了。好信难写，原因之一即在于一样米养百样人。

不单是人的不同，环境的差异也会波及你所收到的回应。这么说好了。假设你因为两个月内连续四次寄错货品给客户，而写了一封言辞恳切的道歉信。客户甲收到后回信说：我们了解；人非圣贤，孰能无过。所以别在意了。

“多好啊，”你心里想着，“我一定是写了封很棒的信。”没错，因为你一如所愿地接受了自己期盼的回应。

可是另一位客户乙收到了你同样优雅的致歉函，解释四次类似的错误，她给你的回答却是：我受够了。不管你再怎么说，我就是不能原谅你们搞砸我四次的订货。你们害我损失了许多生意，我再也不会和你们公司来往了。

同样一封信怎么会引起两样天壤之别、成败各异的反应呢？这两信收信人的本身与外在环境可能完全不同。客户甲也许在仓库里还有充分的存货，送错货品并不会对她造成太大的困扰。可能她是个老顾客，对公司的服务向来满意，甚至在公司里还有几位私交，也或许你从前帮过她忙，她觉得欠你一份人情。又或者她本身就是个不会轻易动怒的人。

相反的，客户乙经营的也许只是小生意，库存有限，任何交货的延误都可能伤害至钜。可能她是一位新客户，到目前为止只订了四次货，却连出四次错。也或许像不少饱受压力的小企业主一样，她就是性急。

所以说，写信是一项因人而异的互动过程。信是人写给人的，

内容取决于各个写作者对主题的认知、他们与收信读者熟稔的程度，以及他们代表的组织所采取的姿态与政策。

假设在50位参加一项会议的听众里，有12位在听完演讲后决定提笔给演讲者写信。纵然这12封信可能会有一些共同的特征，比如说每封都在亲切合宜地赞扬演讲者，但是没有两封信会是完全相同的。每位写作者切入主题的方式、书写的长短与强调的重点各从其志。而虽然不尽相同，每封信却都可以是好言，内容依写作者所要传递的信息而定。

假设你并不认识演讲者，你或许会写出下列的这封信：

Dear Mrs. Garvin:

I thoroughly enjoyed your talk at the ASTD convention in Sacramento, and was especially interested in the new series of sales motivation films your company is soon to release.

Would you please send me complete details? If I could borrow one of the films temporarily, I will see that it is returned within a week.

Thank you!

Cordially yours,

亲爱的加文太太：

我非常喜欢您在萨克拉门托举行的ASTD大会上所发表的演讲，对于贵公司即将发行关于推展销售的新影片系列尤其有兴趣。

您方不方便寄给我完整的相关资料？如果能暂借影片观赏，我会于一周内将影片奉还。

谢谢您。

由衷问候

这是一封好信，简洁、明确、客气。不过假使这位萨克拉门托的演讲者碰巧是你有四五年没见面的大学同窗，你在会议期间没有机会和她说话，而现在要写信向她索取关于那些影片的详细资料：

Dear Carla:

It was great seeing you at the ASTD convention in Sacramento—what a pleasant surprise! I thought your talk was super, and the rest of the audience was obviously equally impressed.

As training director here at Halliburton's, I'm always searching for new things. We're not happy with our sales training materials, and I'm intrigued by your series of motivational films.

Would you send me complete details? What are the chances of my borrowing one of the films for viewing by several people here? I promise to take good care of it and get it back within a week.

I'm sorry we didn't have a chance to visit in Sacramento, but you were mobbed as soon as the meeting broke up, and I had to dash for a plane. If you ever get to Cincinnati or I to Monterey, we've got a lot of catching up to do! Did you know that Agnes Richards is the managing director of the Singapore Hilton?

Cheers!

亲爱的卡拉：

能在萨克拉门托举行的ASTD大会上看到你，真是叫人惊喜。我认为你那场演讲真是棒极了，其他的听众显然也是像我一样地印象深刻。

身为我们霍尔柏顿公司人事培训部的主任，我一直在搜集新的相关信息。我们对于公司目前使用的销售训练教材并不满意，倒是你介绍的推展销售的影片系列非常的吸引人。

你能不能给我完整的资料？我有没有可能商借一部影片播放给几位同事观赏？我一定会细心保管，保证在一个星期内完璧归赵。

很遗憾在萨克拉门托没机会和你一聚，谁叫你一散会就被热情听众团团围住，而我又得赶飞机。总之如果你有机会到辛辛那提来，或者我哪天去了蒙特利尔，我们一定要好好地叙叙旧！你知道艾格尼斯·理查斯当上了新加坡希尔顿的总经理吗？

祝顺心愉快

虽然写信没有什么千古不易的金科玉律，但是如果你尽可能地遵循下列几项原则，大多数的人都会给你善意的回应：

- 
1. 谨记善意与商誉。
  2. 切勿连篇累牍。
  3. 用字力求简明生动。
  4. 选择个人化的亲切称谓。
  5. 强调正面意义。
  6. 使用正确的书信格式。
- 

我们将从第二章到第七章一一为你介绍这几项原则。

## 第二章 谨记善意与商誉

善意给人一种亲切的感觉，升华为商誉，提供一份信赖，让客户选择你的公司而非其他同业。虽然不少人认为善意/商誉是抽象无形的东西，但是它仍然被尊为一项珍贵的无形资产。一家公司具备下列条件，它的善意/商誉就会大幅提升：

- 提供吸引客户的产品或服务。
- 价格公道。
- 公平对待员工、顾客与供应厂商。
- 随时回应人们的需求。
- 支持当地社区的各项活动。
- 捐赠金钱或服务给值得信赖的公益机构。
- 诚实坦率地待人处世。

相反，一家产品品质低劣、价格不实而且姿态高傲的公司，是不会有善意/商誉的。企业主与高级主管都深知，差劲的公共形象几乎可以直译为差劲的业绩与营利。难怪越来越多的公司肯投资大笔的金钱来建立进而维系良好的“人缘”，而“人缘”正是善意/商誉的同义词。没有朋友与支持者，没有他们的善意，一家公司终将失败。

也许你特别喜欢光顾某家商店，可能是因为它的服务亲切周到。也可能是因为其他的原因，比如说它的地点比起别人来得更加便利，它的价格深得你心，或者是它的店员总是笑容可掬、温文有礼。老板就是要你在需要购物或服务时立刻想到这些优点。

建立与维护善意/商誉是商业书信写作的要务。许多收信人可能都不曾到过你的公司，和你都没有见过面或说过话。他们对你公司的感觉与往来所采取的态度完全取决于所收到的信件。所以说，一封商业信函不仅是公司的代表，更是企业的亲善大

使。

关于善意/商誉的典型信函包括表达谢意、感激、恭喜或歉意(解释某项错误)等等的各式书信。不管你认为这些信件是否值得,事实是许多与举世闻名的企业都凭借着它们来持续拓展商业版图。找一家致力于透过书信来建立善意/商誉的公司,研究它的发展历程,你几乎一定会发现这家公司总是走在竞争者前头。

虽然我们都了解何谓善意/商誉,有时候要赢得它却并非易事。然而高级主管们一致的看法是书信确实有助于建立公司的善意/商誉,有时候又叫做“良好的公共关系”。好的书信对公司有正面的贡献,差的书信则会给公司带来负面的评价。信要写得周到得体、友善切题,才足以建构善意/商誉。写作者必须对他人的需求与感受格外敏感,才能有效地建立善意/商誉。

## 关于善意/商誉信函的读者

善意/商誉信函的读者有四种:员工、客户、一般大众与供应厂商。

### 员工:

公司的管理阶层口头或书面嘉许员工的优异表现,有助于建立良好的劳资关系。员工因此能够愉快而全心全意地为客户与一般大众服务。

接着,请看一封主管写给属下员工的信(记住,书面经常还比口头沟通更具实效)。

Dear Jan:

I was so impressed with your presentation to the Long-Range Planning Committee that I couldn't resist telling you so in writing.

It was obvious to me that you hit it off admirably with your audience. And this statement is seconded by the number of listeners taking notes during your talk.

Congratulations!

Sincerely,

亲爱的珍：

你在长程计划委员会所发表的报告，让我印象深刻，让我禁不住要在此刻提笔赞美。

我一眼就看出你的报告成功地攫获了听众的注意力。这点从在你报告时做笔记的听众人数就可以一览无遗。

恭喜！

诚挚问候

客户：

维系与客户良好的关系可以导致可观的利益。客户让生意得以继续发展，理当享受一切最好的服务。以下是一位企业总裁庆祝公司成立50周年所写的一封信。

Dear Bill:

As we approach our fiftieth anniversary, we are selfishly congratulating ourselves on this great achievement. However, it occurred to me that it would be a grievous error if we failed to give credit to those loyal customers who helped us to succeed—indeed, to flourish in the carpeting business. Oh, we had a few lean years at the beginning, but thanks to people like you, we pulled out of them and landed on solid footing.

All of us here at Bobbins Carpeting International thank you sincerely for standing by us so loyally. Could we have succeeded so well without people like you? No way!

Cordially yours,

Dear Mr. Stein:

I want to thank you again for choosing the Biltmore as your headquarters during the three days of the NOMA convention. It's people like you who make the hotel business rewarding and satisfying.

Of course, I happen to know that you didn't choose the Biltmore just because it was the headquarters of the NOMA convention. You have made it a habit of choosing us whenever you are in Hartford, and, of course, we are delighted to have you any time you visit our fair city.

You may be confident, Mr. Stein, that we shall leave no stone unturned to provide you with the most comfortable rooms, delightful cuisine, and personal attention that you have a right to demand.

I hope you arrived home safely in Bakersfield and found things to your liking at Marvello Products Corporation.

Sincerely yours,

亲爱的比尔：

在公司迈向50周年之际，我们颇为这项成就而沾沾自喜。然而高兴之余，我想到了那些忠实的客户；如果我们不懂得要对他们心存感谢，那就真是严重的自欺欺人了。有他们的支持，我们才得以成功地在地毯业界立足发展。没错，我们在创业初期确实是惨淡经营了一段年月，但是由于有像你一样的客户，我们终能跳脱困境，奠定坚实的根基。

所有百宾国际地毯公司的员工由衷地感谢你长年的支持。没有像你这样的朋友，我们会有今天的成就？门儿都没有。

衷心问候

亲爱的斯坦先生：

感谢您再次选择毕尔摩饭店，作为今年为期三天的全国事务管理协会大会的总部。为您这样的客户服务，让我们旅馆从业人员倍感骄傲。

当然，我了解您之所以选择毕尔摩，不仅是因为我们在去年大会的表现。您习惯每次到赫德堡都下榻我们饭店，而我们也很高兴在您造访我们这座美丽城市的任何时刻都能为您效劳。

斯坦先生您大可放心，我们将竭尽心力地为您提供舒适的房间、精致的美食与亲切的个人服务。这些您都受之无愧。

我希望您已安然返回贝克思菲尔的家里，而贵公司的一切也都能尽如人意。

诚挚问候



## 一般大众：

除了员工与客户，与当地社区建立成功的公共关系也有助于企业发展。

Dear Dr. Orsini:

I was in the audience when you spoke to the Commonwealth Club last evening, and I want you to know how much I enjoyed your talk.

I agree with you when you say that it's time we have a full-time salaried manager in the drive to construct and maintain a Senior Citizens Recreation Center in Shelbyville. Did you know that Linda Lopez has resigned as director of the Educational Adult Committee? From what I hear and observe, I think she has done an outstanding job there. And if you sell your idea to the City Council, Linda might be a good choice for the job of heading this drive and, upon its completion, managing it.

I close to remark that I admire your participation in the civic affairs of Shelbyville. You are needed!

Very sincerely yours,

亲爱的奥西尼博士：

我想告诉您，我非常喜欢您昨晚为联邦俱乐部所做的演说。

我同意您的建议，聘请一位全职全薪的经理人士，专责为我们雪碧村筹设并管理一座高龄市民活动中心。您是否知道琳达·洛佩斯已经卸任成人教育委员会主任委员一职？根据我个人的观察与听到的口碑，我认为她在任内表现卓越。如果您能够促成市议会通过提案，琳达应该是负责筹备与管理中心的理想人选。

搁笔之前，让我为您参与市政的热忱深致敬意。我们需要您！

诚挚问候

Dear Mrs. Owens:

I have just finished writing a thank-you letter to our loyal customers on the event of our fiftieth anniversary. Suddenly it occurred to me to get a letter out immediately to our major suppliers without whose support we probably wouldn't have survived.

Over the years, I can recall many situations in which your company helped us out in filling a large rush order from an important customer. Without your help, heaven knows how many orders we would have lost! This reminds me of the statement we often make to customers: Without you we would not be in business. I now take the opportunity to say it better to our marvelous suppliers: Never in our business history has so much been owed to so few.

Thank you!

Cordially yours,

## 供应厂商：

亲爱的欧文斯太太：

庆祝我们公司成立50周年，我刚给所有的忠实客户写了封感谢函。随后我突然记起得赶紧取出纸笔，再写信感谢我们主要的供应厂商，没有他们的支援，我们可能早就无法生存。

回想在过去多年里，你的公司多次协助我们紧急出货给重要的客户。少了你的帮忙，天知道我们会损失多少的订单！这让我想起我们常对客户说的一句话：没有你就不会有我。现在我想借着这个机会向我们出色的供应厂商说句更好的话：我们从为数不多的供应厂商那里所受的恩惠，是公司历史上所绝无仅有的。

感谢你！

衷心问候

## 邮购商提升善意/商誉的范例

以下是一封男士用品邮购中心写给顾客的一封信，信里提到了善意/商誉。

Dear Mr. Fisher:

Throughout the U.S.A. more than 17 million people rely on Luxor for quality, value, and service ... and they've made us the largest direct mail fashion houses in the world!

We recognize that our greatest asset is the continued goodwill of our customers. To this end, we are constantly searching for the finest quality merchandise at the lowest direct-to-you prices. Of the many thousands of items we consider each year, only those which meet our rigid standards of excellence are offered to our customers. We wouldn't dare do less, because each item is offered with a free trial *before* you decide to keep or return it.

For your convenience, we've developed the Luxor Easy Payment Plan. With it you can spread out the payments for your Luxor purchases and stay within your budget. That's one more way you can fight inflation when you shop Luxor.

We look forward with pleasure to serving you once again. You may be sure your order will be handled carefully and promptly. That's how we've maintained our reputation for more than 82 years.

Incidentally, our retail store here in Brandywine is open all year 'round. We'd be delighted to have you stop in and say "Hello," whenever you're visiting our area.

Cordially yours,

亲爱的费希尔先生：

全美有超过 1.7 千万人选择我们力士所提供的品质、价值与服务。而这些客户让我们成为全球最具规模的流行用品邮购中心。

我们深知客户持续的善意是力士最宝贵的资产。因此我们不断地搜集品质最佳的商品，以最经济的邮购价格提供顾客选购。每年在我们有意购入的商品中，只有那些经过这项严格标准节选后的精品才得以呈现在您面前。我们不敢稍有懈怠，因为每项商品您都可以免费试用后再决定是否购买。

为了方便您的选购，我们特别推出力士简易付款方案，让您能够有效地掌握预算，轻松付款，这项方案为您在力士消费时提供另一个抵御通货膨胀的利器。

我们满心愉快地期待能再为您服务。您可以放心，我们一定会慎重且迅速地处理您的邮购订单，因这这正是我们在过去 82 年多以来维护力士信誉的不二法门。

此外，我们在布蓝迪万的零售中心全年无休。希望您到附近来的时候，能跟我们打声招呼，前来参观选购。

衷心问候

## 第三章 切勿连篇累牍

可以用40个字写完的一封信，却花了100个字做长篇叙述，这样的写作者实在是让人讨厌的时间杀手。据统计，平均一封商业信函里约有三分之一属于赘字。

但是可别因此认定你就应该仿效电报式的精简来写信。有时候你也许还是要用到一些不见得绝对需要的文字，篇幅虽然因此大增，但那些文字也同时为整封信注入了一份温暖与亲切。这样其实无妨。我们要避免的赘字，是那些除了平白膨胀与混淆了你所要表达的信息之外，别无贡献的文字。

### 多余的字句

如果你想成为一为好的书信作者，那现在就得修改你的文章，删除无意义、多余与重复的字句。举例来说：

### 修改前原稿

With reference to your request for an extension on your note under date of March 20, we have considered the matter carefully and are pleased to tell you that we will be willing to allow you an additional 90 days to make payment on your note.

关于您要求延期支付3月20日到期的货款一事，我们很高兴通知您。在对这件事情经过慎重的考虑后，我们同意多给您90天的宽限期来支付款项。

### 原稿经过编修后如下所示：

We are pleased to allow you an additional 90 days to pay your note dated March 20.

We are pleased to allow you an additional 90 days to pay your note dated March 20.

我们很乐意多给您90天的时间来支付3月20日到期的货款。

你会发现原稿(英文)一共用了46个字,而修订版却只花了17个字。如你所见,删除多余的字句并无损语意的清晰程度;这次的文字手术反而更加突出所要传递的信息。

其他的例子还包括:

With reference to your recent request for 20 reprints of "How Good Are Sales Aptitude Tests?" in the May issue of *Modern Marketing Management*, these copies are enclosed for your convenience.

With appreciation for your kind remarks about this article and trusting you will find it very useful in your recruitment seminar in October, I remain,

Yours very truly,

Here are your 20 reprints of "How Good Are Sales Aptitude Tests?" I'm pleased you like the article and hope it will be exactly what you need for your recruitment seminar.

Sincerely yours,

In looking at your current catalog, I notice that the emergency couch on page 50 (No. 273-1960) is shown in the illustration in the color of blue. However, in the description provided under the illustration, the colors listed as being available are black, ivory, green, and red. Does this mean that the color of the couch in the illustration is not available at this time?

If I could obtain the blue vinyl, which would match our decor, I would place an order in the near future for four at the price of \$118.50 each. But I do not wish to order any of the other colors that you list in your description in the catalog.

Very cordially yours,

Is the emergency couch on page 50 of your catalog available in the blue vinyl illustrated? The colors listed as available do not include blue.

If the blue vinyl couch is available, I will place an order for four.

Very cordially yours,

## 原稿

遵照您的要求，我已随函附上您索取的20份刊载于5月份《现代营销管理》月刊里“业务代表性格测验效用如何？”一文的影印本。

感谢您对这篇文章的夸奖，我们相信它会对您在10月所举行的招聘会大有帮助益。谨此

诚心致意

## 修订版

随函附上您索取的20份“业务代表性格测验效用如何？”的影印本。我很高兴你喜欢这篇文章，希望它正是您招聘会所需的资料。

诚心问候

## 原稿

我在浏览贵公司新版的产品目录时，注意到第五十页的所刊登的急诊病床(编号273-1960)在照片中以蓝色出现。然而在照片下方所提供的说明里，只提到黑、红、绿及象牙白四种颜色可供选购。这是否意谓贵公司目前并没有如照片所示的蓝色急诊病床？

如果我可以选购蓝色乙烯布料的急诊病床来搭配我们整体的室内装潢，那我将在不久的将来以每张 118.5美元的价格订购四张急诊病床。但是我不想订购你们产品目录说明里所列的其他颜色的病床。

衷心问候

## 修订版

贵公司型录第五十页里的急诊病床是否备有照片所示的蓝色乙烯布料可供选购？说明里所列的颜色不含蓝色。

如果有的话，我将订购四张蓝色乙烯布料的病床。

衷心问候

请比较下列的字句：

*Unedited*

Your check in the amount of \$360  
 Keep in mind the fact that  
 Engaged in making a salary study  
 Held a meeting to discuss

During the course of our research, we learned that

Until such time as you are in a position to

At this point in time

An extremely important element in building employee morale is the matter of recognition.

In the event that

A large segment of the employees are of the opinion that

The size of the report is 112 pages in length.

I hope you will be able to put in a brief appearance.

It is the recommendation of the operations committee that

The treasurer made the announcement that

There was only one objection to your proposal, and that was the matter of timing.

The manufacturing costs were quite a bit lower than any of us thought they would be.

I hope that you will be in a position to make a decision within a short time.

*Edited*

Your check for \$360  
 Remember that  
 Making a salary study  
 Met to discuss

Our research revealed that

When you are able to

At this time

Recognition is extremely important in building employee morale.

If

Many employees believe that

The report contains 112 pages.

I hope you can drop in for a few minutes.

The operations committee recommends that

The treasurer announced that

The only objection to your proposal was timing.

The manufacturing costs were much lower than expected.

I hope you can decide soon.



The difficulty with the present stock control system is that it cannot be depended on.

Upon completion, please mail the application in the envelope that is being enclosed.

These tractors are being sold at a price of \$2995.

The present stock control system is not dependable.

Please mail the completed application in the envelope enclosed.

These tractors are priced at \$2995.

### 编修前

你那张载明总额360美元的支票

谨记在心如下事实

投入进行一项薪金研究

召开会议商讨

在研究进行期间,我们发现

待你有此权限得以

时值此之际

激励员工士气非常重要的一项要素乃在于能够适时嘉许员工。

当情况如此的时候

相当数目的员工都有相同的意见

这篇报告的篇幅总计有112页之长。

希望你能抽空暂时出席一下。

这是来自于作业委员会推荐

财务主管发表通告

关于你的提案只有一点可议之处,那就是时机的问题。

### 编修后

你那张360美元的支票

记住

进行薪金研究

见面讨论

我们的研究预示

当您能够

此刻

适时嘉许对激励员工士气非常重要。

假如

许多员工都认为

这篇报告总计有112页。

希望你能顺便出席。

作业委员会推荐

财务主管宣布

你的提案只有“时机”这点可议。

制造成本相当可观低于我们任何一个人原先所预期的。

希望在可能的范围内，你能在短时间内做成决定。

现行的存货控管系统的难处在于它还不够可靠。

一经填写完毕，请将申请表格收入随信所附的信封内寄回。

这些拖拉机以2995美元的价格出售。

制造成本比预期的还低。

希望你能尽快决定。

现行的存货控管系统不够可靠。

请将填好的申请表收所附的信封内寄回。

这些拖拉机定价2995美元。

## 用字重复

不少书信作者常犯的一项错误就是重复自己说过的话。请参考以下的例子：

### *Repetitive*

1. Most industrial relations specialists recommend that *employees participate* in job evaluation, although many employers think that *employee participation* is not desirable.
2. *Although it is our policy to accept returned merchandise* that is in good condition, *returned merchandise* that is not salable cannot be *accepted*.
3. When we print your *form letters*, your customers will not recognize them as *form letters*. The *letters* will appear to be individually type-written.

### *Edited*

1. Most industrial relations specialists recommend that employees participate in job evaluation, although many employers do not share this point of view.
2. We accept only merchandise that can be resold.
3. When we print your form letters, your customers will think they are individually typewritten.

4. It is *possible*, of course, that the damage occurred because of faulty packing. An even greater *possibility* is that the *shipper* was careless in storing the merchandise for safe *shipment*. In any event, we'll do everything *possible* to *ship* a replacement this week.

### 重复陈述版

1. 大多数的劳资关系专家都推荐员工参与工作表现的考核，虽然许多雇主认为员工参与并非良策。
2. 虽然我们公司的政策同意收回完好的退货，但是我们无法同意收回再也卖不出去的退货。
3. 当我们为您承印统一格式信件时，您的客户将看不出来它们是统一格式信件。这些信件看起来就像是专为个人所写的。
4. 当然，这次的损坏有可能源于包装的疏忽。但是另一个更大的原因可能是货运公司在装载的时候粗心大意，不顾货物的安全。无论如何，我们会尽可能地在本周内重新出货。

4. It is possible, of course, that the damage was the result of faulty packing. More likely, however, the carton was stored improperly by the shipper. In any event, we'll try to send a replacement this week.

### 修订版

1. 大多数劳资关系专家都推荐员工参与工作表现的考核，但是许多雇主并不认同这种看法。
2. 我们只接受可以再度销售的退货。
3. 当我们为您承印统一格式信件时，您的客户会以为它们是专为个人所写的。
4. 当然，这次的损坏可能源于包装的疏忽。更或许是货运公司的装载不当。无论如何，我们会尽量在本周内重新出货。

以下将介绍另一种形式的重复陈述——冗长的字句：

*Redundant*

Meets Thursday mornings at  
10:00 o'clock a.m.

First and foremost

Prompt and speedy

Assemble together

Consensus of opinion

Baffling and puzzling

Invisible to the eye

The only other alternative

Repeat again

The new procedure will begin to  
be initiated

Contractual agreement

Fiscal financial year

Agree and concur

Free gratis

Massively large

True facts

Vitaly essential

And etc.

Endorse on the back

Revert back

*Edited*

Meets Thursday mor  
ten (*or* 10:00)

First *or* foremost

Prompt *or* speedy

Assemble

Consensus

Baffling *or* puzzling

Invisible

The only alternative

Repeat

The new procedure w  
(*or* take effect)

Contract *or* agreement

Fiscal year

Agree *or* concur

Free *or* gratis

Massive *or* large

Facts

Vital *or* essential

Etc.

Endorse

Revert

## 冗长版

星期四早上10.00钟开会

首先同时也是最重要的

立刻且迅速

组合在一起

## 修订版

周四上午10.00开会

首先或最重要的

立刻或迅速

组合

意见完全一致	全体同意
令人困惑而不知所以	令人困惑或不知所措
眼睛无法看到的	看不见的
唯一的其他选择	为今之计
重新反复一次	重复
新的程序即将开始被启用	新的程序即将启用(或生效)
合约式的协议书	合约或协议书
会计经济年度	会计年度
同意且意见一致	同意或意见一致
免费附赠的	免费或附赠的
巍然巨大	巍然或巨大
真实的事实	事实
必要或根本的及其他等等	必要且根本的等等
在反面背书	背书
重新恢复原状	恢复原状

我们先前提过，不要浪费字句。现在请比较下列版本：

### Wordy

At an early date  
At that time  
Due to the fact that  
In the event that  
Up to this writing  
And etc.  
Both alike  
Complete monopoly  
Cooperate together  
Customary practice

### Better

Soon (or give date)  
Then  
Because, since  
In case, if  
Until now  
Etc.  
Alike  
Monopoly  
Cooperate  
Practice

Depreciate in value	Depreciate
During the course of	During
Endorse on the back	Endorse
Final completion	Completion
Lose out	Lose
May perhaps	May
New beginner	Beginner
Past experience	Experience
Over with	Over
Rarely ever	Rarely
Refer back	Refer
At all times	Always
In the near future	Soon (or give date)
Inasmuch as	Since

## 多话版

在早一点的时候  
 那个时候  
 由于这项事实  
 当情况如此的时候  
 直到写这封信的时候  
 及其他等等  
 两者彼此相同  
 完全独占  
 一起合作  
 习惯性的常规  
 价值贬低

## 简明版

尽快(或载明日期)  
 当时  
 因为, 由于  
 万一, 假如  
 至今  
 等等  
 彼此相同  
 独占  
 合作  
 常规  
 贬值

在……之中的期间	在……期间
在反面背书	背书
最终的结果	结果
未能取胜	输掉
也许大概	也许
新进的初学者	初学者
过去的经验	经验
最后结束	结束
很少有过	少有
重新参照	参照
在有的时候	总是
在不久的将来	即将(或载明日期)
既然由于	由于

## 坚持简洁与运用常识

因为我们一直说这样不对，那样不好，你也许会以为只有简洁才是写作商业书信的最高准则。不是这样的！简洁也可能成为诅咒，过度坚持的话，你也许不得不舍弃要点，写出来的信也有枯燥呆板之虞。

假设你要写一封信，感谢那位在周一晚间为中央村乐天俱乐部作演说的演讲人，为了力求简洁，你可能会这样写：

Dear Mr. Weber:

This is to thank you for addressing the Centerville Optimists Club Monday evening. Your talk was well received, and I am grateful that you could be with us. The honorarium I promised is enclosed.

Very truly yours,

亲爱的韦伯先生：

感谢您于周一晚间为中央村乐天俱乐部所作的演说。您的演讲普受好评，本人于此谨致谢忱。随函并附酬金。

衷心问候

挺不错的一封信，事实上，写得还很好。不过这位写作者对演讲人的感激表达得几近电报一般的简短。让我们读一下另一封信。

Dear Mr. Weber:

The members and guests of the Centerville Optimists Club to whom you spoke Monday evening are still talking about your superb presentation Monday evening. All those with whom I talked reported that they learned much from your talk, "Centerville in the 1990s."

Thank you, Mr. Weber, for sharing your insights into Centerville's future. How exciting! You certainly opened our eyes, and I speak for all the members of the Centerville Optimists Club when I say, "Well done!"

Sincerely,

P.S. The modest honorarium I promised is enclosed.

亲爱的韦伯先生：

我们中央村乐天俱乐部的会员和来宾对您星期一晚上杰出的演说至今都还津津乐道。每一位和我聊起这件事的朋友都说您那篇“迎向 90年代的中央村”让人受益匪浅。

韦伯先生，谢谢您与我们分享您对中央村未来发展的高见。多么令人振奋的演说！您真的是让我们眼界大开。请允许我代表中央村乐天俱乐部的全体会员向您说声：“太精彩了”！

诚恳问候

附：随函谨附薄酬。



## 句子的长短

句子的长短与结构，是促使信函易读有趣的重要因素。也许没有其他任何的写作瑕疵会比冗长的句子更能损害一封信的可读性。以下就是一个例子：

鉴于有限的仓储空间，我们目前正着手考虑与那些只依据租用空间的大小与时间的长短来向顾客收费的公营仓库与储货处理机构签定合约的可能性。

稍作修饰，这段话的主旨就更加简明易读：

鉴于有限的仓储空间，我们目前正着手考虑使用公营仓库的可行性。这儿提供储货空间及储货设备，但收费大都只依据租用的空间大小与时间长短而定。

## 段落的长短

要小心避免写出那种让读者一看就得屏气凝神的“臃肿”段落。整块整块密实的文字，在读者看来，就仿如一堆又一堆的阅读障碍，因此写作者应该想办法将它们拆解成简洁的段落。仔细阅读以下这个范例：

许多高级主管都借着将收到的信件依特殊的方式分类来简化口述回信这项工作。譬如说，依主题要旨来分类。主管会先把关于某项主题的所有信件口述完后再接着处理另一主题的信件。使用这种方式的人认为，依主题分类有助于提高他们专注的程度以及对各类信件的不同感觉。其他成功的主管则偏好以难易程度来做信件分类。有人先处理简易的信件，有人先解决困难的来函，似乎没有什么绝对的标准可循。第三种分类方式是依据来函的轻重缓急，不论主旨与难易，优先处理最急的信件。对口述工作经常会被中断的高级主管而言，除此之外，别无其他的分类方式。

念得好累？没错。整个段落太过冗长，不妨多分几段，像下面这样：

大多数的高级主管为了简化口述回信这项工作，都将来函依据下列三项标准予以分类：主题要旨、难易程度与轻重缓急。

### 主题要旨：

主管会先把关于某项主题的所有信件口述完毕后，再处理另一主题的信件。使用这种方式的人认为，如此有助于提高他们专注的程度，以及对各类信件的不同感觉。

### 难易程度：

其他成功的主管偏好以难易程度来做信件分类。有人先处理简易的信件，有人先解决困难的来函。

### 轻重缓急：

第三种分类方式是依据来函的轻重缓急，不论主旨与难易，优先处理最急的信件。对口述工作经常会被中断的高级主管而言，除此之外，别无其他的分类方式。

处理日常例行公事时，书信的长短悉由个人喜好而定。比如说，你在一本经济杂志上读到一则广告，欢迎读者去函该公司资深副总裁索取最新的年报，你可能会写这样的一封信：

Dear Mr. Weber:

Please send me your latest annual report.

Sincerely yours.

亲爱的韦伯先生：

烦请奉寄贵公司最新年报一份。

诚挚问候

这位韦伯先生，或是他负责这件事的属下，一看就知道你所指为何；而假使你使用的是载有公司名称地址的信纸，他也懂得要将年报寄往何处。

另一个人也许会写出不同的信：

Dear Mr. Weber:

Please send me the latest annual report of Bardex, Inc., referred to in your ad in the June issue of *Financial Monthly*.

I have been following with great interest the growth of Bardex in recent years and am eager to learn more about its increasing involvement in energy conservation.

Sincerely yours,

亲爱的韦伯先生：

请依贵公司刊登于6月号《经济月刊》的广告，寄给我巴帝斯公司最新的年报一份。

在最近这几年里，我一直对巴帝斯公司的成长概况极感兴趣并十分留意，尤其很想了解贵公司对能源保护开展进一步研究的情况。

诚挚问候

第二封信写的比较好吗？并不尽然。在这个例子里，它所得到的回应可能与第一封信并无二致，因为将来可能与你会有生意往来的韦伯先生或其他人，大概都不曾读过你的信。所以该写怎样的信，用怎样的措词，就由你个人自行决定了。

## 第四章 用词力求简明生动

有些书信作者认为“大字”即是学问的具体象征。不论有多少沟通专家怎样的谆谆告诫，不少政府官员、大学教授、社会学家、教育工作者、企业主管和其他各行各业的人士，依旧兴高采烈地继续使用“诘屈聱牙”的言语进行沟通，像在玩游戏一般，说得、写得最艰涩难解的人最赢。

我们并非无视丰富词藻的重要性。不少“大字”都是无可取代的佳句。只要你能够确定用字无误，而且你的读者或听众不会因而茫然失措，那就不妨尽情挥洒。偶尔使用一些多音节的词句反而让你的作品平添风韵。

不过在多数的信函里，大可以收起“辞海”（字典的咬文嚼字版），选用一些大家都耳熟能详的字句。几乎每个人对“家”的感觉都会比对“住处”或“居所”的反应来得温馨亲切。在一家满座的戏院里，听到有人高喊“祝融之灾”，大概没有多少人会起身离席。但是如果有人尖叫“失火了！”，那就等着看大家仓皇逃逸。人们常爱提起关于艺人巴纳姆的一则趣闻。为了要疏解付钱入场后却久久不愿离去的人潮，以便为剧场外大排长龙的观众腾出空间，巴纳姆张贴了一份告示，上面写着：“閤閤由此去”。许多流连的观众以为告示所指的是另一处引人的表演，顺势走去，才发现自己已然身在场外。原来，“閤閤”竟是“出口”的文言版。

写信表达的时候，当作读者就在自己面前一样地轻松对话。你会不会这样跟老板说：“经过我解析式的评核后，发现甫经践行之奖励方案遍布多如恒河沙数之矛盾与龃龉，必将导致人事之不义蔚然成风”？当然不会。你倒是可能会这么写：“我仔细研究过现行奖励办法，认为颇有修正的必要。最让我担心的是它对某些人来说十分公平，对其他而言却截然不同”。

过度拘谨，夸张的文句普遍到拥用它们自己专属的名词：“官话”。之所以这样称呼，是因为许多政府官员尤其喜好使用博奥的文字（“博奥”正是“难懂”的官话版）。

即使你知道收信人学问渊博，还是很可以选用简单的文句，省去华丽的辞藻；不是怕对方会看不懂，而是因为对话般自然的文章往往要来得更加生动有趣。读过以下的对照表，你大概就会了解我们的意思了。

<i>Somewhat Showy</i>	<i>Conversational</i>
Cogitate upon	Think about
Be cognizant of	Know that
Comprehend	See, understand
Comprised	Made up of
Conjecture	Think, believe
Consummate	Wind up, agree to
Corroborate	Confirm, make sure
Deliberate upon	Think about
Disbursements	Payments
Increment	Increase, raise
Maximal	Fullest
Initial	First
Nominal	Small, little
Obviate	Make unnecessary
Origination	Beginning
Proclivity	Leaning, tendency
Predicated	Based
Ratify	Approve, confirm
Rationale	Basis, reason
Remunerate	Pay
Scrutinize	Read, examine, inspect, look at
Transpire	Happen, take place
Ultimate	Final

略嫌华丽

忖度

了然

谂悉

由……汇聚而成

臆断

卒底于成

覆按

酌思

会帐

添长

罔极

肇始

戈戈

摒祛

发轫

癖性

植基

允准

论据

访察

审视

萌动

终极

平易简明

考虑

知道

了解

由……组成

认为

结束

确认

考量

付款

增加

最大

最初

一点点，少许

排除

开始

倾向

根据

同意，认可

理由，依据

支付

检查，研究

发生

最后

接下来，我们再读些官样文章的范例：

*Federalese*

1. The contract enclosed herewith requires your signature before it can be executed and should be directed to the undersigned.
2. Due to a low inventory situation, we are reluctantly compelled to transmit a partial shipment of 5 Crescent motors in lieu of the 12 that were requested. We anticipate shipment of the remainder subsequent.
3. The expeditious manner in which you executed our high-priority order for maple seedlings is hereby gratefully acknowledged.
4. Commensurate with standard practice in the industry, as a wholesale enterprise our organization must decline direct distribution to consumers. Undoubtedly you can satisfy your requirements at a local retail establishment in the Atlanta area.
5. Your recalcitrance in expediting payment of your obligations obviates consideration of further extension of credit privileges, and we foresee no viable alternative than cancellation of aforesaid privileges.

*Natural Style*

1. Please sign the contract enclosed and return it to me.
2. I'm sending 5 Crescent motors today. The remaining 7 will go out to you just as soon as we get a new shipment—probably next week.
3. The maple seedlings arrived this morning, and I can't thank you enough for this fast service.
4. As wholesalers, we sell only to retail stores and other distributors. However, you can buy Oneida appliances in several Atlanta stores. Most are listed in the *Yellow Pages*.
5. I'm sorry, Mr. Baxter, that we are not able to offer you additional credit. I'm sure you know the reason: You still owe us money that we haven't been able to collect.

## 官样文章

1. 随函谨附之合约于正式生效前，尚待阁下签名，签毕后请惠于掷回下列署名者。
2. 迫于存货短少，我方仅能奉寄贵方所订12台新月发电机之首批5台。所余部分预估将于近期中交运。
3. 谨此敬谢贵公司迅即处理我方紧急订购之枫苗。
4. 敝公司身为批发业者，自应恪遵业界常规，不得迳行出货予消费个人。惟无庸置疑，亚特兰大当地定有零售商家得以回应阁下所需。
5. 鉴于阁下坚拒履行付款之义务一事，我方对提高阁下信用额度之请求不予考虑。除取消上述权益积欠的帐款。

## 自然风格

1. 请在所附的合约上签名后寄回给我。
2. 我今天先寄出5台新月发电机，其余7台待新货一到(大概是下星期)立即交运。
3. 我今天一早就收到枫苗了，对贵公司的效率真是感激不尽。
4. 身为批发商，我们只能出货给零售商及其他经销商。不过您可以在亚特兰大的一些店里买到奥内达家电。多数商店都已登录在电话簿里。
5. 对不起，巴克斯特先生，我们无法追加你的信用额度。相信你了解原因所在：我们一直收不回帐款；除了你还款外，别无其他选择。

## 自创新字

一位高级主管希望同事能优先研究成本控制的计划，于是下达指示：“该案应予优先化”。虽然没有听过这样的用法，大家还是可以意会优先化所指为何，对为了省时省事而编造出来的新字习以为常了。



像优先化(prioritize)里的“化”(-ize)字,就是官样文章作者的最爱。见过明确化(definitize)这种用法吗?就是有人想出这样的字来代替“使之明确”的意思。我们越来越常见的一些“化”字还包括:合法化(legitimize),政治化(politicize),派系化(factionalize),策略化(strategize),从属化(accessorize),终结化(finalize),极限化(maximize),环流化(circularize)等等。当然,也有不少大家惯用的“化”字,像:标准化(standardize),具体化(visualize),危机化(jeopardize),经济化(economize)与加压化(pressurize)。林林总总,各衷其是。不过我们要记得,在真的很想使用“化”(-ize)字的时候,或者该说,在很想让词句多音节化(oversyllabize)的时候,先找本好的字典当顾问,避免滥用。

另一个常被硬加在其他文字后面的字尾是 -wise(就……而论)。这样子造出的新字其实很面目可憎,而使用这些字的人也许就只是想向别人夸耀自己对官场行话的熟稔程度。

以下就是一些 -wise 文句的范例和它们日常版的对照:

#### *“Wise-itis”*

1. *Newscaster: “Weatherwise, it looks like a damp, humid weekend.”*
2. *This appears to be the right thing to do profitwise.*
3. *Costwise, it is inadvisable for sales representatives to concentrate on sparsely populated areas.*
4. *Distancewise, it’s a toss-up between Colfax and Denton as a new plant location.*
5. *I can see no effect morale-wise on personnel under this new policy.*

#### *Plain Talk*

1. *Newscaster: “Sorry, folks, but the weekend is going to be damp and humid.”*
2. *I think the new plan will result in bigger profits.*
3. *We can cut our costs by working only those territories where we can expect volume sales.*
4. *Colfax and Denton are about the same distance away, so mileage is not a factor in picking one over the other.*
5. *I doubt that employee morale will be affected by this new policy.*

## -Wise文句

1. 新闻播报员：“就天气而论，本周周末将是潮湿而闷热”。
2. 就利润而言，这是一项理当执行的计划。
3. 就成本观之，业务代表专注于人口稀落的地区是不智的。
4. 就距离而论，新厂的地点，寇菲斯与丹顿两处可谓平分秋色。
5. 综观员工士气，我不认为这项新措施有何不妥。

## 日常版

1. 新闻播报员：“各位朋友，真是抱歉，看来我们会有一个潮湿而闷热的周末”。
2. 我认为这项新计划能带来更多的利润。
3. 我们可以借全力开发具备大量销售潜力的地区来降低成本。
4. 寇菲斯与丹顿两地距离相当，所以说，光凭远近不能断定哪个地点比较理想。
5. 我不认为这项新措施会影响员工士气。

最后，还有人情不自禁地喜欢在字尾加上 -uate 用来表示动作。在英文里，有不少带有 -uate 字尾的都是掷地有声的好字，像 perpetuate(永续)，evaluate(评估)，fluctuate(起伏)，evacuate(撤退)；但是这些并不包括像 actuate(启动)，effectuate(招致)，eventuate(卒成)一类的罕字。比如，最好别说：“我们期待修订后的退休办法得以在明年年初启动 (actuate)”；而用：“修订后的退休办法将于明年年初生效 (goes into effect)”。还有不要写：“我们的希望是这项研究成果终将获致(eventuate)可观的节约成效”；而是：“我们希望这项研究成果能带来(result in)可观的节约成效”。

## 时尚文字

文字有时候也像青少年的流行时尚一样的来来去去。似乎只要政府官员在记者会上抛出一句听来莫测高深的话，听者就立刻奉为圭臬进而据为己有。几年前，参数 (parameter) 这个字离奇地出现在文字媒体上被当做周长 (perimeter) 或边界 (boundary) 使用；

流传至今，俨然成为风行的时尚文字。可笑的是 parameter 与 perimeter 二者本就各有所指，互不相干。而这点正说明了我们在选择用字上颇有人云亦云的毛病。

一些时尚文字，历经长年的口耳相传，至今似乎已经晋身主流了。一个人深具魅力，我们会说他 / 她散发了“领袖气质” (charisma)。当人们对特定议题所持的观点南辕北辙，我们就管这种情形叫做“两极化” (polarization)。面对问题，积极寻求解决之道叫做“切入问题的界面” (interface with the problem)。提供意见的话，就得先站稳自己的“立场” (stance) 或表明自己的“恣态” (posture)。而双方各持己见的时候，就会产生“分歧” (dichotomy)。类似用法，不胜枚举。

还有一个日渐流行的趋势是把名词当动词用，像是：“这项措施将如何影响 (impact) 现有的营业额” (而不是“这项措施将会为营业额带来怎样的影响”？)；或是：“请评价 (critique) 所附的报告” (而不是“请让我们知道您对所附报告的评价”)

如果你认为随波逐流地使用官话其实没有什么不好，那当然是悉听尊便。不过我们还是要鼓励你使用简明的文字来从事书信写作；因为简单的文字、自然的文字、对话般轻松的文字，以及日常惯用的文字，最能丰富你文章的可读性与说服力。

## 陈词滥调

几乎和官样文章一样让人不敢领教的是索然无味的陈词滥调。在从前，差不多每封信的开头都是这个样子的：“阁下5日来函，悉经拜阅” (意思是说：“很高兴收到你6月5日的来信”)。而同一封信的结尾大多跳不出这样的模式：“承蒙阅信，不胜感激；您最忠诚的仆人敬上”。也许你根本就没有见过这种写法，而奇怪我们干嘛要刻意地提点。这是因为书信作者常会在不知不觉中陷入墨守成规的窠臼，反复地使用相同的词句。即使在今天，只要你肯花时间查阅一下任何一家大公司在一天内寄出的信件，就会发现类似以下所列的一些陈词滥调：

*Stereotyped: I am in receipt of your letter of the 15th.* (This is a throat-clearing phrase that says absolutely nothing, the slow windup before the pitch.)

*Lively: The 25,000 mailing labels you asked about in your letter of May 15 left here yesterday.*

*Stereotyped: The terms of the contract are not clear to me. Please advise.*

*Lively: Please explain paragraph 7 on page 2 of the contract.*

*Stereotyped: As per your instructions, the hood ornaments are being sent air express.*

*Lively: I've sent the hood ornaments by air express, and you should have them by now.*

*Stereotyped: Please let me hear from you at your earliest convenience.*

*Lively: I really need this information by May 16—please.*

*Stereotyped: Attached herewith is the information you requested on Marple Brothers.*

*Lively: Here is the information you requested on Marple Brothers.*

*Stereotyped: I hope you will avail yourself of the opportunity to save 20 percent on all your cardboard containers.*

*Lively: I think you'll agree that a 20-percent saving on your cardboard containers represents big money. Why not order now?*

*Stereotyped: Hoping for your concurrence in this matter, I remain ...*

*Lively: I hope you will agree that this is a good arrangement.*

*Stereotyped: Due to the fact that we've had trouble getting the parts ...*

*Lively: We've had trouble getting parts. Therefore ...*

*Stereotyped: According to our records, there is an outstanding balance of \$322.76 in your account.*

*Lively: Your check for \$322.76 will clear your account.*

*Stereotyped: Kindly let me know if this date meets with your approval.*

*Lively: Is December 14 a good time for us to meet?*

陈词版：来函敬悉(这句话其实一点意义都没有，就像正式开讲前清一清喉咙的声音)。

生动版：您在5月15日来信订购的25 000份邮寄标签已经在昨天寄出了。

陈词版：合约条款内容不尽清楚，烦请惠予说明。

行动版：请说明合约第二页第七段所列的条款。

陈词版：谨遵指示，已将车篷饰品以航空快递交运。

生动版：我已经用航空快递寄出车篷饰品。您现在应该就快收到了。

陈词版：烦请得便尽早回覆。

生动版：我真的得在5月16日前收到你的回音，谢谢。

陈词版：谨此附上您索取的关于马普尔兄弟企业的资料。

生动版：这些就是您要的关于马普尔兄弟企业的资料。

陈词版：希望您能把握良机，享受订购纸箱的两成折扣。

生动版：我相信您了解这次纸箱的八折优惠会帮您省下一大笔钱，所以为什么不立刻订购呢？

陈词版：至盼阁下赞同此事，谨此拜上。

生动版：希望您和我一样都认为这是一项妥善的安排。

陈词版：鉴于我方难能取得零件...

生动版：我们很难取得零件，因此...

陈词版：根据我方记录，您的帐户中尚有322.76美元的余款未清。

生动版：您一张322.76美元的支票就能付清所有的帐款。

陈词版：请惠于告知是否同意所定之日期。

生动版：见面的日期排在12月14日，您方便吗？

其他一些陈腐的文句还包括：

Along this line

At hand (your letter)

Attached(or enclosed)please find

I wish to state

I hereby advise

I solicit your kind indulgence

In due course

Your order has gone forward

Under separate cover

Up to this writing

With your kind permission

Pursuant to your request

This is to inform you that

We wish to call your attention to

Above-mentioned(person,invoice,  
letter,etc.)

We are writing to tell you that

据此

展读阁下来函

随函附件，敬请查收

谨此陈述

谨此说明

拨冗阅信，不胜感念  
于适切时机

阁下订货悉经交运

另函交寄

直至今刻

承蒙惠准

谨依所求

随函通知

敬请察照

前述之(个人、出货  
单、信件等)

谨此告知

## 第五章 选择个人化的亲切称谓

信是人写给人的。即使是代表组织而且使用印有组织名称的信纸来写信，传递信息的那个人仍然是你自己。因此一般来说，你有充分的自由畅所欲言。

我们希望这也意味着你会把收信人当做有感情、活生生的人，而不是抽象拘谨的“敬启者”。稍早我们提到，人们在许多方面都是大同小异；多数都是讲道理且善解人意的斯文人。每一个人都有自我，这也就是说大家都希望在别人眼中的自己要来得比一般人更聪明，而且能被自己所服务的公司视为重要的资产。

了解这样的人之常情，一位业务经理怎么还会借由口述写出下面这封信，给公司数月来极力想争取客户？

Dear Sir:

This will acknowledge your order for 16 Multi-Craft belt sanders and 8 disc grinders. This order will be shipped promptly. Thank you for your business.

Yours truly,

亲爱的先生：

我们已接获您购买 16 具巧工砂带磨光机与 8 个盘式砂轮机的订单。所订货品将即刻交运，谨此感谢订购。

诚挚问候

这封信并没有什么不妥，所有必要的重点都照顾到了：收到订单、很快就会交货、谢谢。不过它还是让人觉得若有所失，少了那份“我特地写给你”的亲切。因实际情境而异，可以有不同的、更友善的写法。以下就是把焦点集中在亲自拜访过客户的那位业务代表所拟出的修正版：

Dear Mr. Rosetti:

Just last month Hal Milsap and I were talking about how we might persuade you to carry our Multi-Craft line of power tools at Four Corners

Building Supplies. Then this morning Hal strode in and handed me your order for 16 belt sanders and 8 disc grinders. I didn't get to keep it very long because Hal grabbed it, saying something about "getting these items on the truck this afternoon."

We're mighty happy, Mr. Rosetti, that a reputable store like yours has chosen Multi-Craft tools. I admit prejudice when I say that they're in a class by themselves, but I'm predicting that you'll have such success with them that you'll think I've been modest!

Hal will be in touch with you soon to see how he can help you with your display and promotion. And if I can do anything, just pick up the phone and call me.

Thank you—and good luck!

Sincerely yours,

亲爱的罗塞蒂先生：

上个月我还在同霍尔·米瑟商量，要怎样加把劲来争取您成为我们四方建材公司巧工系列电动工具的客户，结果今天一早就看见霍尔昂首阔步地走进我办公室，递上您购买16具巧工砂带磨光机与8具盘式砂轮机的订单。我可没有机会好好感受手握订单的成就感，因为霍尔一下就把您的订单从我手上拿走，嘴里还不闲着，直说：“今天下午立刻出货。”

罗塞蒂先生，像您们这样素具信誉的公司能够选用巧工系列的产品真是让我们欢欣不已。如果我自己说我们的巧工系列在业界是一枝独秀，那还真是有点老王卖瓜；不过我可以预见它们在您店里，一定能够畅销到您会认为我的自卖自夸反而是太过谦虚呢！

霍尔很快就会再跟您联系，看要怎样来帮您展示与促销巧工系列。如果有什么我能帮忙的地方，请尽管吩咐。



谢谢您，并祝您生意兴隆。

诚挚问候

第二封信无疑地会让罗塞蒂先生觉得自己与众不同，倍受尊重，而不只是另一个寻常的新客户罢了。此外，我们在第二封信里特别使用了“罗塞蒂先生”这样的个人化称谓，来添加一份亲切的感受。即使不是所有的信函，至少在大多数的信件里这种用法颇为贴切。但是当然也要小心，别滥用个人化的亲切称谓。

接下来另一封“敬启者”式的书信范例。事由是一位太太因财产税受到重复征收而去函税务机构后相关主管的回信。

Madam:

Enclosed check for \$378.88 is due you because of the duplicate payment of taxes on your property.

Yours truly,

这位太太您好：

由于重复征收您的财产税，随函谨附378.88 美元退税支票一张。

衷心问候

这封信当然不会触怒收信人，她的确如愿以偿地得到退税，不过为什么一定要把人家当做又一个无名的纳税人呢？为什么不试一试下面这样的写法？

Dear Mrs. Guilford:

You're entirely right—there was a duplication of payment of your property taxes. Both you and Oakdale Savings and Loan sent checks, and the enclosed \$378.88 is your refund.

This situation arises every now and then, Mrs. Guilford. Eventually, we discover the duplicate payment and mail a refund, but you speeded things up by calling the matter to our attention.

Sincerely yours,

亲爱的吉尔福德太太：

您完全正确，我们确实是重复征收了您的财产税。您和橡谷储贷银行都缴纳了同一笔税款。随信附上一张378.88美元退税支票。

类似的状况时而有之，我们终究会发现错误所在而补退税款。不过，吉尔福德太太，非常感谢您来函指出问题，让事情得以迅速地圆满解决。

诚挚问候

## 统一格式信件

当然，上面两组范例里的第二封信都得花久一点时间来写，而这一点往往正是许多人为自己不愿意多花心思写信所找的借口。然而在许多情况下，时间这个问题都能借着预先写好统一格式的范例迎刃而解，针对经常会遇上的状况拟定底稿，以后就只要就实际情境稍作修改即可。

譬如说，如果你是一位人事主管，经常收到许多的求职信，应征目前并无空缺的职位，你也许就可以利用以下这样的统一格式回函：

Dear \_\_\_\_\_:

I appreciate your letter in which you inquire about a position in our \_\_\_\_\_ department.

Unfortunately, (name), we have no vacancies in this department now, and I cannot predict when there will be one. Certainly, I will be pleased to hold your application and get in touch with you if the situation changes. However, I suggest that you continue your search for a position in other companies, rather than wait to hear from me.

I'm very grateful for your interest in Hutchinson-McGee, and I wish I could be more optimistic about employment opportunities. In any event, I hope you are successful in locating precisely the job you want in the \_\_\_\_\_ field.

Sincerely yours,

亲爱的\_\_\_\_\_：

感谢您来函应征敝公司\_\_\_\_\_部门职务。

然而非常抱歉，（收信人姓氏称谓），该部门目前并无任何职位空缺，而我个人也无法确定何时会有招募新人的机会。当然，我很乐意将您的履历资料存档，待适当时机再与您联系。不过我建议您与其等我的消息，不妨继续开拓在其他公司就职的机会。

我十分感谢您对我们哈钦森·麦吉公司的肯定，真希望我能在就职机会这方面提供您更乐观一些的消息。无论如何，希望您能顺利地在本领域里找到最适合自己的工作。

诚挚问候

你可以依据这个模式拟定许多统一格式信函，这样一来，就不用一一回信；大可以将收到的信件转交给负责打字的同事，附上便条指示“用第五号回函”或是“第五号回函，加附注：我们已经另函寄出你所索取敝公司最近一期的内部员工杂志”。

## 其他范例

以下的这一整段，列出了四组使用个人式称谓（亲切版）与省去个人式称谓（敬启版）的对照范例。

Dear Friend:

We have your request for a trial copy of *Cooking with the Experts*, which we recently published.

We regret to say that this book is temporarily out of stock. A copy will, however, go forward promptly when a new supply is available. This should be approximately April 10.

DIAMOND PUBLISHERS

Dear Mrs. Morley:

Thanks a lot for your interest in *Cooking with the Experts*.

It seems that this exciting new book is attracting a good deal more attention than we predicted, and at the moment there isn't a single copy left. Naturally, we ordered a new printing before we ran out, and we expect to receive copies by April 10. To speed delivery, I'm having your book sent directly from the printer, so you should have it by the time (or before) we get ours.

Bon appetite!

Sincerely,

*Martha Mallon*  
Martha Mallon  
Editor in Chief

范例一

敬启版 亲爱的朋友：

我们已接获你来信索取甫出版的《与名家共厨》一书的试阅本。

然而十分抱歉，这本书目前缺货。不过我们会在一收到新书后，预计是在4月10日前后，立即将书补寄给你。

钻石出版社

亲切版 亲爱的莫利太太：

谢谢您对《与名家共厨》这本书的兴趣。

这本令人赞赏的新书所引起的回响，似乎远较我们所预期的还要广大，因此目前连一本存货都没剩。当然，我们早在缺货前就已经让印刷厂加印新书，预计在4月10号前后可以完成。为了节省时间，我已经请印刷厂直接把书寄给您，所以说，您应该跟我们同时或甚至比我们更早收到新书。

祝您厨艺精进，用餐愉快。

诚挚问候

(亲笔签名处)

马莎·麦伦

总编辑

Dear Sir:

Regrettably, this organization is no longer supplying free tote bags to business show visitors, although Scribe ballpoint pens are still being made available for such events.

Upon receipt of an estimate of your requirements, shipment will be made.

Yours truly,

Dear Mr. Dunn:

I wish we could supply tote bags for your visitors to the Phoenix Business Show. However, we discontinued this practice a few months ago because the demand dropped to a trickle, leading us to believe that so many other organizations were supplying bags that ours weren't needed.

I'm pleased to say, however, that Scribe ballpoint pens are still being distributed without cost for affairs such as yours. If you'll let me know about how many you need, Mr. Dunn, I'll get them to you well before your opening on October 9.

I have hopes of attending the Phoenix Business Show; certainly, several of our people will be there. In any event, I hope it's the best ever.

Sincerely,

## 范例二

敬启版 亲爱的先生：

非常抱歉，我们公司已经不再赠送手提袋给参观商展的访客。不过我们仍旧继续提供书记型原子笔作为赠品。

一待收到您的需求单，我们会立刻把原子笔寄出。

衷心问候

亲切版 亲爱的邓恩先生：

我们很希望能够继续提供手提袋，便于您赠送给参观凤凰城商展的访客。然而在几个月前，我们已经停止了这项服务。原因在于所剩无几的需求量，让我们相信商展中

其他厂商提供了太多的手提袋，而我们实在没有必要再去锦上添花。

不过我还是很高兴能够告诉您，我们仍旧继续免费提供书记型原子笔作为商展的赠品。邓恩先生，只要您让我们知道数量多少，我会在10月9号商展开幕前把原子笔寄达给您。

当然我们公司也有代表出席今年的凤凰城商展，我自己也期待能够参加。无论如何，希望这次的商展空前的成功。

诚挚问候

Dear Ms. Osberg:

The button-tufted swivel chair (Naugahyde with chrome base) you inquired about is not available in sunset yellow, and it is regretted that your preference cannot be satisfied.

Yours truly,

Dear Ms. Osberg:

Thank you for your interest in our button-tufted swivel chair in Naugahyde with chrome base.

Although we do not have this chair in sunset yellow, there are four other colors that you might choose from: chestnut brown, black, moss green, and gold. I'm enclosing the sheet from our catalog on which all these colors are shown.

I'm hoping, Ms. Osberg, that the gold Naugahyde is near enough to sunset yellow to please you. Incidentally, the most popular color with our customers is black—very smart-looking in any office environment.

Please let me know if I can supply you with one of the colors mentioned. The price is \$169.95, with a discount of 10 percent on cash orders.

Sincerely,

## 范例三

敬启版 亲爱的奥斯伯格女士：

您所询问的诺嘉牌铬底扣边的旋转椅，经查并无夕阳红一色。未能符合您的要求，至感遗憾。

诚心致意

亲切版 亲爱的奥斯伯格女士：

谢谢您对诺嘉牌铬底扣边旋转椅的兴趣。

虽然这项产品并没有夕阳红这个颜色，还有其他四种颜色可以供您选择：栗棕色、黄绿色、黑色与金色。随函附上我们产品目录里的色彩展出页以供您参考。

奥斯伯格女士，我希望颇接近夕阳红的金色诺嘉旋转椅也能符合您的要求。而我们最畅销的颜色则是能够搭配任何办公环境的黑色。

请让我知道您是否有意选购上述的任何一种颜色。椅子的单价是169.96美元；如果您利用现金付款，还可以享受九折的优惠。

诚挚问候

Sirs:

Please return the Merlin compact copier that you claim arrived in a damaged condition. All shipping charges will be paid by us.

The damaged copier is being replaced by another one.

Very truly yours,

Gentlemen:

This afternoon I sent you a replacement of the Merlin copier by UPS, and you should have it by the time you receive this letter. I'm sorry the first shipment was damaged.

One of our representatives will drop by in a day or two to pick up the first copier you received. Thanks for your patience.

Yours very sincerely,

#### 范例四

敬启版 各位先生：

请将到货时有所损坏的默霖小型影印机寄回，运费概由我方负担。受损的复印机将立即汰换更新。

诚心致意

亲切版 各位先生

我在今天下午已经用快递寄出新的默霖小型复印机，您应该在接到这封信的同时也能收到机器。对于原先受损的那批货品，个人在此深致歉意。

我们会派遣专人在这一两天内前去贵处收回受损的影印机。感谢您的耐心等待。

诚心问候

### 商业书信里的“我”与“你”

也许你曾经听过这样的指示，说是在商业书信里要尽量避免“我”这个代名词，而应该反过来尽可能地多用“你”。许多的教科书都强调说好的作者一定要采取“你式写法”，隐“我”（作者本身）扬“你”（读者大人）。有些专家对于以“我”字起头的段落尤其感冒。

这样的准则根本就是无稽之谈。一封信里没有什么会比“我”来得更加个人化与更具亲和力，你应该像是在同朋友聊天一样，顺其自然地使用“我”。“你”当然也是一个应该经常出现在信里的好字，不过如果刻意宣扬，有时候反倒会显得自己高高在上似的。举例来说：

*You approach:* You will be pleased to learn that your application for credit has been approved.

*Natural:* I'm pleased to tell you that your application for credit has been approved.



你式写法 你会很乐于知道你信用贷款的申请业经批准。

自然写法 我很高兴能通知你，你信用贷款的申请已经被批准了。

我们认为上面这个“你式写法”稍有傲慢之嫌（你可真走运，我们伟大的公司核准了你的信贷申请）。“我很高兴能通知你”则赋予整个信息另一层不同的涵意（很高兴你能成为我们的信贷客户）。比较一下：

- 
1. *Your presentation at the workshop was very enjoyable, provocative, and valuable.*
  2. *I certainly enjoyed your presentation at the workshop. I found it very provocative and valuable.*
- 

- 
1. 你在研讨会上发表的报告十分有趣，引人深思且颇具价值。
  2. 我很喜欢你在研讨会上发表的报告。我觉得全篇观点引人深思且颇具价值。
- 

再比较一下：

- 
1. *You are to be congratulated on your promotion to product manager.*
  2. *I'm delighted to learn about your promotion to product manager, Congratulations!*
- 

- 
1. 阁下荣升生产部经理一职，颇值庆贺。
  2. 我很高兴得知您荣升生产部经理，恭喜！
-

最主要是不用步步为营地只有“你”而没有“我”。在自然的情况下，加上“你的”、“我的”、“我个人”这些代名词，彼此并用。

## “我们”与“我”

有时候在撰写商业书信时很难分清楚到底该用“我们”还是“我”。部分公司偏好“我们”，认为书信作者所代表的通常都是公司而非本人。然而在绝大多数的情况里，书信作者可以依自己的意愿进行选择。我们的建议是如果你想强调那份“我写给你”的亲切感觉，那就用“我”；而当你希望读者觉得还有其他人也了解你信里所传达的信息时，那就不妨用“我们”。比如说：

---

1. *I very much enjoyed your visit to my office last Tuesday. Enclosed are the materials I promised to send you.*

2. *Thank you for calling this situation to our attention, Mr. Culver. We appreciate your patience with us.*

---

1. 你周二来访让我感觉非常愉快。随信附上我答应寄给你的资料。

2. 卡尔弗先生，谢谢您的指正，让我们了解事情的真相。非常感激您的宽宏大量。

---

经常你会在同一封信里交互使用“我”与“我们”。

Dear Mr. Rambeau:

All of us at Lazarus Brothers have been highly pleased with the excellent service you gave us during the trucking strike. The situation called for great inventiveness on your part to see that we got the materials we needed. I really believe that we were the only contractors in this area who didn't have to shut down because of lack of materials.

For the whole crew here, I want to express sincere thanks for your performance during this difficult period. Thank you.

Sincerely yours,

亲爱的兰博先生：

我们拉扎勒斯兄弟企业的每一位同仁，对您在载货汽车车业罢工期间所提供的优异服务都十分满意。您在这样的情况之下，以过人的才智确保我们能够收到所需的材料。我相信我们是全区内唯一不用因为缺货而停业的承包商。

我个人谨代表所有的员工，向您在这次难关里的卓越表现致上诚挚的谢意。

衷心问候

另一个范例如下：

Dear Professor Strachan:

I enjoyed immensely your talk on supplemental benefit plans at AMA's Symposium on Life Insurance in San Francisco last week.

We are evaluating our voluntary benefits program here at Beckwith Corporation, and I know our group would find your ideas not only stimulating but extremely helpful in our planning. Is a copy of your paper available? If so, may we borrow it and reproduce it for distribution here? We'd be extremely grateful.

Sincerely,

亲爱的斯特罗恩教授：

我非常欣赏您在旧金山全美医疗学会人寿保险研讨会上，所发表关于辅助给付方案的演讲。

我们贝克威斯企业目前正在评估现行的自动给付计划，而我相信我们的审核小组会发现您的许多论点不仅深具启发性，而且对我们的规划工作大有帮助。不知道您是否备有讲稿的副本？如果有的话，我们会非常感谢您能借给我们复印，提供大家参考。

诚挚问候

接下来是一封写给来信赞许节目的观众的回函。

Dear Mrs. Guilford:

Thank you for your letter commenting favorably on our new television series, *America in Transition*. It is viewers like you that give us confidence that we are on the right track. Thank you also for your suggestions for future programs.

Sincerely yours,

亲爱的吉尔福德太太：

谢谢您来信嘉许我们的新节目，“变迁中的美国”系列。像您一样热心的观众，让我们对自己所从事的工作充满信心。同时也感谢您对我们未来制作节目时所提供的建议。

诚挚问候

这又是另一封写得不错的信。它具备了所有成功沟通的要件。不过我们还是觉得可以再稍加润饰。比比看上下这两封信：

Dear Mrs. Guilford:

How thoughtful you were to write us in praise of our new television series, *America in Transition*. Naturally I'm delighted to hear that you have enjoyed these programs—especially that you found them “provocative and stimulating.”

Your suggestion that we include programs on the arts is very appropriate. We have developed six new shows devoted to music, painting, photography, theater, dance, and cinematography. Beginning with “Music in America” these new shows will be aired on six consecutive Thursdays starting October 16 at 9 o'clock (EST).

We certainly hope you find these new shows equally entertaining and informative. In any case, we thank you for writing. Letters like yours always boost our spirits!

Very cordially yours,

亲爱的吉尔福德太太：

感谢您这样地体贴入微，特地来信嘉许我们新节目，“变迁中的美国”系列。我非常高兴您喜欢这些节目，尤其是您提到它们能够发人深省，鼓舞人心。

您让我们不要遗漏了美国艺术的这点建议真是鞭辟入里。我们已经录制了六个新单元，分别探索音乐、绘画、摄影、戏剧、舞蹈及电影。由“音乐在美国”打头阵，从10月6日开始，每周四早上9:00(东部标准时间)播出。

我们很希望您会发现新单元同样是娱乐与教育兼容并蓄。无论如何，我们感谢您的来信让我们信心大振。

由衷问候

## 第六章 强调正面意义

你所写的大多数信件，或多或少，都具有促销的涵意。这点我们虽然已经说过几次了，仍旧值得在此重复。你不一定是在推销某项产品，这样的信其实在所有的商业书信里所占的比例有限。不过每一位好的作者都懂得要在信里争取客户，建立友谊，说服读者接受某项观点（不论是道歉或是提案），或是为公司构筑良好企业形象。不管你怎么称呼它，机智、感情、友谊、热诚，还是任何一种你用来让别人认同自己的方式，都可以是一项销售技巧。

推销员学会的第一件事就是要积极乐观。如果你面对一位潜在客户却问她以下这样一个问题，那就别指望能够成交：“温普尔太太，您大概不会想要加入我们的有声书读者俱乐部的，是不是？”这样一来，温普尔太太大可以顺水推舟地回答说：“是的，你说的一点都没错。我的确不想加入你们的有声书读者俱乐部。再见”！

如果你换个方式这样说的话，那销售成功的几率就会大幅提升：“温普尔太太，我想您大概像很多人一样，非常喜欢看书却苦无足够的时间……”。温普尔太太听了可能缓缓点头表示同意，那你就能够趁势继续向她介绍，你们的有声书读者俱乐部可以怎样来解决她的烦恼。

在书信里强调积极的正面意义有四项主要的方式：

- 
1. 着墨于自己能够做到，而非无力完成的事。
  2. 避免使用负面的字句。
  3. 不要划地自限，只做该做的事。
  4. 把握适当的时机回信。
- 

### 着墨于自己能够做到的事

有些人似乎是天性悲观。以下是一些例子：

范例一 某家邮购商品公司在了一本全国性的杂志里刊登广告，促销定价 24.95 美元，有棕色、黄褐、黑色三种选择的旅行袋。黑色的旅行袋很快就被订购一空，不过 10 天后就会有新货补进。这个时候，该怎样回应那些来函订购黑色旅行袋的客户呢？

Dear Mr. Dillon:

I'm sorry that we are presently out of stock of black Nova flight bags and will be unable to fill your order at this time.

An order has been placed with the manufacturer in the color you want, but it will be at least ten days before we will receive shipment.

I trust this delay will not inconvenience you.

Yours very sincerely,

负面版 亲爱的狄龙先生：

非常抱歉，由于黑色的诺瓦旅行袋目前没有存货，我们无法立即处理您的订单。

我们已经向制造商订购了一批新货。不过至少要 10 天以后才能收到这批黑色的旅行袋。

我希望这次的延迟不会带给您任何的不便。

诚挚问候

注意这封信里的一些负面字句：“非常抱歉”（不论在什么样的信里，这都是蛮差劲的开头）、“无法”、“至少要 10 天以后”、“延迟”及“不便”。

Observe the negative words and phrases in the example above: "I'm sorry" (a poor beginning for almost any letter), "unable," "will be at least ten days," "delay," and "inconvenience."

Dear Mr. Dillon:

Thank you for ordering a black Nova flight bag.

The color you chose proved to be very popular, and we quickly sold all we had in stock. However, we've placed a rush order for more and are promised delivery within ten days. Yours will be shipped the same day our new supply arrives.

I know you'll be delighted with this unique carry-on flight bag, Mr. Dillon. It's not only very handsome, but incredibly rugged.

Yours very sincerely,

正面版 亲爱的狄龙先生：

感谢您来函订购黑色的诺瓦旅行袋。

您果然是独具慧眼，选择了最畅销的颜色。正由于订单不断涌入，我们目前并无存货。不过我们已经紧急订购了一批新货，十天内就可以收到。届时我们会立即把旅行袋寄给您。

狄龙先生，我相信您一定会喜欢这款风格独特的随身旅行袋，它不但好看而且还异常耐用。

诚挚问候

范例二 某位著名的大学校长应邀参加特拉华州教育学会于4月11日在多佛市举行的年会并发表主题演说。演讲的题目订为“新科技对教育的冲击”。这位校长因为同一期间必须前往欧洲而无法出席年会，于是去函说明并推荐校内高级主管担任讲者。

Dear Professor Kinkaid:

I regret that I will be unable to accept your invitation to speak at the Delaware Education Association convention on April 11. Unfortunately, I will be in Europe at that time.

If you would be willing to accept a substitute, I'm quite certain that Dr. Adele Josephson, vice president of administration, would be available. If this proves to be an unsuitable recommendation, I'm sorry.

Cordially yours,

Dear Professor Kinkaid:

Nothing would please me more than to give the keynote address at the Delaware Education Association convention on April 11. Not only are educators my favorite audience, but your theme is of special interest to me.



Several months ago, however, I made arrangements to attend the International Education Congress in Stockholm and will be out of the country the first two weeks in April.

May I suggest an alternate? Dr. Adele Josephson, our vice president of administration, is not only a well-known authority on new educational technologies (you may have seen her recent series of articles on this subject in the *Journal of Higher Education*) but an excellent speaker as well. I have discussed this assignment with her, and she showed much enthusiasm for it. You may write her directly if you wish.

In any event, I wish for you the best convention the DEA has ever had. I'm really sorry to miss it.

Cordially yours,

负面版 亲爱的金凯德教授：

十分遗憾，我无法接受您的邀请于月11日举行的特拉华州教育学会年会上发表演说。我在那段期间必须前往欧洲。

如果您愿意接受一位替代者，我相信敝校行政副校长，阿黛尔·约瑟夫森博士，是位理想人选。而如果这项推荐未能合您的期望，本人深致歉意。

衷心问候

正面版 亲爱的金凯德教授：

没有什么能比让我在4月11日举行的特拉华州教育学会年会上发表主题演说更叫我高兴的事了。这不只是因我最喜欢与教育工作者济济一堂，更因为我自己对您所定的会议主题深感兴趣。

只是在几个月前，我就已经排定行程，必须在4月份的头两周出国到斯德哥尔摩参加国际教育会议。

我是不是可以向您推荐一位替代的讲者？敝校行政副校长，阿黛尔·约瑟夫森博士，不仅是新教学科技这个领域的权威(你也许读过她在高等教育学会会刊发表的相关论文系列)，也是一位杰出的演说家。我向她提过这项工作，而她的回应也颇为热切。如果您觉得可以的话，不妨直接写信给她。

无论如何，祝您这次的年会空前成功。不克出席，真教我扼腕。

衷心问候

## 避免使用负面的字句

写信的时候尤其要注意，在提到人、事或原由动机时，不要加上会让人觉得不愉快的负面字句。以下是一些范例：

**Negative:** In your October 3 order, you *neglected* to specify the color of vinyl sheeting you require.

**Better:** Just let me know the color of vinyl sheeting you prefer, and I'll send the materials immediately.

**Negative:** Your *complaint* about the quality of paper used in the forms we supplied you is regrettable.

**Better:** I'm sorry that the quality of paper in the forms we supplied you *was not up to your expectations*.

**Negative:** You *claim* that you did not understand our discount terms.

**Better:** The terms of sale are described on the invoice we sent you, and perhaps you overlooked them.

**Negative:** You *obviously ignored* the assembly instructions accompanying the equipment.

**Better:** The assembly instructions accompanying the equipment are very specific about proper installation. Did you not receive them?

**Negative:** *Quite frankly, I am surprised at your insinuation.*

**Better:** Of course, I can't claim that we're infallible, but let me explain how this problem came about.

**Negative:** Your *alibi* for *skipping* the March payment on your promissory note ...

**Better:** Thank you for explaining why you did not make payment in March on your promissory note ...

**Negative:** I *dispute your assertion* that the merchandise we sent was *inferior*.

**Better:** Please look at the specifications on page 321 of our catalog. I think you'll agree that the shirts you received match them.

*Negative:* Surely you don't expect us to violate company policy by extending six-month credit terms to you.

*Better:* You will remember that we allowed you four months to pay for your October 23 order, which is the maximum permitted under our standard policy.

*Negative:* You should know by now that we need at least two weeks' lead time in filling orders for imported articles.

*Better:* As indicated in our catalog, we need at least two weeks' lead time in filing orders for imported articles.

*Negative:* If you had read our advertisement carefully, you would have seen that at least a year's field experience is required for sales representatives.

*Better:* As noted in our ad, at least a year's field experience is necessary for sales representatives.

*Negative:* You failed to enclose the check you referred to in your letter of May 10. Obviously, we can't credit your account until we receive payment.

*Better:* By the time you receive this, you will probably have discovered that the check you meant to enclose in your letter of May 10 was missing. No doubt, you have already placed it in the mail.

负面版 在您10月3日的那份订单里，你忘记注明乙烯床单的颜色。

正面版 请让我知道您喜欢哪一种颜色的乙烯床单，我会立即将订货寄出。

负面版 关于您抱怨我们的表单用纸品质低劣一事，我方深表遗憾。

正面版 对于我们的表单用纸品质未能符合您的期望一事，我个人在此深致歉意。

负面版 您宣称无法了解我们的优惠条款。

正面版 也许您在匆忙之间没有注意单上载有各项销售与优惠条款。

负面版 您显然是没有看到随产品附上的组合说明。

- 正面版 随产品附上的组合说明，很明确地载有安装的步骤。会不会是您没有收到那份说明？
- 负面版 老实说，我对阁下的含沙射影感到十分不解。
- 正面版 当然，我不敢说我们公司绝对没错，不过请让我向您解释整个问题的始末。
- 负面版 你为3月到期的本票跳票一事所编造的借口...
- 正面版 感谢您来函解释为什么尚未支付您3月到期的本票...
- 负面版 我必须反驳您对我们交货品质的批评。
- 正面版 请参阅我们产品目录第321页所列的各项规格。我相信您会同意您所收到的衬衫完全合格。
- 负面版 相信您不会指望我们能够不顾公司政策，将你的付款期限延长到6个月。
- 正面版 您应该记得我们答应给您4个月的期限，来支付10月23日交货的那笔货款，而这已经是我们公司政策规定的上限。
- 负面版 您不可能到现在还不知道，我们的进口货品至少需要两周的时间才能交货。
- 正面版 正如我们产品目录上所注明，我们的进口货品需要至少两周的时间才能交货。
- 负面版 如果你仔细读过我们的招聘启事，就应该知道业务代表至少要具备一年的相关工作经验。
- 正面版 正如我们的招聘启事所注明的，业务代表的应征者必须俱备一年以上的相关工作经验。
- 负面版 您并未依约在5月10日的来函里附上您所承诺的支票。很显然，在收到您的货款之前，我们无法让您再使用信用付款。
- 正面版 当收到这封信的时候，您大概已经发现您忘了在5月10号的来函里附上那张您一直想寄给我们的支票。相信这张支票现在已经寄出来了。

## 不要划地自限，只做该做的事

在回信的时候，比自己该做的再多付出一些，其实是一件惠而不费的好事。这些额外的付出不仅能够让你多交些朋友，也能使你自己在工作中觉得更加充实与怡然自得。下面的范例点出了我们所要表达的意思。

范例一 克赖顿艺术学院是一所私人的艺术博物馆。由于名字关系，不少年青人以为它是一所学校，经常写信询问课程与学费等信息。

Dear Miss Douglass:

The Creighton Academy of Art is not a school—it is a private art museum. Therefore, I'm afraid we can't help you.

Sincerely yours,

Dear Miss Douglass:

I appreciate your letter asking about art education at the Creighton Academy of Art.

Although our name does suggest that we offer art education courses, we are actually a private art museum. There are, however, several reputable art schools in the Philadelphia area that are accredited by the state. A photocopy of the art schools section from the state directory is enclosed.

Sincerely yours,

被动版 亲爱的道格拉斯小姐：

克赖顿艺术学院是一家私人艺术博物馆，并非一所学校。所以非常抱歉，我无法帮上你任何忙。

诚挚问候

积极版 亲爱的道格拉斯小姐：

谢谢你来信询问克赖顿艺术学院所提供的教育课程。虽然我们的名字让人直接联想到提供艺术课程的学

校，事实上我们是一家私人艺术博物馆。不过在费城附近的确有几所相当卓越的艺术学校。随信附上宾州电话簿里艺术学院一栏的复印本，提供你参考。

诚挚问候

范例二 七十岁的罗伯特·莱因侯德工程师即将从工作了四十八年的公司退休。在职期间，他经常提起一本大学时代用过的关于数学演算表的书，对他的工作有很大的帮助。可惜他遗失了这本书，而虽然常听他说要重新再订购一册，却一直忘了要这样做。朋友们于是想帮他买到这本书做为退休宴会上的献礼；可是没有人知道，连莱因侯德先生自己也不清楚，作者的真姓氏（好像是“舒尔茨”？）、出版年份（大概是1920吧？）与出版社。其中有位朋友写了封信给一家旧书商查询。底下就是回函的两种版本。

Dear Ms. Lomax:

I am sorry we cannot identify the book about which you wrote and therefore cannot help you. Certainly we have nothing that fits your sketchy description.

Yours sincerely,

Dear Ms. Lomax:

I have scoured our lists of out-of-print books very carefully, and I think I have a clue to the identity of the one you asked for. A book entitled *Practical Handbook of Mathematical Tables*, by J. W. Shurz, was published in 1919 by Eureka Publishing Company. It went out of print in 1932, and the publisher is no longer in business. At one time we had a few copies, but unfortunately we have had none for several years.

There are many dealers throughout the country who specialize in rare books, and you may wish to write some of them. I suggest that you visit a good library and ask for such publications as *The Atlantic* and *Publisher's Weekly*, which often contain back-of-the-magazine ads of rare book dealers.

Good luck!

Yours sincerely,

被动版 亲爱的洛马克斯女士：

非常抱歉，我们没办法帮您找到您要的书。我们的藏书没有一本符合您所提供的不全资料。

诚挚问候

积极版 亲爱的洛马克斯女士：

很仔细地查过了我们的绝版书目录以后，我想我应该知道您所询问的那本书的正确资料。有一家知喜出版社在1919年出版了由J.W.舒尔茨所著的实用数学演算表手册。这本书在1932年已经绝版，而知喜出版社也已解散。这本书我们从前还存有几册，可惜几年前都已经陆续售出。

全国还有其他绝版书的专门店，也许您可以试着与他们联系。我建议您找一家较具规模的图书馆，查阅像《大西洋月刊》或是《出版家周刊》这一类的杂志；通常在这些刊物的最后都会有绝版书商所刊登的广告。

祝您好运！

诚挚问候

## 把握适当的时机回信

迅速回信通常都是办事积极的具体表现，它让人觉得你乐于为人服务，尊重来信者的时间，而且希望对方能为你的效率留下深刻的印象。在商场上，有不少具备发展潜力的友谊与人际关系，就是因为耽误了回信的时间而无从建立。

当你在接获一封信以后，了解到自己没有办法于一个星期或是更短的时间以内给对方明确的回答，那就应该立即回函告知对方什么时候会有正式的回音。以下就是一个例子：

Dear Mr. Ireland:

Thanks for sending the sample cartons we are so eager to make a decision on.

Three of my colleagues who must see the samples before a final decision can be reached are attending a materials-handling seminar in Aspen this week. Then they plan to spend a couple of days at our Denver subsidiary.

I expect them back by November 14, and I hope we can get a decision that same day. I'll relay it to you by phone—I know you're just as eager to have this thing settled as we are.

Sincerely,

亲爱的爱尔兰先生：

感谢您把我们想尽快决定的纸箱样品寄来。

您的样品必须在我三位同事看过以后才能作正式的决定，然而很不凑巧，这三位同事整个星期人都会在亚斯本参加一项关于货品包装的研讨会。会议结束后，他们还会在我们的丹佛分公司停留两天。

他们预定在11月14号回到公司，而我希望我们在当天就能作出决定。一有消息，我会立即跟您电话联系，我了解您和我们一样都急着想把事情办妥。

诚挚问候

另一个范例如下：

Dear Ms. Rosmund:

Your proposal of Stroud as a site for our new Tulsa area distribution center caught me in the midst of a series of long-range planning meetings which will require my participation for the next several days—perhaps as long as two weeks.

Just as soon as I have a chance to study your proposal and share it with others here, I will write you.

Sincerely yours,



亲爱的罗斯蒙德女士：

您来函建议我们将杜撒地区的货运中心设于史特劳市的时候，我正忙着出席一系列的长程计划会议，可能将近会有两周的时间需要我全程参与。

一俟会后有机会研究，并与其他同事讨论您的提案，我会立刻写信跟您联络。

诚挚问候

但是，有的时候即使你都已经准备好了，立即回信也不见得是个聪明的选择。比如说，有一家新的广告公司来函毛遂自荐，某家制造厂商自告奋勇地提供你新产品的独家代理权，或是某位设计师建议你的产品采用一项她认为十分精巧的包装方式，而你对这些提案的答案都是“对不起”。你于是很快地把回信口述完毕后放入信封寄出。对方可能因此对你的立即回信印象深刻，但是同时他们也可能认为自己的善意被等闲视之，而你这个人故步自封，难以沟通。

所以说，当你必须婉拒自己无从帮上的忙，或者是用不到的产品或服务的时候，无妨延长一下回信的时间。如果你愿意的话，可以先回一封简短的信函：“感谢您来信提到……这件事有待仔细的研究。请容我稍后再与您联系。”然后一段适当的时间过后，大约是一个星期，你就可以正式地回函推谢。

当一位老客户要求一些在你权限以外而你无法答应的事，回信太快尤其显得不妥。稍微延长回信的时间，但是也不能拖得太久，这样客户才比较可能相信你至少花了心思，考虑过他的请示。

对待求职者也应该注意同样的事。接到履历表同一天就回函婉拒，会让合格的应征者觉得你们公司自恃过高，对他们不屑一顾。何妨顺延回信几天，但是也不能太久，免得耽误求职者继续往其他公司发展。

关于回信的时间还要记住一件事：当事关重大而且需要从长计议的时候，不要太快决定，仓促回信。先构思一份草案，别忙着寄出去，多研读几次，看看自己是不是很周全地考虑了各种情况以后，再清晰适切地拟就定稿。对许多高层主管来说，一封重要的信件在正式发函前重写过三四次是颇寻常的一件事。

## 第七章 使用正确的书信格式

商业书信的读者在真正开始读信之前就已经有不同的第一印象各自成型。信纸的品质、设计、本文的排列与书信的风格，都诉说着一家公司的形象。即使内容本身写得无懈可击，只要这些地方任何一处有瑕疵，书信的说服力就会相对受损。

### 信纸

信纸的品质视重量与材质而定。许多公司用的都是 20磅，含 25% 棉织的高级证券用纸来作为最常使用、印有公司名称等信息的首页信纸。有的公司以同样材质的 16磅纸作为标准。公司最高层的主管通常选用 24磅，棉织含量由 50% 到 100% 的高级证券纸来书写私人及社交信函。这种较为昂贵的纸类在少数几家极度重视品质的公司则被选为所有信件的用纸。

高级证券纸又有许多不同种类的表饰，像平面、萤光、纹状等等。你可以在标准的表饰里选一使用，也可以另外在信纸上设计浮水印。

最经济的是材质里含有亚硫酸盐，16或20磅信纸，这通常于大宗信件，例行公告(比如说是调价的通知)或是公司内部的备忘录。

当然，采用的信封和省略公司名称的续页用纸，都应该要能搭配首页信纸的材质与表饰。

### 颜色

白色是最常用的信纸颜色，而其他的淡色，像浅灰、微蓝、淡绿及古象牙色等，也相当受欢迎。如果客户很能接受的话，公司也可以选用其他颜色的信纸，例如粉红、桃色、淡紫与水蓝。

### 尺寸

头页信纸的标准尺寸是  $8\frac{1}{2}$  英寸  $\times$  11 英寸。有些经理级或更高层的主管喜欢用较小尺寸，像帝王式 ( $7\frac{1}{4}$  英寸  $\times$   $10\frac{1}{2}$  英寸) 或男爵

式( $5\frac{1}{2}$ 英寸 $\times$  $8\frac{1}{2}$ 英寸)的信纸来书写私人或社交信函。信封自然得配合头页信纸的尺寸,而一般标准信封的尺寸为 $4\frac{1}{8}$ 英寸乘以 $9\frac{1}{2}$ 英寸(即所谓的十号信封)。

## 风格

常见的书信风格有六、七种之多可供你选择(“风格”在这里指的就是“格式”)。虽然少数的一些企业会选定一种书信格式,要求全公司上下统一,要采用哪一种书信格式通常都还是由作者自行决定。最常用的格式则有半齐式、齐式与左齐式三种。

**半齐式** 使用这种格式的时候,日期与结语问候这两栏都是靠中间对齐;本文的每一段开头则空出五格(参考下页范例。)

**齐式** 齐式与半齐式大致相同,惟一的差异是齐式书信的正文每段都无须空格。

**左齐式** 在这样的格式里,信中的所有文字,包括日期、地址、信首的称谓、段落的开头、结语的问候,还有作者的署名等等,都必须靠左对齐。

## 各种格式的比较

第一种格式都有它自己的爱用者,我们在这里不去评断孰优孰劣。事实上,每一种格式都具备像范例所示的那种悦目的均衡感,无分轩轻。

## 留边与本文排列

信纸的左边界到正文部分应该留出至少一英寸的空白,右侧的留边大致上也应该等距(有人则认为要更宽)。如果信函的内容较为精简,大约只有前述范例一半的篇幅,那就应该把信纸两侧的留边加宽到两英寸以上。

信纸底端到正文部分的空白通常是两侧留边的一倍到一倍半;如果你用的不是印有公司名称的首末页而只是一般空白信纸,那顶端到正文部分的空白也要比照底端留边的尺寸(一般首



## Stateport Chamber of Commerce

Crystal Beach Road, Stateport, North Carolina 28461

February 19, 19--

Mr. Charles A. Greenlund  
1806 Devon Drive  
Clarinda, Iowa 51632

Dear Mr. Greenlund:

I'm delighted to learn that you and your family are thinking about spending your vacation this summer in Stateport.

Located at the southeastern tip of North Carolina, Stateport is the northernmost subtropical region on the East Coast--"where the pines meet the palms." Its stately live oaks and scenic waterfront give Stateport a small-town charm rarely to be found these days.

You won't find high-rise hotels or neon amusements here, but you will find opportunities galore to enjoy yourself. The town itself is right in the lap of the historic Cape Fear River and the Intra-coastal Waterway, and just down the road a piece is the beautiful Atlantic with 14 miles of wide, sandy beaches that are never crowded--a great place for swimming, surfing, collecting seashells, or just basking.

There are oceanside golf and tennis courts, and the fishing is unsurpassed--whether you prefer the surf, pier fishing, or angling from your own boat or one of the many charter boats for hire. and there are protected waters for sailing, fishing, and water skiing. Bike trails, miniature golf, water slides, and a dozen other fun things to keep the youngsters amused; and for the less adventure-some, there are historic sites and beautiful gardens nearby and museums only a short ferry ride away.

You'll find many places to stay in and around Stateport--from beach-front cottages to apartments to mobile homes in the piney woods. A directory is enclosed.

Really, the only way to truly appreciate what Stateport has to offer the vacationer is to come see for yourself. You'll receive a warm welcome!

Sincerely yours,

Ross T. Jessup  
Executive Director

fcd  
Enclosure

州港市商业公会

北卡罗莱纳州 州港市 晶滨路 28461

19.....年2月19日

查尔斯·格林伦先生

戴文道 1806号

衣阿华州 格莱霖达市 51632

亲爱的格林伦先生：

我很高兴得知您和您的家人计划在今年夏天前来我们州港市度假。

位于北卡罗莱纳州的东南角，州港市同时也是整个东岸最北端，“松榈共舞”的亚热带区域。壮丽的橡树林与如画的海岸风光，为我们的城市增添了一份如今已经难得一见的小镇风采。

您在这里找不到昂然雄踞的旅馆群，也没有霓虹闪烁的娱乐区，取而代之的是许多让自己与全家怡然自得的机会。整个州港市依偎在极具历史意义的怒角河与海岸运河交接处的怀抱里，往下不远就是秀丽的大西洋。绵延14英里，与人潮杂沓绝缘的海滩动静皆宜，适合游泳、冲浪、拾贝壳与日光浴。

沿着海岸还有高尔夫与网球场，而不论是矶钓、堤钓或海钓，都将会是您绝无仅有的愉快经验。我们还开放专人保护的水域提供您钓鱼、划水与航行帆船。越野车道、迷你高尔夫球场、高空滑水道和其他许多的好玩的设施则让小朋友们乐不思蜀。偏好静态活动的朋友在附近有不少美丽的花园与古迹值得拜访，搭乘短程的渡轮过河就有博物馆可以参观。

从海滨的小别墅到公寓和松林间的活动车房，州港市里外备有许多地方供您住宿。随函附上相关名录一份，请您参考。

其实要真正了解州港镇的好处，唯一的方法就是您亲自光临。我们衷心地欢迎您！

诚挚问候

罗斯·杰瑟普

执行董事

随信另含附件

页信纸的顶端留边都已经预设好了)。

至于书信的文字排列，现有的一些秘书手册都清楚地列有如何将正文部分平稳而集中地置于信纸上的准则。然而，大多数经验丰富的秘书只要概估一下自己速记下来的文字份量就知道要怎样来排列文字，让它们看起来就像框里的画一般地整齐均衡。

## 间距

一般的商业书信都是像范例所示地采取单行间距。但是要注意在每个段落之间，信内住址与称谓（“亲爱的格林伦先生”）之间，还有称谓与正文的首行之间都要空出一行。结语的问候（“诚挚问候”）与正文的末行之间则应该有两行的间距。虽然有人认为三行已经足够了，信中签名的空白间距多以四行为准。

在较短的信件里，比如说正文只有一两段的时候，使用双行间距也很美观大方（这并不包括信内住址这个部分）。使用双行间距时，段落之间当然就不必多空出任何行数了。

## 称谓

如果你知道收信人的姓名，那就应该直接把姓氏或名字用入称谓里。例如：

Dear Andy: (personal friend or close business associate)	亲爱的安迪： (通常只有私人朋友或熟识的生意 伙伴才会直呼名字)
Dear Mrs. Gibbs:	亲爱的吉布斯太太：
Dear Dr. Breedlove:	亲爱的布里德洛夫博士：
Dear Professor Quinlan:	亲爱的昆兰教授：
Dear Miss Diaz:	亲爱的迪亚茨小姐：
Dear Ms. Williams:(when you are addressing a woman whose marital status is not known or when you think this is her preference)	亲爱的威廉斯女士： (使用“女士”是因为你不清楚对 方的女性是否已婚，或是你确定 她喜欢这样的称谓)

如果你只知道对方的职称，像是采购经理、人事主任、总裁等等，或是根本就是毫无头绪的时候，可以使用以下的称谓：

Director of Personnel  
Leverett Products Corporation  
1112 N. W. Lovejoy  
Portland, Oregon 97209

Dear Sir or Madam:

人事主任  
莱弗里特产业公司  
拉福究颐路 西北段 115号  
波特兰市 俄勒冈州 97209

亲爱的先生/女士：

如果你不是写给个人，而是写给一个机构或公司，那就应该用这样的称谓：

Windsor Knitting Mills, Inc.  
295 Magnolia Avenue  
Spartanburg, South Carolina 29301

Ladies and Gentlemen:

温莎针织公司  
木兰街295号  
斯巴达堡 南卡罗莱纳州 29301

各位女士、先生：

附注：经过多年的广泛使用，“各位先生” (Gentlemen) 这个称谓在今天被认为带有性别歧视的意味，因此越来越多人使用“各位女士、先生” (Ladies and Gentlemen) 来取而代之。

## 结语问候

几乎所有的商业书信都会用到结语的问候。至于要选用怎样的字句，通常都由作者自行决定。

Sincerely,	Sincerely yours,	Very sincerely yours,
Cordially,	Cordially yours,	Very cordially yours,

Yours very truly,  
 Very truly yours,  
 Respectfully yours, (to one whose stature is awesome)

Best wishes,	Cheers!
Warmest regards,	See you in Phoenix!

亲切的结语问候	诚心谨致	诚挚问候	至诚问候
	衷心谨致	衷心问候	由衷问候

正式的结语问候	真诚拜候
	真诚致意
	诚敬拜候 (特别用于地位尊崇的收信人)

轻松的结语问候	祝如意	顺心愉快！
	温馨问候	凤凰城再见！

在典型的商业书信里，我们比较偏好有“诚挚问候”或“衷心问候”作为结语的问候。

For the typical business letter, our preferences are "Sincerely yours" and "Cordially yours."



## 使用空白信纸的书信

如果你是使用空白信纸书写私人信函，那就得在信纸的上端写下自己的住址与写作的日期。在半齐或齐型的格式里，这些信息应该置于接近信纸上端的中央部份。例如：

708 West Pine Street  
Midland, Texas 79701  
June 30, 19—

(Mr. Newton's address here)

Dear Mr. Newton:

假使你采用全齐型的书信格式，那自己的住址与写作日期就应该像下面的范例一样靠左与全文对齐：

Cambridge Court, Apt. 9-B  
4719 McPherson Avenue  
St. Louis, Missouri 63108  
February 16, 19—

(Ms. Young's name and address here)

Dear Ms. Young:

## 其他注意事项

有些人喜欢把信寄给公司而非个人，以确保回信。因为如果是指明个人，在这个人调职或离职的情况下，公司通常会把这样的信当作私人函件寄还作者本人。（事实上，这种作法已经日渐式微了。目前在收到写给离职员工的信件时，除非信封上注有“私人函件”，大多数的公司都会认定该信函与公司业务有关，毫不犹豫地拆信，在了解事由以后立即交办）。

## 敬启栏

以下的范例，点出了敬启栏在信里的位置：

**Plymouth Rock Manufacturing Company**  
412 Atlantic Avenue  
Boston, Massachusetts 02110  
Attention: J. P. Scovill, Chief Engineer  
Ladies and Gentlemen:

普岩制造公司  
大西洋街 412号  
波士顿市 马萨诸塞州02110  
敬启者：总工程师J.P.斯科维尔  
各位女士、先生：

请注意信里的称谓用的是“各位女士、先生”（不是“亲爱的斯科维尔先生”），因为这是写给公司整体而不是个人的信件。

## 主题栏

有时候，在信里特别注明事由主题可以方便对方迅速地处理你的信件。以下就是一个典型的例子：

**Ms. Olivia Moreno, Claims Supervisor**  
Pacific Marine Insurance Company  
643 Powell Street  
San Francisco, California 94108

Dear Ms. Moreno:

Subject: Claim No. MA—457972

I have just received your report concerning the ...

索赔部经理 奥利维亚·莫雷诺女士

太平洋船运保险公司

鲍威尔街643号

旧金山市 加州 94108

亲爱的莫雷诺女士：

主题：编号MA-457972索赔案

我刚接到您寄来的报告，关于……

## 署名

对男性来说，除非名字很容易被误解为一位女性，通常在署名的时候，只要签下姓名即可。比较一下：

Cordially yours,

*Daniel A. Speaker*

Daniel A. Speaker,

Cordially yours,,

*(Mr.) Loyce O'Donohue*

Loyce O'Donohue

不少人在署名的时候惯用缩写，或者在像上述的情形里，忘了清楚地点出自己的性别。这对你在回信给这些人的时候造成了不小的困扰。我们的建议如下：

M.G.Kroeger,

XYZ Corporation...

Dear M.G.Kroeger:

Loyce O'Donohue

ABC Company...

Dear Loyce O'Donohue:

对女性而言，有许多的署名方式可选择：

1. 如果她希望注明自己未婚：

Sincerely,

*(Miss) Melanie C. Prudhomme*

Melanie C. Prudhomme

Sincerely,

*Melanie C. Prudhomme*

Miss Melanie C. Prudhomme

2. 如果她认为没有必要注明自己是否已婚，可以用下列的方式：

Very sincerely yours,

*(Ms.) Judith Moscovitz*

Judith Moscovitz

Very sincerely yours,

*Judith Moscovitz*

Ms. Judith Moscovitz

3. 已婚或孀居的女士希望对方能够以“太太”来称呼自己，可以这样署名：

Yours very cordially

*(Mrs.) Sadie Watts Browne*

Sadie Wat's Browne

Yours very cordially,

*Sadie Watts Browne*

Mrs. Sadie Watts Browne

## 第 2 篇

# 询问信及相关回函

询问信是最常见的商业书信之一。通常一封询问信就意味着一次销售的黄金机会。也许收信人利用广告主动邀请读者、观众或听众来信索取免费样品或资料，也或许是广告本身就能引起别人足够的兴趣来函询问。有些询问信能带来让发信人和收信人皆大欢喜的结果，有时候反倒是来信询问的一方获利更多。

回信当然就要回答问题，提供信息或资料，回应特殊的请求，试着满足来信询问者的各项需求。

第二篇里收录了各式各样的询问信与相关的回函。

## 第八章 询问商品、价格、折扣与优惠

## 8-1

### Asking for a Free Catalog

#### Situation

To generate interest in its business gifts, a company takes an ad in the July issue of *Personnel International*, inviting readers to send for a free color brochure entitled "Premium Products."

#### The Letter

Ladies and Gentlemen:

Please send me six copies of your free catalog, "Premium Products," which was advertised in the July issue of *Personnel International*. I plan to keep a copy and send the remaining five to our regional managers.

Thank you!

Yours very truly,

#### Alternate Letter

Ladies and Gentlemen:

I am intrigued by your advertisement in the July issue of *Personnel International* concerning your free brochure, "Premium Products." This sounds like the answer to the eternal question, "What shall we give our outstanding employees when we want to reward them?"

I'd like six copies—one for myself and one for each of our regional managers in Hartford, Dallas, San Francisco, Miami, and Atlanta.

Thanks very much.

Sincerely yours,

## 第一节 索取免费目录——询问信

### 事由

某家公司为了吸引商务礼品的顾客，在 7 月号国际人事月刊上刊登广告，邀请读者来信免费索取最佳礼品彩色手册。

### 范例

各位女士、先生：

请依贵公司于 7 月号国际人事月刊上广告所载，寄给我 6 份最佳礼品的免费目录。我计划自己留 1 份，再将其余 5 份寄给我们分公司的经理参考。

谢谢您！

真诚问候

### 替代写法

各位女士、先生：

我对于贵公司在 7 月号国际人事月刊上的广告所提到的最佳礼品免费手册非常感兴趣。“最佳礼品”听起来似乎回答了这个老是让人烦心的问题：“要送什么礼物来奖励我们的杰出员工呢”？

我希望能有 6 份手册，1 份给我自己参考，另外 5 份给我们在哈特福德、达拉斯、旧金山，迈阿密及亚特兰大的分公司经理。

非常感谢！

诚挚问候



## 8-2

### Responding to a Request for a Free Catalog

#### **Situation**

See Letter 8-1 on the preceding page.

#### **The Letter**

Dear Miss Crandall:

In a separate first-class mailing, I am sending you six copies of our catalog, "Gifts Galore." I am very pleased that you want a copy for each of your regional managers.

The catalog "tells it all," so I do not need to expand on the gifts in this letter. I do want to say, however, that for quantities of 20 or more gifts we offer an attractive discount.

Please let me know if I can be of help in other ways.

Yours cordially,

## 第二节 索取免费目录——回函

事由 请参阅第八章第一节。

### 范例

亲爱的克兰德尔小姐：

我非常高兴得知您打算把我们的目录送给分公司的经理们；我正在安排将您所需的6份目录以第一类邮件另函交寄。

这份目录“包罗万象”，所以我不用在这里再向您介绍我们的礼品了。不过让我告诉您，一次订购20份以上的礼品还可以享受令人心动的优惠。

请让我知道是不是有任何我能够帮忙的地方。

衷心问候

## 8-3

### Requesting Free Products

#### **Situation**

The National Association of School Superintendents is holding its national convention in Atlantic City in August. The Executive Secretary of NASS, Patricia Keating, wants to prepare 500 kits that will be given to all the people attending. The kit will include such things as ballpoint pens, pocket calendars, toilet articles, and other items. Following is her request, sent to Ward Foster, President of The American School Supply Company, asking for ballpoint pens and pocket calendars. The response to this letter is on the next page.

#### **The Letter**

Dear Ward:

As you know, the National Association of School Superintendents is holding its annual convention at the Ambassador Hotel in Atlantic City (I know you always have an exhibit at these conventions). We are assembling products for a kit to be given to everyone attending. Last year you supplied 500 ballpoint pens and 500 pocket calendars.

Will you do the same this year? Our members prize these kits each year and look favorably on those who furnish the articles.

Please send the materials to me at the Ambassador Hotel in Atlantic City, Zip Code 08402. Thanks a lot!

Sincerely,

### 第三节 索取商品样本——询问信

#### 事由

全国督学协会将在八月于亚特兰大举行年度全国会议。协会的秘书长，帕特里夏·基廷女士打算为与会者准备总共 500 份，装有原子笔、袖珍型日历、梳妆用具等物品的会议资料袋。以下的范例就是她写给美国学校用品公司的董事长，沃德·福斯特的一封信，请他提供原子笔与袖珍型日历。福斯特的回信载于次页。

#### 范例：

亲爱的沃德：

如你所知，全国督学协会即将于亚特兰大的大使饭店举行年度会议(我了解你们公司每次都会在会议上举办展示活动)。为了帮所有的与会人士准备一份会议资料袋，我们目前正在洽询一些必要的用品。谢谢你去年提供的 500 份原子笔与袖珍型日历。

不知道你今年是不是也能慷慨赞助？我们的会员都很珍惜每年收到的用品，而且对于赞助的厂商都留下了良好的印象。

请将用品寄到亚特兰大的大使饭店给我，邮政编码是 08402。感激不尽！

诚心问候

## 8-4

### Responding to a Request for Free Products

#### **Situation**

See Letter 8-3 on the preceding page.

#### **The Letter**

Dear Patricia:

Within the next two weeks, I'll send you 500 ballpoint pens and 500 pocket calendars to the Ambassador Hotel in Atlantic City. Thank you for giving us this opportunity to help your organization which we very much respect.

As you know, we have an exhibit at the NASS convention each year, and I plan to attend the one in Atlantic City. I hope to see you there as well as many of my other friends.

With very best wishes, I am

Very sincerely yours,

#### 第四节 索取商品样本——回函

事由 请参阅第八章第三节。

范例：

亲爱的帕特里夏：

我在两周内就会把500份的原子笔与袖珍型日历寄往亚特兰大的大使饭店给你。非常谢谢你提供这个机会，让我们能为素来敬重的协会服务。

就像你说的，我们公司每年都会在会议上举办展示活动，而我自己也会参加今年在亚特兰大的展览。希望到时候能见到你和其他的许多朋友。

祝你一切顺心，谨此

至诚问候

**8-5****Asking About a New Product****Situation**

Jeanette Hines, Marketing Manager of Century Publishers, receives the following letter from a retail customer, Rita Barnes, Owner of Downtown Bookstore, about books on tape.

**The Letter**

Dear Ms. Barnes:

Please send me information about books on tape as well as information you have on playback equipment.

Thank you.

Very truly yours,

**Alternate Letter**

Dear Ms. Barnes:

Many of my customers have been asking recently about books on tape, and I know almost nothing about this relatively new product. I have an idea, though, that taped books may be a splendid item for my store.

I'll be grateful if you would send me literature concerning this exciting new (for me) market. I'd like not only to know which books are available on tape, but also want to inquire about tape-playback equipment that either you carry or know about.

Cordially yours,

## 第五节 查询新产品——询问信

### 事由

世纪出版社的行销经理，珍妮特·海因斯接到以下这封客户丽塔·巴恩斯，城区书店的老板，来信询问关于有声书的资料。

### 范例

亲爱的海因斯女士：

请寄给我贵公司有声书及相关播放器材的各项资料。

谢谢你。

真诚问候

### 替代写法

亲爱的海因斯女士：

最近我们有很多的客户向我询问关于有声书的信息，而我对这项较新的产品几乎是一无所知。不过我觉得，在我书店里销售有声书会是一项绝佳的尝试。

如果你能寄来一些关于这个新市场（对我而言）的资料，我会十分感激。不单是有声书的目录，我还想了解你们是不是也备有或熟悉相关的播放器材。

衷心问候



## 8-6

### Responding to a Request for Information About a New Product

#### Situation

See Letter 8-5 on the preceding page.

#### The Letter

Dear Ms. Barnes:

I am delighted to have your letter in which you ask about books on tape.

Today I am sending you a special brochure that we've just had printed, "Books on Tape," which contains an up-to-date listing and description of all our taped books. The number of tapes is expanding at an accelerating pace, and the market increases daily. I'll see to it that you are kept up-to-date on new arrivals.

I'm sorry I'm out of stock on the booklet describing the play-back equipment, but I'll get a copy to you right away—next week for sure.

Sincerely yours,

## 8-7

### Asking About a Product and the Name of a Dealer

#### Situation

Carefree Mobile Homes, Inc. placed an ad in *Mobile Homes Monthly* in which readers are invited to write for a free catalog. Richard Vannoy has been thinking about going into the mobile home business and writes asking for the free catalog and the name of a local dealer.

#### The Letter

Ladies and Gentlemen:

Please send me your free catalog, "Luxury Living," as advertised in *Mobile Homes Monthly*.

I am considering entering the mobile home market, and I would like to know the name and address of a wholesale distributor in the Visalia, California area.

Thank you.

Cordially yours,

## 第六节 查询新产品——回函

事由 请参阅第八章第五节。

### 范例

亲爱的巴恩斯女士：

很高兴收到您来信询问关于有声书的信息。

我今天就会寄给您一份我们刚出炉的“有声书的世界”，其中详尽地列出了我们最新的书目与简介。有声书目前问世的数目与速度可说是有如雨后春笋，而整个市场也是日益茁壮。一有新书推出，我就会立刻让您知道。

很抱歉，目前我们关于有声书播放器材的目录并无存货，不过我在一周内肯定能拿到一份寄给您。

诚挚问候

## 第七节 查询同行、经销商等信息——询问信

### 事由

自在流动房屋公司在《流动房屋月刊》上登了一份广告，鼓励读者来信索取免费目录。理察德·范诺伊打算从事销售流动房屋的生意，于是去函索取免费目录，同时查询关于当地经销商的信息。

### 范例

各位女士、先生：

请如贵公司于流动房屋月刊上的广告所载，寄给我“豪华生活”目录一份。

我个人正考虑进入流动房屋这个市场，因此很想知道在加州维萨利亚市附近的相关大盘经销商的资料。

谢谢您。

由衷问候

**8-8****Supplying Information About a Product and the Name of a Dealer****Situation**

See Letter 8-7 on the preceding page.

**The Letter**

Dear Mr. Vannoy:

Thanks very much for your letter requesting the catalog that we advertised in *Mobile Homes Monthly*. I placed the catalog in the mail this morning, first-class postage.

The nearest location of a Carefree Mobile Home outlet is Fresno, California. The owner of this outlet is Mrs. Muriel Overton, and I am certain she would be delighted to see you.

Enclosed is a copy of an article, "Are Mobile Homes the Answer to America's Housing Problem?" which appeared in *Business Week*. I think you'll enjoy it.

Very truly yours,

## 第八节 查询同行、经销商等信息——回函

事由 请参阅第八章第七节。

### 范例

亲爱的范诺伊先生：

非常感谢您来信索取我们在流动房屋月刊上所广告的目录。我在今天早上已经将目录以第一类邮件寄出。

我们自在流动房屋公司在加州离您那儿最近的经销商位于佛瑞斯诺市。我相信公司的负责人，缪里尔·奥弗顿太太会很乐意见您的。

随信附上商业周刊所刊载的“流动房屋是否为解决美国房屋问题的良策？”一文的影印件供您参考。我想您会喜欢这篇文章的。

至诚问候

**8-9****Asking About Prices and Discounts****Situation**

As Sales Manager for a company that does door-to-door selling, Donna Rowe wants to provide each sales representative with an eight-digit electronic calculator. Rowe saw one that she likes and wants to know about discounts on large orders and other details. See the response to this letter on the next page.

**The Letter**

Dear Mr. Wolfenberger:

We are considering providing each of our sales representatives with an eight-digit electronic calculator. Last week I saw a demonstration of your Model GH Wizard at the Boise Business Show, and I think it would fill our needs very nicely.

I understand that the Wizard retails for \$33.95. Is there a trade discount for companies that buy in fairly large quantities? Our initial order would be for about 80 units and reorders in perhaps lots of 20.

Not only do I need price information, but I also want complete details about service, warranties, carrying case—any information you think will assist me in making a decision.

Cordially,

## 第九节 查询价格与优惠条款——询问信

### 事由

身为一家采用逐户拜访方式的公司的业务经理，唐娜·罗计划为每一位业务代表准备一台八位数的电子计算机。罗看上一款不错的计算机，因此想进一步了解大批订购的优惠条款。相关回函载于次页。

### 范例

亲爱的沃尔芬伯格先生：

我们公司目前正在考虑为所有的业务代表每人准备一台八位数的电子计算机。而我上周在波伊斯的商展上看到贵公司GH魔法型计算机的操作示范，发现它很能满足我们的需求。

据我所知，魔法型计算机的零售价是每台33.95美元。大批订购的话是不是另有优惠呢？我们预计先订购80台的计算机，后续还会有几批每次20台的订货。

除了价格以外，我还希望能够了解关于售后服务、保修期限、套装携带方式等有助于我作出决定的各项细节资料。

衷心谨致

**8-10****Responding to an Inquiry About  
Prices and Discounts****Situation**

See Letter 8-9 on the preceding page.

**The Letter**

Dear Miss Rowe:

Your high opinion of our Model GH Wizard pleases me very much.

We offer a discount of 10 percent on orders of 40 or more calculators. I have enclosed an order blank if you wish to take advantage of this offer.

The enclosed booklet gives complete details about service, warranties, and the like. Actually, a carrying case is not necessary with the Model GH Wizard; the handsome, leather-like exterior of the Wizard not only makes carrying it convenient but gives it full protection.

Thank you for allowing me to supply you with this information, Miss Rowe. If I have left anything out, just call me collect at (415) 547-1060.

Cordially,

## 第十节 查询价格与优惠条款——回函

**事由** 请参阅第八章第九节。

### 范例

亲爱的罗小姐：

您对我们GH魔法型计算机的评价着实令人受宠若惊。

对于40台计算机以上的订货，我们公司提供九折的优待。随信附上一份订购单，方便您使用。

此外，我也随信奉上一本手册，对于售后服务、保修期限等各项资料都有详尽的介绍。事实上，我们的魔法型计算机并不需要携带用的护套；它本身美观的仿皮外壳不但便于携带更深具保护功能。

谢谢您，罗小姐，让我有机会为您提供这些信息。如果我还遗漏了任何您想了解细节，请尽管吩咐。我的电话是(415)547-1060。

衷心问候



## 8-11

### Requesting Advice and Product Inspection

#### **Situation**

The Administrative Services Manager of Faultless Insurance Company, David Morgan, faces a serious problem of inadequate office space. Morgan has seen an impressive office setup in which modular units have been installed. He now wants to visit the manufacturer of these units in Syracuse to see a display of different types of modules and to get advice from experts. Morgan will be accompanied by two other people. See the response to this letter on the next page.

#### **The Letter**

Dear Mr. Phillips:

The rapid growth of our company has made office space a real problem in recent months. Rather than buy or lease additional space, we believe our immediate problem might be alleviated by making more efficient use of the space we now occupy.

On a visit to one of our suppliers in Rochester (Landover Data Systems), I saw how well that company utilizes every available square foot without sacrificing privacy or efficiency. Mrs. Robbins, the Administrative Vice President, told me that the modular units installed there were purchased from you. She also said that you have many different types of modular equipment and suggested that I make a trip to Syracuse and talk with you.

Two of my associates and I would like to visit you and discuss our special problem. Would Wednesday, April 18, at 9:30 a.m. be a suitable time for you? If not, please suggest another date during the week of the 16th, and we'll arrange our plans accordingly.

We will bring with us the dimensions and layouts of three floors in our building. If there is any other information you need, please let me know.

Yours very sincerely,

## 第十一节 征询专业意见与要求参观商品——询问信

### 事由

至善保险公司行政经理，大卫·摩根面临办公室空间严重不足的问题。曾经对某处办公室所使用的标准隔断印象深刻，摩根打算前往雪城拜访这些标准隔断的制造商，参观不同种类的产品并征询专家的意见。与摩根同行的还有两位同事。相关的回函载于次页。

### 范例

亲爱的菲利普斯先生：

我们公司最近这几个月急速的业务成长，使得办公空间不敷使用。我个人相信与其购买或租用更多的场地，不如借着更加有效地利用现有的空间这样的方式来对付眼前的问题。

在拜访我们一家位于罗彻斯特的供应厂商时（兰德欧佛资料系统公司），我发现他们能够在不影响空间的私密性与工作效率的前提下，充分地利用了所有的办公场地。我从兰德欧佛的行政副总裁，罗宾斯太太那儿得知他们所使用的标准隔断是向贵公司所订购。她还告诉我你们有各种不同类型的标准隔断，并且建议我跑一趟雪城直接与你们洽谈。

我和另外两位同事决定前往贵公司实地访谈。不知道4月18日，星期三早上九点半您是否有空？如果您不方便，请在同一周的16日选定适当的时间并通知我们便于安排行程。

我们会把公司三层办公室的平面配置与尺寸的资料一并带去。如果还有什么需要我们准备的，请让我知道。

真诚问候

**8-12****Responding to a Request for Advice and Product Inspection****Situation**

See Letter 8-11 on the preceding page.

**The Letter**

Dear Mr. Morgan:

By all means plan to visit us. April 18 at 9:30 a.m. is ideal. Several members of the customer relations section will join us for discussions and demonstrations. We'll be happy to have your people, of course.

As you suggested, it will be helpful if you bring the dimensions and layouts of the three floors you are interested in refurbishing. We have a variety of acetate overlays that will be useful in deciding on your exact needs.

If you are flying, give us your flight number, airline, and time of arrival in Syracuse. I'd gladly meet you at the airport and drive you to our building.

Very Cordially yours,

PS: I am happy to know that Mrs. Robbins is so pleased with her new setup. We really enjoyed working with her.

## 第十二节 征询专业意见与要求参观商品——回函

事由 请参阅第八章第十一节。

### 范例

亲爱的摩根先生：

请您务必光临。时间订在4月18日早上九点半十分理想。几位我们客户服务部的同事也会加入这次的讨论与展示。对于您的来访，我们当然是竭诚欢迎。

正如您提到的，将贵公司预定要重新安排的楼层配置图与尺寸资料一并带来会很有帮助。我们备有各式的描图纸可以依照您的需求做出精确的规划。

如果您计划搭机前来，请告知我们您的航空公司、班机编号及到达雪城的时间。我很乐于前去机场接您到我们公司。

由衷问候

附：我很高兴得知罗宾斯太太对新安装的标准隔断感到满意。能为她服务让我们觉得非常愉快。

## 8-13

### Asking About Training Materials

#### **Situation**

Leonard Ducey, Training Director of a large company, has been asked to arrange a series of communication seminars on listening, writing, and speaking for top executives. At a recent professional meeting, Ducey heard a speaker refer favorably to a new multimedia program on listening. He decides to write the publisher (specifically, the editor in chief) to obtain information on the listening program and to find out whether other communication materials are also available. See the response to this letter on the next page.

#### **The Letter**

Dear Sir or Madam:

Our speaker at this month's Society for the Advancement of Management meeting mentioned that you have developed an excellent program of instruction on listening.

I am arranging a series of communication seminars for our top executives, which will include instruction in writing, speaking, and listening. I am especially interested in your materials on listening, but would welcome information about programs you may have on writing and speaking as well.

The seminars will begin October 16, so I don't have a lot of time to choose the materials. Would you therefore rush this information to me? I would be very grateful.

Sincerely yours,

### 第十三节 索取训练器材——询问信

#### 事由

伦纳德·杜西是一家大企业人事训练主任，最近奉命为公司的高层主管们安排一系列关于口语、写作与倾听等沟通技巧的研讨会。在一次专业会议上，听到某位演讲者推荐一套多媒体的倾听技巧训练教材以后，杜西决定写信给这家出版社的总编辑，索取相关的资料并查询是否还有其他人际沟通的教材。出版社的回函载于次页。

#### 范例

亲爱的先生/女士：

我们工商管理协会这次月会的专题演讲者在会中提到贵公司出版了一套相当出色的倾听技巧训练教材。

我目前正着手为公司的高层主管们规划一系列的研讨会，提供口语、写作与倾听等沟通技巧的训练课程。我对于贵社关于倾听技巧的教材特别感兴趣，此外也想了解你们是不是也备有关于写作及口语沟通的训练教材。

由于研讨会即将于10月16日举行，我实在没有太多的时间来选择适用的教材。因此是否能麻烦您尽速地将资料寄给我？非常感谢。

诚挚问候

## 8-14

### Supplying Information About Training Materials

#### Situation

See Letter 8-13 on the preceding page.

#### The Letter

Dear Mr. Ducey:

I'm sending you immediately a copy of "A Guide to Effective Listening," along with an instructor's manual, a sample tape, and a booklet describing other aids for the instructor.

You'll see that the basic textbook is programmed—that is, it can easily be used for individual instruction with immediate feedback and reinforcement. In addition to the textbook, there is a set of tapes on which conversations, directions, speeches, discussions (meetings), and other oral communication situations are recorded. Although this program can be used without an instructor, many companies prefer group instruction under the leadership of a teacher. The instructor's manual provides day-by-day classroom procedures and methods of evaluating performance.

I think this program may be just right for the listening segment of your communication seminars, Mr. Ducey. It is being used by hundreds of business firms and government agencies, and the reactions we've received have been most enthusiastic.

We're in the process now of putting together a similar program on writing. Publication is scheduled for March of next year—a bit late for your first seminar, but perhaps in time for the second or third. I've made a note to send you a set of these materials just as soon as they are released. A prepublication flyer is enclosed.

At the moment, we have no publishing plans in the area of speaking, Mr. Ducey. Have you seen *Speaking Out*, which is published by New Dimensions Press? I understand it is a multimedia program and is being favorably received by users. The address of New Dimensions is 2000 Sheridan Road, Evanston, Illinois 62201.

Thank you for writing.

Cordially,

## 第十四节 索取训练器材——回函

事由 请参阅第八章第十三节。

### 范例

亲爱的杜西先生：

我立刻就会为您寄出《专心倾听技巧指南》这本教科书，同时附上教师用参考手册、教学录音带各一份，以及一本介绍各式辅助教材的目录。

你会发现这本实用的教科书采取循序渐进的学习方式，不但方便个别教学，同时更具有立竿见影的学习成效。全套教材除了教科书以外，还有一组录音带详实地记录对话、指示、演讲、讨论及会议等各种口语沟通的实况。虽然这套教材也可以用于自修，许多公司还是偏好由教师引导上课的方式。教师用手册为您每天上课的程序与评鉴学习成效的方法提供了最佳参考。

杜西先生，我个人相信这套教材非常适用于贵公司沟通技巧研讨会的听力部分。数以百计的民营企业与政府机关都采用过这套教材，而我们所收到的反馈可谓是佳评如潮。

我们目前正在编辑一套类似的、关于写作沟通技巧的训练教材，预定在明年3月份出版。很可惜，这套新教材赶不上您第一次的研讨会，也许它在贵公司第二次或第三次的会议能够躬逢其盛。我已经特别记了下来，要在教材正式推出的同时寄一套给您。随信附上预先制作的宣传单，请您参考。

关于口语沟通的教材，我们目前并没有既定的出版计划。不过，杜西先生，不知道您是否听过新向度出版社的《直言无妨》这套教材？据我所知，这套多媒体的口语沟通教材颇受使用者的肯定。新向度出版社的联络地址是：雪瑞丹路2000号，伊凡斯顿市，伊利诺斯州，62201。

感谢您的来信。

衷心谨致



## 8-15

### Asking for Detailed Information on a Service

#### **Situation**

Ads in recent issues of *Fortune* invite readers to join a publisher's Executive Book Club. You are interested in learning how well your field of personnel administration is represented or whether there is a special club for personnel executives. See the response to this letter on the next page.

#### **The Letter**

Ladies and Gentlemen:

I have two questions about the Executive Book Club that you are advertising in *Fortune* magazine.

1. What proportion of the books published by the club are in the personnel field?
2. Do you have book clubs especially for those in personnel administration? Thank you for your help.

Sincerely yours,

#### **Alternate Letter**

Ladies and Gentlemen:

I notice that Executive Book Club advertisements in *Fortune* feature books over a wide spectrum of management. I am considering joining the club, but I'd like some information.

My area of special interest and responsibility is personnel administration. Generally, what portion of the books that members may choose from is in the personnel field? Or do you perhaps have other book clubs in specific management disciplines, including personnel management?

I would be very grateful for answers to these questions and any other information you can provide.

Very truly yours,

## 第十五节 查询服务细节——询问信

### 事由

《财富》杂志上的广告邀请读者加入某家出版社的高层主管读书俱乐部。你很想知道自己的专长领域——人事管理，占这个俱乐部书单里的比例有多少，同时也想知道是不是有专为人事主管规划的读书会。相关回函载于次页。

### 范例

各位女士、先生：

关于贵社在《财富》杂志上所广告的高层主管读书俱乐部，我有两点问题请教。

1. 俱乐部里有多少比例的书是关于人事管理的呢？
2. 贵社是否有专属人事行政主管的读书俱乐部呢？感谢您拨冗回覆。

诚挚问候

### 替代写法

各位女士、先生：

我注意到贵社在《财富》杂志上所广告的高层主管读书俱乐部，含括了管理这个范畴里各个领域的书籍。我正在考虑，想要加入这个俱乐部；不过还需要一些其他的信息。

我个人的专长与权责都在人事管理这个领域，因此我想了解，一般在会员可以选择的书单里有多少与人事相关的书籍？还是你们有各种特定的管理领域，包括人事管理专属的读书俱乐部？

我十分感谢贵公司能回答我这两个问题或提供其他的各项信息。

由衷问候

## 8-16

### Supplying Detailed Information on a Service

#### **Situation**

See Letter 8-15 on the preceding page.

#### **The Letter**

Dear Mr. von Hoffritz:

I am delighted to know that you are interested in our Executive Book Club and am happy to answer your questions about it.

Between 30 and 40 new books in the field of management are made available each year to the members of the Executive Book Club. And, as you have mentioned, the topics treated vary widely. From four to six of these pertain specifically to personnel administration; in addition, a similar number of general management books embrace some aspects of personnel management.

Although we have several specialized book clubs—for example, accounting, computer sciences, and marketing—there isn't yet one in personnel administration. The decision to set up a specialized book club, is, of course, based entirely on demand, and it is possible that we will one day establish a club in personnel. Certainly, there is a growing interest in this field.

The circular enclosed contains complete information about the Executive Book Club. Please note that the average price of books distributed by the club, if purchased separately, is about \$35. However, as a member you would pay only about three-fourths that amount.

I do hope you will want to become a member of the Executive Book Club, Mr. von Hoffritz. You can do so by filling out the coupon on the back of the circular. If you join now, you'll receive absolutely free one of the popular handbooks on page 3.

Yours very truly,

## 第十六节 查询服务细节——回函

事由 请参阅第八章第十五节。

### 范例

亲爱的冯·霍夫瑞兹先生：

我很高兴得知您对我们的高层主管读书俱乐部感兴趣，当然也很乐意回答您的问题。

每年我们高层主管读书俱乐部的会员有 30 到 40 册左右，关于管理的新书可以选读。而正如您所提到的，书籍的主题包括各个领域，不一而足。不过其中大约有四到六册直接与人事管理有关；此外，还有另外四到六册，关于管理概论的书籍也都对人事管理作不同层面的探讨。

虽然我们确实有几个专业的读书俱乐部，比如说会计、电脑与营销，目前却并没有专属人事管理这项领域的读书会。是否成立另一个专业的读书俱乐部当然得视市场的需求量而定，所以说我们将来也许会成立一个人事管理的读书会。不容置疑的，当今对这个领域的兴趣正逐日增长。

随信附上的手册对关于高层主管读书俱乐部的各项信息有详尽的解说。请注意，如果您单独分册购买，一本书大约要 35 元。而我们的会员通常只要付 3/4 的价钱就能买到同一本书。

冯·霍夫瑞兹先生，我非常希望您能成为我们高层主管读书俱乐部的会员。您只要填妥手册背面的申请书即可。如果您现在加入，还可以免费选择手册第三页所列的畅销书做为赠品。

由衷问候

## 第九章 征求同意复印出版物

## 9-1

### Requesting Magazine Reprints or Permission to Reproduce

#### **Situation**

Charles Maloney, Marketing Director of Pinnacle Products Corporation, is planning the company's national sales conference, which all sales personnel attend. Maloney is very impressed with the article, "The Sale Doesn't Stop with the Order," which appeared in the May issue of *Marketing Horizons*. He decides to write to the editor of the magazine asking if reprints are available and, if not, permission to reproduce the article. See the response to this letter on the next page.

#### **The Letter**

Dear Mr. Taylor:

We are having our national sales conference in Birmingham on August 10, and the theme this year is "Winning Sales Through Service." I was much impressed with the article, "The Sale Doesn't End with the Order" by Cynthia O'Brien, which appeared in the May issue of *Marketing Horizons*.

Are reprints of this article available? If so, I would like 90 copies at your regular reprint rate. If reprints have not been made, may I have your permission to reproduce the article? I would, of course, include the author's and publisher's name and other information you require.

Cordially yours,

## 第一节 洽购出版物影印本或征求同意进行复印——询问信

### 事由

颠峰产业的营销主任，查尔斯·马洛尼正着手规划全公司所有业务代表都将出席的国际销售会议。马洛尼对于5月号的《营销地平线》杂志所刊载的“订单并非销售的终点”一文印象非常深刻。他决定写信给杂志社的编辑，询问是否有这篇文章的影印本可供洽购，如果没有的话，他也希望能够征得同意进行复印。相关回函载于次页。

### 范例

亲爱的泰勒先生：

我们的公司即将于8月10日在伯明翰市举行国际销售会议，主题定为“以服务创造业绩”。我十分欣赏刊载于5月号的《营销地平线》杂志上，辛西娅·奥布赖恩女士所撰写的“订单并非销售的终点”一文。

不知道贵社是否备有这篇文章影印本？如果有的话，我希望以一般的定价购买90份影印本。如果没有影印本可供洽购，我是不是能征求贵社的同意，直接复印这篇文章？我当然会在复印本上注明作者与出版社的大名，以及其他您认为必要的信息。

衷心问候

## 9-2

### Responding to a Request for Reprints or Permission to Reproduce

#### **Situation**

See Letter 9-1 on the preceding page.

#### **The Letter**

Dear Mr. Maloney:

Thank you for telling me how much you enjoyed the article, "The Sale Doesn't End with the Order." Reprints aren't available, but you have our permission to reproduce 90 copies of the article at 15 cents per copy.

Just make sure that credit is given: Reproduced with permission of *Marketing Horizons*, by Cynthia O'Brien.

I like the theme of your upcoming sales conference and extend my best wishes for a successful event.

Sincerely yours,



## 第二节 洽购出版物影印本或征求同意进行复印——回函

事由 请参阅第九章第一节。

### 范例

亲爱的马洛尼先生：

感谢您让我们知道您对“订单并非销售的终点”这篇文章的喜爱。虽然目前并没有影印本，但是我们同意让您以每份15分的版税价格来复印90份的文章影印本。

请不要忘了在复印本上注明：本文影印本经《营销地平线杂志》授权，辛西娅·奥布赖恩同意。

我很喜欢贵公司即将召开的会议的主题，也祝您这次会议顺利成功。

诚挚问候

## 9-3

### Requesting Free Reproduction Privileges of a Book Illustration

#### Situation

Madalene Strong has been asked to present a paper at a national convention on the preparation of annual reports—a paper that she plans to distribute to those attending. Strong wants to include in her paper a chart from a handbook, and she writes for permission to do so. See the response to this letter on the next page.

#### The Letter

Ladies and Gentlemen:

I have been asked to present a paper on the preparation of annual corporate reports at the annual convention of the Financial Executives Association in Salt Lake City on March 5.

I plan to make copies of my paper and distribute them to those present—about 50. May I have permission to include the chart on page 425 of *Handbook of Public Relations*, Second Edition, by Frank L. Selden? It's the best structure for an annual report that I have seen.

The paper in which the chart would appear will, of course, be distributed without cost and only to those attending my meeting. Certainly, I would make sure that full credit is given to the author and publisher. If you have a standard credit line that you require, I will be pleased to use it.

I'd be grateful for your approval of this request. If you would like a copy of my paper when it is reproduced, I'll be happy to send it to you.

Yours very cordially,

### 第三节 征求同意免费复制图表——询问信

#### 事由

玛德琳·斯特朗应邀参加一项全国会议，并就如何准备年度报告这个主题发表论文。斯特朗打算将论文分发给与会人士，并且计划在论文里使用一本手册中的图表，因而去函征求同意。相关回函载于次页。

#### 范例

各位女士、先生：

本人应邀出席3月5日于盐湖城举行的全国财务主管协会年度会议，并就如何准备企业年报一事发表论文。

我计划将论文影印分送给大约50位的与会者参考。我因此想知道是否能征得贵公司的同意，在论文里使用弗兰克·塞尔登所著，《公共关系手册第二版》，425页所列的图表？这份图表提供了我个人所仅见最佳的年报结构。

采用这份图表的论文当然是免费的，而且分送的对象仅限于参加我论文发表会的听众。而我也会确实地注明作者与出版社的大名。如果贵公司备有著作权标示栏的标准格式与文字，我也十分愿意遵循使用。

我会很感激贵公司应允我的请求，而假使各位不吝指正，我非常乐于在论文完成后奉上影印本一份。

由衷问候

**9-4****Responding to a Request for Free  
Reproduction Privileges****Situation**

See Letter 9-3 on the preceding page.

**The Letter**

Dear Mrs. Wrisley:

I appreciate your request to reproduce 50 copies of the chart that appears on page 425 of *Handbook of Public Relations*, Second Edition.

As soon as I received your request I talked with Mr. Selden. He has enthusiastically given us the go-ahead, feeling that the Financial Executives Association is the ideal group for this material.

Here is the credit line that you should use at the top or bottom of your reproduction: "From *Handbook of Public Relations*, Second Edition, by Frank L. Selden, published by HarperCollins."

Would you please send me a copy of your reproduction? Thank you.

Very sincerely yours,

#### 第四节 征求同意免费复制图表——回函

**事由** 请参阅第九章第三节。

#### 范例

亲爱的斯特朗太太：

感谢您来信查询是否能够影印五十份弗兰克·塞尔登所著，《公共关系手册，第二版》第425页所列的图表。

我一收到您的来信就立刻与塞尔登先生联系。他很热心地赞同您的请求，认为全国财务主管协会将是他作品的理想读者。

请将下列的著作权标示文字注明在您大作的上端或底部：“资料来源：弗兰克·塞尔登所著，哈泼·科林斯出版社，《公共关系手册，第二版》”。

可不可以请您寄一份论文给我们呢？谢谢。

诚心问候

**9-5****Requesting Reproduction Privileges for Commercial Use****Situation**

As Assistant to the Director Of Merchandising for a large franchiser, you are preparing a sales training manual for employees, which will be sold to the franchise stores. You write to the publisher asking for permission to reproduce one chapter from a book this company publishes, offering a royalty fee on each copy of the training manual that is sold. See the response to this letter on the next page.

**The Letter**

Dear Mr. Kauffman:

I am preparing a special training manual for retail sales employees in our 1620 franchised stores throughout the country. The manual, which will contain 256 pages, will be sold to the franchises at \$2.50, which is about half the actual production and distribution cost.

I would like very much to include in the manual the excellent chapter, "The Last Three Feet," from your book, *Practical Selling Techniques*, Third Edition, by C. A. Dowling. We expect to distribute about 12,000 copies a year and propose a royalty of 2½ cents on each copy sold. This would amount to about \$300 a year in royalties.

If this proposal is satisfactory to you, please let me have your concurrence in writing, along with information you require for copyright identification. We would not, of course, use your material in any other manner without your permission.

Cordially yours,

## 第五节 征求同意做商业用途的复制——询问信

### 事由

你是一家大企业的业务经理的助理，目前正在为公司的员工准备一份关于销售技巧的训练手册。而在完成以后，这本手册将会出售给公司旗下的签约经销商。由于这本要收费的训练手册打算列入某一本书里的一章，你写了以下这封信给出版那本书的公司，表明愿意支付版税以征求同意，准予复制。相关回函载于次页。

### 范例

亲爱的考夫曼先生：

我目前正在为敝公司分布全国1620家加盟店的业务代表们编辑一本专业训练手册。这本预计有256页的手册将以每册2.5美元的价格售予我们的加盟店。而这个价格大约是实际产销成本的一半。

我发现贵公司所出版，C.A.道林所著的《实用销售技巧，第三版》里“最后三尺”这一章的见解十分精辟，我很想将它列入敝公司的训练手册里。我们预定每年发行12 000本的手册，并在此提议支付贵公司每册2.5美分，亦即每年总计300美元的版税。

如果您对这项提案满意的话，请来信告知，并请同时让我们知道贵公司所定的著作权标示栏的格式与文字。没有您的同意，我们当然不会以任何形式复制使用贵公司的版权著作。

衷心问候

## 9-6

### Responding to a Request for Reproduction Privileges for Commercial Use

#### **Situation**

See Letter 9-5 on the preceding page.

#### **The Letter**

Dear Miss Christie:

The arrangements you suggested in your recent letter concerning "The Last Three Feet," from C. A. Dowling's book, *Practical Selling Techniques*, appear to be satisfactory.

The credit line on this section of your manual should appear as follows: "Reprinted by permission of C. A. Dowling, from *Practical Selling Techniques*, published by Vanguard Press. Further reproduction is prohibited."

Please send me two copies of your training manual when it is published, one of which I will forward to Mr. Dowling.

Very truly yours,



## 第六节 征求同意做商业用途的复制——回函

**事由** 请参阅第九章第五节。

### 范例

亲爱的克里斯蒂小姐：

关于复制使用道林先生所著《实用销售技巧》里“最后三尺”一章这件事，你在最近的来信里提到的安排颇令人满意。

在贵公司训练手册里采用道林先生文章的那一部分，请你注明下列的著作权标示：“本章业经原作者C. A. 道林同意复制，出自《实用销售技巧》，先锋出版社出版。严禁翻印”。

请在出版后，奉寄贵公司训练手册两本。我会将其中一册转交给道林先生。

真诚问候

**9-7****Requesting Permission to Reproduce  
Noncopyrighted Materials****Situation**

Dr. C. B. Ogden is a chemical engineer. He heard a paper presented by Katherine C. Mangum on dry storage of nuclear reactor fuel at a recent convention of the American Society of Chemical Engineers. He'd like a copy from which additional copies can be made and distributed to the company's engineers, who are debating the pros and cons of wet and dry storage of nuclear wastes. See the response to this letter on the next page.

**The Letter**

Dear Mrs. Mangum:

I was greatly impressed with your remarks at the recent ASChE convention in Baton Rouge. Certainly, your experience in the TVA project encourages me to suggest that we at Bolling Chemical take a closer look at dry storage. I'm afraid some of our people are not aware of the advantages you described.

Is it possible to obtain a copy of your report and reproduce, say, a dozen copies for our internal use? We're involved right now in discussions of waste control, and I think your report would provide valuable guidelines in our deliberations. We would not distribute the material outside the company without permission from you.

Perhaps you have plans to publish your paper in one of the trade magazines. If so, you may be reluctant to release it for our use. If that is the case, would you let me know where and when it is to be published? I'll want to order reprints as soon as possible.

Thank you for your excellent presentation and for your consideration of this request.

Yours sincerely,

## 第七节 征求同意复印未经版权登记的作品——询问信

### 事由

C.B.奥格登博士是一位化学工程师。在全美化学工程师学会最近的一次会议里，他听到了凯瑟琳·曼格姆女士所发表的，关于原子炉燃料干燥式储存法的论文。奥格登很想索取一份论文的影印本，便于他能多翻印几份分送给自己公司里正在辩论核废料干式与湿式储存法的正反优劣的工程师们参考。相关回函载于次页。

### 范例

亲爱的曼格姆太太：

我对您这次在巴敦罗吉市所举行的全美化学工程师学会会议上所发表的论文观点十分折服。您参与田纳西河流域水电能量开发计划的一席经验谈，鼓舞我向我们波林化学工业公司建议，应该要对干燥式储存法做更详实的评估。我想我们公司里有部分的同事还没有注意到您所描述的优点。

我是否能够向您索取一份论文的影印本，然后再翻印大约12份供我们公司内部参考使用？我们目前正在讨论如何处理核废料这个议题，而我相信您的论文能为我们提供宝贵的指导。没有您的同意，我们绝对不会在公司以外的任何场合散发您的论文。

也许您计划将论文发表在专业期刊上，而因此不方便将它先交由我们利用。果真如此，您是不是能让我知道论文将在何时何处出版？这样我就能尽快地订购影印本。

谢谢您那一次精彩的论文发表，同时也感谢您考虑我的请求。

诚挚问候

**9-8****Responding to a Request for Permission to Reproduce Noncopyrighted Materials****Situation**

See Letter 9-7 on the preceding page.

**The Letter**

Dear Dr. Ogden:

I have no objections to your using my paper delivered at the recent ASChE convention in Baton Rouge. Indeed, I am flattered that you think this material will be useful to your engineers. I have no publication plans for the paper.

Although not absolutely essential, I would appreciate your indicating on your copy the source of the material, such as: "From a presentation at the 1994 ASChE convention in Baton Rouge, delivered by Katherine C. Mangum."

May I have a copy of your reproduction when it is ready for distribution?

Cordially yours,

## 第八节 征求同意复印未经版权登记的作品——回函

事由 请参阅第九章第七节。

### 范例

亲爱的奥格登博士：

我不反对你使用我在巴敦罗吉市所举行的全美化学工程师会会议上所发表的论文。事实上，你认为我的论文对贵公司的工程师有所帮助这件事颇令我受宠若惊。我并没有计划要出版这篇论文。

虽然并非绝对必要，我还是感谢你能在影印本上注明论文的出处，例如：“翻印自凯瑟琳·曼格姆于巴敦罗吉市全美化学工程师学会会议上所发表之论文”。

此外，你是否能寄给我一份完成后的论文影印本？

衷心问候

## 第九节 征求同意复印演讲稿——询问信

### 事由

巴道夫企业的副总裁兼人事经理，卡门·戈梅斯前一阵子为全国事务管理协会凤凰城分会做了一次名为“奖金新诠”的演讲。他的演说受到听众热情的反响，全国事务管理协会凤凰分会的会长于是决定写信给戈梅斯，向他索取讲稿的影印本，准备在拷贝以后，分送给所有亚利桑那州全国事务管理协会的会员。

### 范例

亲爱的戈梅斯博士：

从我们全国事务管理协会会员所给您的热烈回响看来，您在10月7日会议上的演说表现真可以用“壮观”二

## 9-9

### Requesting a Copy of a Speech for Distribution

#### **Situation**

Carmen Gomez, Vice President and Personnel Director of Bardoff Corporation, recently spoke to the Phoenix NOMA Chapter on the topic, "A New Look at Incentive Compensation." The speech was enthusiastically received by the audience, and the President of the Phoenix NOMA chapter decides to write Gomez asking for a copy of the speech to be distributed to all the Arizona members of NOMA.

#### **The Letter**

Dear Dr. Gomez:

Judging by the fine reception our NOMA members gave you, I believe your presentation at our October 7 meeting was nothing short of spectacular. I thought they would never let you go in time to make your 11 o'clock flight!

Do you by any chance have a copy of your presentation that I can reproduce and send to all our members and other NOMA chapters in Arizona? I am confident that all these people will enjoy and profit by your remarks.

Thank you!

Sincerely,

## 9-10

### Responding to a Request for a Copy of a Speech for Distribution

#### **Situation**

See Letter 9-9 above.

#### **The Letter**

Dear Crom:

Here is a copy of my speech at the Phoenix NOMA Chapter on October 7. Make as many copies as you like.

I only wish that all my speeches would draw such favorable attention! Please extend my greetings to your NOMA members.

Best of everything,

字来形容。会后我还担心你会因为听众的热情而无从突围赶上你十一点钟的飞机呢！

不知道您是不是备有讲稿的影印本，可以让我复印并分送给我们的会员，以及其他亚利桑那州全国事务管理协会的所有会员？我相信大家一定会非常喜欢您的论文，并且受益匪浅。

谢谢您！

诚心谨致

## 第十节 征求同意复印演讲稿——回函

**事由** 请参阅第九章第九节。

### 范例

亲爱的克罗姆：

这就是我10月7日为全国事务管理协会凤凰城分会所做的演讲影印本。你想复印多少份都悉听尊便。

我多么希望自己每一次的演讲都能得到像你们那样温馨的反响！请代我问候全国事务管理协会的各位会员。祝

事事顺心

## 第十章 征询意见，安排会面

一般来说，当你为了洽谈生意或是要取得所需的信息而必须前往外县市出差的时候，都应该先以书信与拜访的对象联系，定好会面的时间；虽然这样做，对你来说是多了一项工作，但是却能让对方感到备受尊重。假使你一下子突然出现，别人很难弄清楚你究竟是要找谁。此外，预先定好约会还能为此节省时间。去函安排会面时，请注意下列几项原则：

- 
1. 如果对方并不认识你，记得确实表明自己的身份与来意。
  2. 如果会面的主要受益者是己方的话，尽可能让对方了解彼此都能因而受益。
  3. 明确地订出会面的日期与时间，不过要有弹性，方便对方的行程。
  4. 不论拜访的目的为何，信里的措辞用语都要斯文有礼。
-



## 10-1

### Asking to Visit Showrooms

#### **Situation**

The Director of Planning for a medium-sized corporation in Dayton visits a friend in a large downtown building, and is impressed with the intelligent use of space. She was told that there is a company that specializes in modular furniture. The firm has a special building in which modular furniture of various types is displayed. The Director of Planning decides to write the Tulsa firm, asking about visiting the company for more information.

#### **The Letter**

Gentlemen:

May I visit your building in Tulsa in which various office layouts, using modular equipment, are displayed? My schedule is very flexible, and I can come any time that is most convenient for you.

Thank you.

Yours very truly,

#### **Alternate Letter**

Ladies and Gentlemen:

A few days ago I visited the office of a large corporation in Dayton, and was much impressed with the layout of their various departments in which modular furniture is displayed. During my visit, I inquired about manufacturers of such equipment and was told that you have an entire building in Tulsa in which various modular fixtures and equipment are displayed.

I would like very much to visit your Exhibit Building. I can come to Tulsa any time that is convenient for you. If I do not hear from you to the contrary, I will plan to visit you on Thursday, March 8.

Cordially yours,

## 第一节 请求参观展示中心——询问信

### 事由

一家位于代顿市的中型企业的市场部经理，最近到市中心一幢办公大楼拜访了一位朋友。她对这位朋友办公室里精巧的空间运用留下了深刻的印象。人家告诉她有一家公司专营组合家具，并且有整栋的建筑专门展示各式各样的组合家具。这位市场部经理决定写信给这家位于杜萨市的公司，希望能安排时间前去拜访以便收集更多的信息。

### 范例

各位先生：

我是否能够前往贵公司位于杜萨市的展示大楼，参观采用组合家具的各式办公室配置？我个人的时间弹性十足，因此很乐于在各位最方便的时间前往拜会。

谢谢各位。

诚心问候

### 替代写法

各位女士、先生：

几天前，我拜访了我们代顿市内的一家大型企业，对于他们办公室里各个部门采用组合家具的配置与空间规划留下深刻的印象。我在拜会期间，特地向他们请教关于组合家具的制造厂商情况，从而得知贵公司在杜萨市设立了一整栋大楼展示各类的组合家具与设备。

我很想参观贵公司的展示大楼；我到杜萨市的时间当然也是以方便各位为主。如果各位方便随时接见，我预定在3月8日，星期四前往拜会。

衷心问候

**10-2****Responding to a Request to Visit Showrooms****Situation**

See Letter 10-1 on the preceding page.

**The Letter**

Dear Dr. Lomax:

I am delighted to know that you are planning to visit us on Tuesday, March 8. While I'm not sure about your arrival time, it doesn't really matter—the Exhibit Building is open at 8:00 a.m., so we'll be looking for you.

I hope you will be with us all morning because we're planning a special luncheon for you at the Omaha Club.

Sincerely yours,

## 第二节 请求参观展示中心——回函

事由 请参阅第十章第一节

### 范例

亲爱的洛马克斯博士：

我很高兴得知您打算在3月8日，星期四光临敝公司参观。虽然我不清楚您到达的确切时间，不过这其实并不要紧，因为我们的展示大楼在早上8点钟就会开放。我们随时恭候您的光临。

我希望您周四整个早上都有时间和我们一起，因为我们在奥玛哈俱乐部特为您准备了一顿午宴。

诚挚问候

## 10-3

### Asking for an Appointment to See a Computer Operation

#### **Situation**

George Kyme is a public accountant, and among his clients is a chain of six pharmacy stores. Kyme is alarmed at the increasing costs of record keeping in operating a pharmacy and is looking for a way to lower them. A magazine article calls attention to the growing popularity of computers in drugstores, and Kyme decides to write the author, requesting an appointment with her to learn firsthand about the applications of computers to small businesses.

#### **The Letter**

Dear Dr. Ruyle:

One of my clients is a chain of six pharmacies in the Greater Portland area. I was much impressed with your article, "Drugstores Control the Paper Blizzard," in the May issue of *The American Druggist*. You are right on target in saying that in some pharmacies about one-fourth of the owner's time is spent on paperwork.

I was especially interested to learn that drugstores are turning to computers for help. This may be the answer to my client's problem, and I would like to know more.

I will be in Seattle the week of June 18 on other business. Would it be convenient for you to see me on that day? If so, would it be possible for me to see a computer operation in one of your client's places of business? If you are free for a couple of hours on the 18th, please suggest a time and I'll be there. Please call me collect at (806) 257-1818.

Thanks!

Cordially yours,

### 第三节 请求安排电脑操作示范——询问信

#### 事由

乔治·凯姆是一位职业会计师，他的客户含括了一家辖有六间分店的药店连锁企业。由于近来药店档案管理所花费的成本不断高涨，凯姆一直在想办法降低成本。他注意到某份杂志里有一篇文章提及电脑管理药店这个领域日益普及的趋势。凯姆于是决定写信给那篇文章的作者，要求会面，便于获得关于电脑实际应用于中小企业的的第一手资料。

#### 范例

亲爱的陆丽博士：

我有一位客户是在大波特兰地区拥有6家营业点的药店连锁企业。我个人十分欣赏您刊载于5月号《美国药师》上的大作：疏解泛滥成灾的药店档件。您一针见血地指出，有些药店的老板每天要花四分之一的时间来处理文件工作。

我对于越来越多的药店转而求助于电脑管理这个趋势尤其感到兴趣。电脑也许正是我那位客户的问题克星，而我很想了解更多的相关信息。

6月18日我人会在西雅图洽谈生意。不知道您当天是否方便能够与我见面？如果方便的话，又是否可以麻烦您借用客户的办公室做实际的电脑操作示范？6月18日当天方便的话，请告诉我时间，我一定准时赴约。请利用对方付费的方式与我电话联系，我的电话是：(806)257-1818。

谢谢您！

衷心问候

**10-4****Responding to a Request for an Appointment to See a Computer Operation****Situation**

See Letter 10-3 on the preceding page.

**The Letter**

Dear Mr. Kyme:

I'll be pleased to see you when you are in Seattle. It happens that June 18 is ideal, and I'll mark my calendar "10:00-12:00—Kyme."

I plan to take you to two pharmacies here in Seattle that have a computer setup, as well as a real estate firm. I think you'll be amazed how the flow of papers has decreased dramatically in these businesses.

I'm scheduling an informal luncheon at 12:30, and I have invited Ms. Sharon Tibbets, Executive Secretary of NOMA, to talk with us about how computers have simplified the role of office managers.

Have a good trip!

Sincerely,

## 第四节 请求安排电脑操作示范——回函

事由 请参阅第十章第三节

### 范例

亲爱的凯姆先生：

我很高兴能够在西雅图与您见面。6月18日这个日期相当理想，我会在工作日历上标注：10:00~12:00；凯姆先生来访。

我计划带您参观西雅图市内两家实际运用电脑的药店与一家房地产公司。我相信在您了解这些企业因为使用电脑而巨幅削减了纸张文件的用量以后，一定会非常惊喜。

当天中午12:30，我还邀请了全国事务管理协会的秘书长，沙伦·蒂贝茨女士共进午餐，借此请她向我们介绍电脑的运用如何地简化了办公室经理们的行政管理工作。

祝您一路顺风！

诚挚问候



## 第十一章 其他询问信函

“其他”的询问信函包括：为了筹备会议而查询场地、住宿等信息，以及询问租屋、购屋、度假屋置产等信息。

**11-1****Asking About Conference Accommodations****Situation**

Gold Medal Insurance Company is planning a sales conference in October, and a suitable meeting place is under discussion. Outer Banks Conference Center in North Carolina has been recommended, but specific information about accommodations is required. You are asked to write for details concerning rates, facilities, services, and so on. See the response to this letter on the next page.

**The Letter**

Ladies and Gentlemen:

Several people have recommended Outer Banks Conference Center as a first-rate place for our regional sales conference in October.

Would you please send me full details on rates, meeting rooms, recreational facilities, food services, and so on. The following information will help you.

*Dates:* October 22 (evening) to October 27—five nights and five days

*Numbers:* 40 men, double occupancy  
8 men, single occupancy  
16 women, double occupancy  
9 women, single occupancy

*Food Services:* Three group luncheons—73 people  
Four dinners—80 people—with guest speakers

*Meeting Rooms:* One room large enough to accommodate 80 people  
Three smaller rooms, each to accommodate 30 to 40 people

*Equipment:* One 16 mm film projector, screen, one overhead projector, four chalkboards, four easels

I also want information on sports and other recreational activities, entertainment, tours, and so on.

Shortly after I receive this information, I will be in touch with you. May I hear from you no later than February 7?

Cordially yours,

## 第一节 筹备会议，询问场地、住宿等信息——询问信事由

金牌保险公司计划在10月召开一次业务会议，目前正在寻找适当的地点。有人推荐北卡罗莱那州的远堤会议中心，不过还需要进一步了解关于住宿等各项信息。你奉命去函询问住宿费用，会议设施与服务等种种细节。远堤会议中心的回函载于次页。

### 范例

各位女士、先生：

有几位朋友向我推荐远堤会议中心做为我们公司即将于10月召开的地区业务会议的理想场所。

贵中心是否能将收费、会议厅、休闲娱乐设施与餐饮服务等各项情况的细节寄给我参考？下列的一些关于我方会议资料应该对各位有所帮助。

日期：10月20日(晚上)至10月27日——共计五夜五天

人数：40位(男性)，双人房

8位(男性)单人房

16位(女性)，双人房

9位(女性)，单人房

餐饮：三餐团体午餐——73份

四餐晚餐——80人份(含演讲来宾)

会议室：80人以上会议一间

30至40人会议室三间

设备：16厘米影片放映机一台、投影机一台、黑板四块、板架四座。

我同时也需要运动等其他休闲娱乐设施与旅游信息。

我是否能在2月7日以前收到贵中心的回复？在我收到所有的资料以后会与各位联络。

衷心问候

**11-2****Supplying Information About Conference Accommodations****Situation**

See Letter 11-1 on the preceding page.

**The Letter**

Dear Mr. Watson:

We'd like very much to be the headquarters for your annual sales management conference October 22 to 27. You've chosen the ideal time, not only because of our ability to offer you all the accommodations you require, but also because of weather. It's a glorious time of year in the Outer Banks of North Carolina!

Complete information about Outer Banks Conference Center is given in the booklets I'm enclosing: "So You're Having a Meeting," "Getting to Know Us," and "Recreation Unlimited." When you look these materials over, I think you'll agree that Outer Banks Conference Center has it all.

Another advantage of the date you selected is that summer rates are still in effect. This means that all rooms are just a little less than half the winter rates that take effect December 1. (For rates, see the back page of "Getting to Know Us.")

We've had the privilege, Mr. Watson, of hosting meetings and conferences for hundreds of organizations such as yours; some of these are listed on page 2 of "So You're Having a Meeting." I'd like to share with you some of the letters I've received praising our excellent accommodations and our know-how in looking after our guests. You'll find us just as eager as you are to make your October conference the best you have ever had.

Please let me know just as soon as you can whether I should reserve accommodations for you. While the October date is open now, the situation could quickly change. In the meantime, if there's anything you would like to know that isn't covered in the booklets, please telephone me collect at (919) 453-9562.

Sincerely yours,

## 第二节 筹备会议，询问场地、住宿等信息——回函

事由 请参见第十一章第一节。

### 范例

亲爱的沃森先生：

我们中心非常希望能成为贵公司即将于10月22日到27日所举行的年度业务管理会议的所在地。您所选定的会期十分理想，这不仅是因为我们能够在当时充分的满足贵公司的各项需求，气候更是重要的原因。每年10月正巧是我们北卡罗林纳市最美丽的黄金季节。

关于我们远堤会议中心各项服务的细节，都详尽地列于随信所附的手册里，包括：您要开会吗？认识远堤与充分休闲。在您读过这些手册以后，我相信你会同意我们远堤会议中心的确是应有尽有。

贵公司会期的另一项优点是10月底仍然适用我们的夏季特惠价格。这也就是说，所有的房间费用比起从12月1日起生效的冬季定价要便宜一半以上（关于住宿的收费标准请参阅认识远堤的封底）。

沃森先生，正如您可以在“您要开会吗？”第二页读到的，我们多年来非常荣幸为包括贵公司在内，数以百计的知名企业与机构服务。我很乐于与您一齐分享远堤客户的来函，从信里您可以发现我们的住宿与专业服务备受赞誉。我们和您一样，都是十分热切地要把贵公司这次的10月会议规划的空前成功。

烦请尽快让我知道是不是该立即为您预定住宿的房间。虽然目前10月底仍有空房，但是情况可能随时改变。同时，如果您需要了解其他没有列在手册里的信息，请利用对方付费的方式与我电话联系，我的专线是(919)453-9562。

诚挚问候

## 11-3

### Asking About Housing

#### **Situation**

Harold and Beth Robinson are moving to Lexington, Kentucky from Enid, Oklahoma (Harold is being transferred to Lexington by his company). From a local realtor, the couple learned the name and address of a large real estate firm in Lexington (Century 21) and decide to write the firm a letter.

#### **The Letter**

Ladies and Gentlemen:

In October the company I work for is transferring me to Lexington (I learned about your agency from a local realtor).

Do you have literature on housing in the Lexington area? Beth (my wife) and I prefer suburban living—but not more than 40 minutes or so by train or bus from downtown Lexington. We'd like something in the \$100,000 range if that figure is not too low for prestigious housing. Also, we hope to live in an area where there is an excellent grade school and high school. We'd also be interested in shopping malls nearby and golf and tennis facilities.

I eagerly await your response.

Very truly yours,

### 第三节 查询租房信息——询问信

#### 事由

哈罗德·罗宾斯和他的太太蓓思即将从俄克拉何马州的伊尼德市搬到肯塔基州的列克星敦市（哈罗德奉派转调到列克星敦）。从当地的一位房地产经纪人那儿，这对夫妇得知列克星敦某家大型房地产中介公司（二十一世纪）的住址，因此决定去函询问相关信息。

#### 范例

各位女士、先生：

10月份我将奉派转调到列克星敦（本地的一位房地产经纪人向我推荐贵公司）。

不知道贵公司是否备有列克星敦地区房屋市场的资料？我太太蓓思和我比较喜欢市郊的居住环境，但是住处离列克星敦市中心最好不要超过40分钟的车程。我们的预算大约10万元左右。希望这个价钱对一幢不错的房子来说不至于太低。我们同时希望社区里有好的小学与高中；如果有购物市场与高尔夫及网球场在附近那就更理想了。

烦请尽速给我回复。

诚心问候

## 11-4

### Responding to a Letter About Housing

#### Situation

See Letter 11-3 on the preceding page.

#### The Letter

Dear Mr. Robinson:

Thank you for asking about housing in the Lexington area.

I'm sending you today a special catalog, which describes some of the housing in this community. I must, however, tell you that it's nearly impossible to describe available houses with any degree of accuracy; houses come on the market daily, and our catalogs can't keep up with the changes.

After studying your letter, I selected four possibilities, and I'm enclosing leaflets, which I have prepared especially for you. Of course, the information is sketchy at best. To really appreciate the houses described in the leaflets, you have to visit them.

I hope you and Mrs. Robinson will have an opportunity to come to Lexington soon. Please call on me when you arrive in Lexington. You may be sure that I'll take all the time necessary to acquaint you with the many possibilities.

Sincerely yours,

## 11-5

### Asking About Residence and Vacation Property

#### Situation

John Warren, from Minneapolis, is retiring at age 70. He has heard a good deal about the Coastal Georgia area as a place to retire. He saw an ad in *Travel* magazine placed by Coldwell-Banker describing the Coastal Georgia area and inviting readers to write for more specific information.

#### The Letter

Gentlemen:

I was intrigued by your ad in the September issue of *Travel* about the Coastal Georgia area, and I would like to have a copy of "So You're Planning to Retire."

Thank you for whatever additional information you would care to send me about this appealing area.

Yours very truly,



#### 第四节 查询租房信息——回函

事由 请参阅第十一章第三节。

##### 范例

亲爱的罗宾斯先生：

感谢您来信查询列克星敦地区房屋市场的信息。

我今天就会将一份介绍当地房屋市场的特别目录寄给您。然而我必须先请您了解，要精准地列出市场上待售房屋的所有信息几乎是不可能的。主要是因为每天都有新的房地产信息涌入市场，而我们的目录实在难以随时更新。

在仔细读过您的来信以后，我选出四栋房子并特地为您准备了说明供您参考选择。当然，说明里提供的资料有限，您必须要亲自前来参观比较才能真正了解房子的情况。

我希望您与罗宾斯太太很快能有机会到列克星敦来。届时请务必让我知道，我一定会竭尽所能的抽出所有需要的时间来为您两位服务。

诚挚问候

#### 第五节 查询购屋、置产等信息——询问信

##### 事由

住在明尼阿波利斯的约翰·沃伦即将年满七十岁退休。他听很多人说乔治亚洲的沿岸地区是很理想的退休居所。他最近也在旅游杂志上看到科德韦尔—班克房地产公司所刊登的广告，介绍乔治亚州的沿岸风光并邀请读者去函查询详细资料。

##### 范例

各位先生：

我对贵公司刊登于九月号旅游杂志上，介绍乔治亚州沿岸地区的广告深感兴趣，希望能索取一份“您计划退休吗？”的手册。

另外，也谢谢各位能就这个令人神往的地区再提供我其他更多的讯息。

真诚问候

**11-6****Responding to an Inquiry About Residence and Vacation Property****Situation**

See Letter 11-5 on the preceding page.

**The Letter**

Dear Mr. Warren:

I certainly appreciate your interest in the Savannah area of Coastal Georgia. Enclosed is a copy of our booklet describing this area entitled "So You're Planning to Retire."

The Coastal Georgia area is finally being discovered by the rest of the world. Not long ago, development was concentrated both north and south of us. These areas are considerably higher in density and property prices. Interest in this area, however, has been extremely high of late, and I can't resist saying that our time has come.

We are fortunate that we have a mild climate, which permits outdoor activity year round. Golf and tennis are very popular here—there are eight highly rated golf courses within less than half-hour away (three are located in the Coastal Georgia area) and many, many public tennis courts. Our waters offer some of the best fishing to be found; so enjoy the sport or the culinary delight of fish that someone else caught! The growing season is long, and gardeners delight in growing a wide variety of flowers and vegetables. While ours is not a subtropical climate, palmettos grow naturally here. We do have changes in seasons, but not in the extreme.

I have the feeling that this may be the ideal place for you. Property values are still reasonable, the tax rates low. You can expect the investment you make in the Coastal Georgia area to appreciate over the long term, as demands continue to increase for both retirement and vacation homes.

Coldwell Banker is the largest full-service real estate firm in southern Georgia; so I can assure you that you will receive outstanding professional services.

After you've read "So You're Planning to Retire," please write me. I'd like very much to hear from you.

Oceanic wishes!

## 第六节 查询购房、置产等信息——回函

事由 请参阅第十一章第五节。

### 范例

亲爱的沃伦先生：

我非常感谢您对乔治亚州沿岸萨瓦娜地区的兴趣，随信附上介绍这个地区的手册“您计划退休吗？”一份，请您参阅。

乔治亚州沿岸地区终于受到世人的瞩目。不久以前，各项开发计划都在本地的东部与南部地区集中展开，而这些地方的人口密度与房地产价格也因此而不断水涨船高。大家开始对我们沿岸地区给予高度的关注，让我忍不住要说我们乔治亚沿岸地区的时代已经来临了。

我们得天独厚的温和气候使得各项户外活动四季皆宜。高尔夫与网球在此地十分盛行——半小时以内的车程里有8座评价极高的高尔夫球场（其中有3座就在我们沿岸地区），公共的网球场更是多得不可胜数。我们的水域则将是您的绝佳渔场，在这里您可以尽情享受钓鱼的乐趣，或是品味从别人的收获而来的精致鲜鱼料理！适合农作物成长的季节长得让你可以悠闲地恃花植果。虽然我们并非亚热带地区，棕榈树却能自然生长。我们当然也有季节变化，不过却来得温柔婉约。

我可以感觉到这里正是您退休以后的理想居所。房价仍旧合理，税捐依然低廉。而由于对乔治亚州沿岸地区度假与退休设施的需求持续上扬，您在此地的投资升值指日可待。

我们科德韦尔——班克是南乔治亚州最具规模的全方位房地产公司，我因此可以向您保证我们拥有卓越的专业服务。

麻烦您在读完“您计划退休吗？”这本手册以后，来函与我联系。我很想了解您对我们的意见。

来自海洋的殷切问候！

## 第 3 篇

# 说明、确认信、通知书 与公告

## 第十二章 说明随函寄送的资料

当你利用邮寄的方式传递像支票、订单、出货单、帐单，以及期票等重要文件时，通常应该随件附上一封说明。这样你才有机会解释附件的内容与事由，同样要紧的是你可以将说明影印后留做重要的记录，以免往后自寻烦恼，记不清楚：“我到底有没有把合约寄给尼克尔斯呢？有的话，那又是什么时候寄的？”

## 12-1

### Transmitting Payment on Account

#### **Situation**

Marilyn Beck recently opened a hospital supply business and has arranged credit terms with Haywood-Kirby, a wholesaler. Beck has agreed to pay for her purchases in four equal installments of \$2416.40, and is now transmitting a check for the second payment.

#### **The Letter**

Dear Mr. Gussow:

Here is my check for \$2416.40, which represents my second payment. According to my calculations, the new balance on my account is \$7249.20. If your records don't agree, will you please let me know?

I'm having great success with two of your products—the Deluxe Breatholizer and the Travel-Ease walker. The Pender three-prong cane is just beginning to catch on.

Best wishes.

Very truly yours,

## 12-2

### Transmitting Final Payment on Account

#### **Situation**

As a new business owner, you have arranged 60-day credit terms with a supplier on a large order, the payments to be made in two equal installments. You have made the first payment on schedule and are now ready to transmit the second.

#### **The Letter**

Dear Miss Fogel:

Here is my check for \$1100.40, which is the final payment on my order of March 5.

Thank you for the courtesy extended me.

Cordially yours,

## 第一节 随函寄送付款支票

### 事由

玛里琳·贝克新近开设了一家医疗用品供应公司，并取得批发商海伍德——柯比公司同意以信用付款的方式向其采购。贝克答应分四期付款，每期付 2416.40 美元的货款，而以下就是贝克第二次付款的信函。

### 范例

亲爱的格叟先生：

随函附上我缴付第二期货款 2416.40 美元的支票 1 张。据我所知，我目前帐户里的余额应为 7249.20 美元。如果您的记录与此有所出入，请让我知道。

贵公司顶级呼吸器与行易步行辅助器销售情况极佳，而三叉手杖紧接其后也迎头赶上。

祝您一切顺利！

真诚拜候

## 第二节 随函寄送清款支票

### 事由

身为一位新的企业主，你向一位供应商大批进货，并谈妥以信用付款方式，分两期缴付货款。你已经按时缴了第一期款项，现在则准备将所有款项缴清。

## 12-3

### Transmitting Payment— Discrepancy Explained

#### **Situation**

You receive a statement from the Credit Manager (Irene Harlow) of Benson Corporation in the amount of \$1059.51. According to your records, however, you owe only \$979.74. Obviously, Harlow did not give you credit for merchandise you returned amounting to \$79.77; indeed, you were issued a credit memorandum for that amount.

#### **The Letter**

Dear Irene:

Enclosed is our check for \$979.74 in payment of the statement I received from you on December 11.

You'll see, Irene, that this amount doesn't jibe with your statement, which indicates that I owe \$1059.51. The reason for the difference, I'm sure, is that the credit memo issued to me on December 2 for \$79.77 had not been posted to my account at the time the statement was prepared.

If there is any question, Irene, please let me know. Otherwise, I'll assume that our records agree.

Best regards,



## 范例

亲爱的福格尔小姐：

随函附上1100.40美元支票1张，缴清我在3月5日定货的所有货款。

谢谢你的一切协助。

亲切问候

## 第三节 随函寄送付款支票并解释差额

### 事由

你收到本森公司信贷部经理艾琳·哈洛寄来的一份请款书，要求金额为1059.51美元。不过，根据你自己的记录，待偿金额应该只有979.74美元。很明显，哈洛虽然记得为了你前次的退货寄来一封确认信；却忘记在这次请款时，抵扣你那次退货的金额(79.77美元)。

### 范例

亲爱的艾琳：

根据我在12月11日接获的请款书，谨此附上979.74美元的支票1张缴付款项。

艾琳，我想你一定会发现这个金额与请款书所载的欠款金额并不相符。这项差额的原因，我相信是由于你在12月2日寄来的备忘录里所确认的79.77美元的退货金额，并未及时地被列入请款书里，确实扣抵。

如果有任何问题，请务必让我知道。而如果没有接获你后续的疑问，我会直接认定我们双方的帐目相符。祝

一切顺利

## 12-4

### Transmitting a Contract

#### **Situation**

Brad Crandall works for an automobile leasing firm. He has met with a customer, Margaret Fisher, who is treasurer of Penobscot Corporation, to draw up a contract between the two businesses. After all the kinks have been ironed out, Crandall sends the agreed-upon contract to Fisher.

#### **The Letter**

Dear Margaret:

The original and one copy of our leasing agreement are enclosed. I think this contract encompasses all the changes we talked about last week in Indianapolis. If you agree, please sign both copies and return the original to me. (An addressed, stamped envelope is enclosed.)

We look forward to a very cordial relationship between our two organizations. If you get to Indianapolis, Margaret, be sure to give me a ring. Maybe we can celebrate a mite at lunch or dinner which, I assure you, will be my pleasure.

Sincerely,

## 第四节 随函寄送合约

### 事由

布拉德·克兰德尔在一家汽车出租公司服务。克兰德尔日前与沛若思考特企业的财务长玛格丽特·费希尔会面，讨论双方合作的可能，并起草合约。协商解决了各项分歧与细节后，克兰德尔将双方同意的合约寄给费希尔参阅。

### 范例

亲爱的玛格丽特：

随函附上我们的租用协议书原稿及影印本各一份。我相信这份合约包括了我们上周在印第安那波里斯所讨论的各项修正条款。如果你觉得一切无误，请在两份合约上签字并将原稿寄还给我(请利用随信所附的回邮信封)。

我们对双方合作的愉快顺利寄望深切。如果你有机会再次造访印第安那波里斯，一定要记得给我个电话。也许我们可以共进午餐，高高兴兴地小聚一番。

诚挚问候

## 12-5

### Transmitting a Program Draft for Approval

#### **Situation**

Pamela Voiles is Executive Secretary of the Association of Life Underwriters, which is having its annual convention in Orlando on February 16—three months hence. Pamela has finished the rough draft of the program and wants the approval of the Association's President, Carl Martin, before releasing the program to the printer.

#### **The Letter**

Dear Carl:

At last all the pieces of the program for the February ALU convention are fitted into place, and I'm ready to turn it over to the printer when I have your blessings. The draft is enclosed.

I am especially pleased with the layout and typeface selection, and I hope you will like them too. Also enclosed is a sample of the paper (called antique gold), and I have picked a rich brown ink for the printing. Of course, the Association's logo will go at the top center of the cover page.

All the speakers and panelists have okayed my use of their names, titles, and topics assigned. I plan to print 500, more than enough for the number of people we expect, but the cost of an additional 150 is very little once we go on press.

If you want changes, just say the word. I've promised the printer that he will have the copy by February 3.

Cheers!

## 第五节 随函寄送议程草案以供审阅

### 事由

帕梅拉·沃丽斯担任寿险同业协会的执行秘书，负责筹备即将于3个月以后，2月16日在奥兰多市举行的年度会员大会。帕梅拉已经拟好了议程的草稿，准备在付印前先将议程送请协会会长卡尔·马丁审阅。

### 范例

亲爱的卡尔：

我们寿险同业协会2月会员大会的议程总算全部就绪了，我准备在得到你的同意与祝福以后，立即付印。随信附上的正是议程的草稿。

我尤其欣赏这次议程的版面设计与印刷字体，希望你也会喜欢。我同时还附上了用纸的样本（叫做金色古典），印刷的颜色则选用了深棕色。当然，协会的标志也会出现的首页上方的正中。

我也征得了所有的演讲者与研讨会出席人士的同意，将他们的大名、现职与讲题列入议程。我打算印500份的议程，远超过我们所预期的与会人数，主要是因为多印150份的成本极低，惠而不费。

如果你希望作任何的变更，尽管指示。我已经答应在2月3号前将底稿交给印刷厂。祝

心怡！

## 12-6

### Transmitting Materials Separately

#### **Situation**

See Letters 9-5 and 9-6 on pages 75-76. The training manual has been published and two copies are being sent separately to the publisher of the book from which a chapter was taken.

#### **The Letter**

Dear Mr. Kauffman:

Our *Training Manual for Salespeople* has just been published, and I am mailing you two copies in a separate package.

We are quite pleased with the result and hope you will like the way we handled the chapter from *Practical Selling Techniques*. Thanks again for your cooperation.

Very cordially yours,

## 第六节 说明资料已另批交寄

### 事由

请参阅第九章第五及第六节所载之事由与范例。其中提到的训练手册业已出版，由于引用某出版商版权作品中的一章，因此寄给对方两本训练手册。

### 范例

亲爱的考夫曼先生：

我们的业务人员训练手册刚刚出版，我现在正用另一批邮件，奉上两本训练手册，供您参考。

我们对手册的成果颇为满意，希望您也会喜欢我们引用实用销售技巧那篇文章的方式。在此感谢您的合作与支持。

由衷问候

## 第十三章 确认信

借由信件确认彼此同意的事项其实至关重要，尤其在双方的讨论涉及正式承诺的时候，像是提供特别的服务或价格优惠，预约重要事项，或是修改作业程序，重拟公司政策。

以下介绍的范例，部份是商业服务的使用者所写的，有的则是提供者可能会用到的。而撰写确认信，应该注意到下列这三项准则：

- 
1. 清楚地载明你所要确认的事项。
  2. 预留后续讨论的空间：收信者对双方约束的事项可能会有不同于你的解释。
  3. 不妨使用亲切一些的方式来传达信息：你应该与确认信的读者彼此熟识(至少事前你们双方都有过接触)。
-



## 13-1

### Confirming Oral Instructions

#### **Situation**

Several retail customers of Woodmore Paint Company have recently complained about defective spray nozzles on Velvetcoat, a popular brand of enamel. Helen Gilbert, one retail customer, telephoned Woodmore's adjustment manager, Louis Leslie, saying it was too much trouble to return the paint—that credit should be granted solely on the retailer's word. Leslie agrees with Gilbert and follows up the telephone conversation with a letter.

#### **The Letter**

Dear Helen:

Thank you for your suggestion about not returning the Velvetcoat paint cans to me. I agree with you completely, and I'm writing all our customers, telling them we'll take their word for the faulty cans and just to tell us how many.

Needless to say, I'm very sorry you've had so much trouble with the Velvetcoat brand. It's never happened before. But you can be sure we'll ride the manufacturer until this thing is settled. No solution, no more Velvetcoat!

Sincerely yours,

## 第一节 确认口头指示

### 事由

伍德摩尔涂料公司最近接获几位零售商客户的抱怨，“天鹅柔”这款畅销涂料的喷嘴出现瑕疵。其中一位客户，海伦·吉尔伯特打电话给伍德摩尔涂料的维修部经理路易斯·莱斯利，认为将瑕疵品寄回太过麻烦，要求伍德摩尔获取零售商的口头报告作为替换的依据。莱斯利同意吉尔伯特的建议，在双方通过电话后写了下面这封信确认。

### 范例

亲爱的海伦：

谢谢你建议我们不要麻烦零售商将“天鹅柔”涂料整桶寄回来给我。我完全同意你的看法，也正写信给所有的客户，请大家直接通知我们瑕疵品的数量即可。

“天鹅柔”为你带来了那么多的困扰，不用说，我当然是深感抱歉。虽然这是以前从未发生过的疏忽，不过你放心，我们一定会盯着工厂直到问题解决为止。没有改善，没有订单！

诚挚问候

## 13-2

## Confirming Prices and Discounts

**Situation**

Ronald Rietzke is a Sales Supervisor for National Builders Supply Corporation. On July 21 he received a telephone call from Joseph Minor, a retailer, asking about prices on Modu-Screen acoustical partitions. Rietzke quoted the prices on the telephone, and promised to confirm them in writing.

**The Letter**

Dear Mr. Minor:

Thank you for calling me on July 20. This will confirm our telephone talk about prices on Modu-Screen acoustical partitions. Here is the information I gave you during our discussion.

Partition dimensions	Regular price each	Special price each (12 or more)
4x4-foot straight	\$122.75	\$ 98.20
4x5-foot straight	\$132.00	\$115.50
5x5-foot straight	\$152.75	\$129.85
5x5-foot curved	\$191.00	\$152.80

The prices indicated apply to all four colors available in modacrylic partitions. All frames (clear and anodized aluminum) and hardware (end legs and top caps to match frames) are provided at no extra cost. These prices will be slightly higher after July 31.

I am prepared to send you the partitions you need upon receipt of your order, and I look forward to hearing from you.

Yours very cordially,

## 第二节 确认价格与折扣率

### 事由

全国建材公司的业务主管罗纳德·瑞兹克在 7月21日接到零售商约瑟夫·迈纳来电询问组合隔音帘幕的价格。瑞兹克除了在电话里报价外，还答应以信函确认。

### 范例

亲爱迈纳先生：

感谢您7月21日来电询价。这封信将确认我们上次在电话里讨论的关于组合隔音帘幕的各项价格。以下就是我们讨论内容的摘要：

帘幕规格	一般定价(单价)	优待单价(12组以上)
4 × 4尺直式	\$122.75	\$98.20
4 × 5尺直式	\$132.00	\$115.50
5 × 5尺直式	\$152.75	\$129.85
5 × 5尺弯式	\$191.00	\$152.80

合成纤维帘幕目前所具备的4种颜色都适用上述价格。所有的框架(电镀铝框)与五金配件(连接框架的脚架与头套)均随产品附送，不另收费。7月31日以后，价格将微调涨。

我已经准备在一接获您的订单，就立即将产品付运。期待您的联络。

由衷问候

## 13-3

### Confirming an Appointment

#### **Situation**

Ray Jordan, Vice President of Landover Chemicals, notices an advertisement in *Board Room* magazine for the Luxury XII helicopter and writes for the name of a dealer near Louisville. He receives in response the name of the dealer in Memphis, Kenneth Malone, and his telephone number. Jordan telephones Malone and is invited to Memphis to see the Luxury XII in person. Jordan is planning to visit Malone on August 8, and writes him regarding the visit.

#### **The Letter**

Dear Mr. Malone:

I enjoyed talking with you today about the Luxury XII helicopter. I plan to take you up on your invitation to visit Memphis, and your suggested date of August 8 is fine. I'm driving up on the 7th, and will stay at the Best Western Lakeland Inn. I plan to see you at 9:00 a.m. on Tuesday, the 8th.

The Luxury XII sounds very exciting. I hope someone on your staff will take me for a spin!

Cordially yours,

### 第三节 确认会晤的安排

#### 事由

兰德欧佛化工的副总裁雷·乔丹在“董事天地”这本杂志里注意到一则广告，推销豪华 XII 型的直升机。乔丹于是写信询问该公司在路易斯维尔市附近的经销商资料，从而得知肯尼斯·马隆这位经销商在孟菲斯的地址及电话。乔丹打电话过去，马隆借机邀请乔丹亲自到孟菲斯来参观直升机。乔丹接受邀约，计划在 8 月 8 日成行，并写了以下这封信确认会晤事宜。

#### 范例

亲爱的马隆先生：

很高兴今天能在电话里同你畅谈豪华 XII 型直升机。我打算接受你的邀请，前往孟菲斯拜访。日期订在你所建议的 8 月 8 日。我计划在 7 号开车出发并住在西方之最湖区旅馆。希望能在 8 日周二早上九点与你会面。

豪华 XII 型听起来十分令人期待。希望贵公司有人能带我翱翔一番！

由衷问候

## 13-4

### Confirming Travel Arrangements

#### **Situation**

J. D. Folsom, who owns four music stores in Wilmington, North Carolina, has just returned home after attending a convention of the Music Educators National Conference. It was there that Folsom met Cynthia Clinton, President of Worldwide Musical Instruments. Clinton extended an invitation to Folsom to visit Worldwide's plant in Shreveport, Louisiana, offering to pay for travel and other expenses. Folsom accepted the invitation, and the date for the visit was set for July 14. Later, Clinton plans the itinerary and confirms the arrangements.

#### **The Letter**

Dear Mr. Folsom:

I've made travel arrangements for your visit on July 14, and I'm enclosing your airline tickets. In brief, you leave Wilmington on US Air's Flight 220 at 11:30 a.m. for Atlanta, and arrive there at 1:30 p.m. You then take Delta's Flight 416, which departs at 2:00, arriving in Shreveport at 4:15 p.m.

I will meet your plane and take you to the Best Western Chez Vous Motor Inn, where you have a reservation. Our purchasing manager, Harold DiGarmo, and I will join you for dinner at the Chez Vous if this is convenient for you.

We'll be glad to see you and give you the grand tour of our plant.

Sincerely yours,

## 第四节 确认行程的安排

### 事由

J. D.福尔瑟姆在北卡罗莱那州拥有四家乐器行，最近刚参加过全国音乐教育会议。福尔瑟姆在会议期间认识了全球乐器公司的总裁辛西娅·克林顿。克林顿邀请福尔瑟姆到全国乐器位于路易斯安那州雪瑞港市的工厂参观，并愿意负担所有的旅行费用。福尔瑟姆欣然应允，预定于7月14日成行。克林顿拟好了一份行程，写信请福尔瑟姆确认。

### 范例

亲爱的福尔瑟姆先生：

我为您7月14日来访拟定了一份行程，同时也随信附上了您的机票。择要而言，您将搭乘美国航空公司220号班机，在当天早上11:30分由威明顿起飞，在下午1:30抵达亚特兰大。随后，您将在2:00转搭达美航空公司416号班机，于4:15飞抵雪瑞港机场。

我会在机场候驾，载您前往西方之最阙斯豪思汽车旅馆休息，我们已经为您在那里订了房间。稍后，如果您方便的话，我和我们公司的采购经理哈罗德·第葛莫将与您共进晚餐。

我们很高兴您能来访，更期待能带您好好的参观我们的工厂。

诚挚问候



## 第十四章 通知书与公告

每个公司与企业都会有新的措施与变动。而这些措施与变动经常都是借着信函来通知。这一个章节里包含了三封这样的范例：宣布新产品的问世、发布并购的消息与通知周年庆典事宜。

## 14-1

### Announcing a New Product

#### **Situation**

Lowe's, a wholesaler of building supplies, has just signed a contract with Monarch Paint Company, Inc., authorizing Lowe's exclusive distribution of the Monarch line of paints and varnishes in northern Utah. Martin Lowe, President of Lowe's, writes his better customers announcing the event.

#### **The Letter**

Dear Mr. White:

I am proud to announce that Lowe's has just signed a contract with Monarch Paint Company, giving us exclusive distribution of the Monarch line in northern Utah.

For years we have experienced tough going in paint and varnish sales because we were competing with Monarch products. Now it's a different story—why compete when there's a better way? This is indeed a happy occasion for us!

I've enclosed a color brochure, "Meet Monarch—the World's Best Paint." Please read it carefully, for it tells the story of Monarch's success much better than I could.

I am also enclosing an order blank for your convenience. Don't forget, your credit is unlimited at Lowe's, and we invite you to try out some of the Monarch brands. You won't be sorry!

Sincerely,

## 第一节 告知新增的代理商品

### 事由

建材批发商洛威公司最近刚与帝王涂料公司签订合约，取得帝王涂料系列在北犹他州的独家代理。洛威公司的总裁，马丁·洛威因此写信向他的忠实顾客宣布这项消息。

### 范例

亲爱的怀特先生：

我很荣幸在此宣布帝王涂料公司刚与我们洛威公司签约，授权洛威独家于北犹他州经销帝王系列的各项产品。

过去多年来，我们的涂料销售业务一直难以开展，主要原因正是与帝王涂料公司的激烈竞争。今时则大别于往日，为什么一定要竞争，合作不是更好吗？这次的签约实在是我们深值庆贺的快事！

我随信附上了一册彩色简介：“与帝王有约——世界顶级涂料”。希望您能抽空仔细阅读，因为手册叙述帝王涂料成功的故事远比我能描绘的更加精彩。

此外，我也附上了空白的订单方便您使用。别忘记，您在我们洛威享有无限的信用额度，我们因此邀请您试一试帝王系列的涂料。您一定不会失望的！

诚心问候

## 14-2

## Announcing an Acquisition

**Situation**

Payne-Wyatt recently purchased Rodeheaver Medical Publishing Company, a relatively small but prestigious publisher of both textbooks and professional publications in the medical field. Payne-Wyatt sends the announcement to all employees of both companies, to medical schools, and to medical libraries.

**The Letter**

Ladies and Gentlemen:

Payne-Wyatt is pleased to announce the acquisition of Rodeheaver Publishing Company, a long-time publisher of medical textbooks and books for practicing physicians.

We are immensely proud of this marriage of two important publishing houses—Payne-Wyatt and Rodeheaver. Rodeheaver was founded in 1932 by Douglas H. Rodeheaver, a distinguished medical professional who felt the need for modern textbooks for medical schools, as well as books for practicing medical men and women. For over 60 years, Rodeheaver has been the most successful medical publisher in the country. Its current president, Michael L. Rodeheaver, is the grandson of Douglas Rodeheaver and has continued to publish outstanding medical publications. It was Michael who launched the publishing of *Medical Innovations*, a sophisticated monthly magazine with a circulation of over 50,000 medical professionals, libraries, and hospitals.

We welcome Rodeheaver into the Payne-Wyatt family. Michael Rodeheaver will continue as President, bringing with him 22 editors and production specialists. The Editor in Chief is Samantha Wilcox, and the Manager of Production is Peter Alsop. Rodeheaver will continue in its location in Denver, but is expected to occupy our headquarters at 1246 Avenue of the Americas, New York City.

Sincerely yours,

## 第二节 发布并购的消息

### 事由

佩恩—怀特公司最近收购了罗德黑弗医学出版社。罗德黑弗的规模不大，但所出版的教科书与专业书籍在医学界声誉颇佳。佩恩—怀特为此寄发通知信函，向两家公司的员工、医学院以及图书馆宣布这项并购的消息。

### 范例

各位先生、女士：

佩恩—怀特很高兴在此宣布收购罗德黑弗出版社，这家历史悠久的医学教科书与临床参考书的专业出版商。

我们对佩恩—怀特与罗德黑弗这两家知名出版社的结合感到万分骄傲。1932年，杰出的医学专家道格拉斯·罗德黑弗先生创立了罗德黑弗出版社，专注于现代医学教科书与专业医师参考书籍的出版事业。60多年来，罗德黑弗一直是国内最成功的医学出版社。现任总裁迈可·罗德黑弗继承了祖父道格拉斯的事业，继续出版优秀的医学专业书籍，并且发行了《医学新象》这本精深的专业月刊，50 000份的发行量，罗德黑弗为众多的医界人士、医院与医学图书馆所选购。

我们非常欢迎罗德黑弗加入整个佩恩—怀特家族。迈可·罗德黑弗将续任总裁，并引进22位编辑与产品专家。总编辑由萨曼莎·威尔科克斯女士担任，产品经理为彼得·奥尔索普。罗德黑弗将继续在丹佛市营业，但可望入住我们位于纽约市美国大道1246号的总社。

诚挚问候

## 14-3

### Announcing an Anniversary

#### **Situation**

TimePlus Watch Company will celebrate its fiftieth anniversary on May 16. To commemorate the occasion, the president writes to a list of retail customers offering a special bonus.

#### **The Letter**

Dear Mrs. Fisher:

On May 16, TimePlus will celebrate its fiftieth anniversary, an occasion we think deserves some sort of celebration. At least, we're taking note of the event!

It all began in May 1944 in Ithaca, New York when the founder of TimePlus, Morton Reed, decided to take his "invention" to a prestigious clock maker. Thus began a revolution in watches. Mort Reed is now retired, but his name will forever be revered as the father of the country's most coveted watch. He was among the first to graduate from pocket watches to wrist and pendant watches for men and women, young and old.

As one of our valued customers, you are to be congratulated on helping America to identify the finest timepiece that money can buy. In recognition of this anniversary, we're offering a discount to our customers: Order one of our TimePlus watches at \$60 for just \$45! This special discount is good only through June, so act now.

Best regards,

### 第三节 推出周年庆典的特惠方案

#### 事由

优时钟表公司即将于 5 月 16 日庆祝成立 50 周年。为了纪念这个特别的日子，公司总裁写信向零售商推介周年庆典的特惠方案。

#### 范例

亲爱的费希尔女士：

5 月 16 日，优时钟表公司就要迈入成立的第 50 周年。我们相信这是一个值得庆贺的日子。至少，我们自己很在意这次的周年！

整个公司的故事得从 1944 年 5 月说起，在纽约州的绮色佳，优时的创始人莫顿·里德下决心将自己的“发明”送给一位知名的钟表师鉴定。一项钟表界的革命于焉揭始。莫老虽然已经退休了，但是他的名字将永远被尊为全国最受珍爱的手表之父。他率先跨越怀表的旧时代，引领男女老幼进入腕表的新纪元。

身为我们重要的客户之一，您协助举国的消费者找到财富所能买到最好的计时器，实在是功不可没。为了庆祝这次的周年，我们特地为客户提供优惠的折扣。现在订购，马上能以 45 美元的优待价买到 60 美元的优时手表。这次的特惠方案将在 7 月截止，请把握良机，即刻行动。祝

事事顺心

## 第 4 篇

# 销售与营业信函

这当然不是什么秘密，对于每一个以营利为目标的企业或组织而言，业务，套句俗话来说，是永远的“当红炸子鸡”。没有什么更能叫高级主管们魂牵梦萦的了。公司的管理阶层最关心的问题莫过于：“业务近来如何？”答案的重要性，即使是并未直接负责公司业务推展的同事也都了然于心。当业务长期疲弱不振时，公司一片愁云惨雾，人事、成本、员工福利，以及种种推广计划的削减都迟早会成为必然。而当业务发展气势如虹时，整个公司都欢欣地哼着快乐颂。

业务的推展是多面的。许多的组织、企业都依赖业务代表开发与勤访客户来推动业务，因此投资可观的资本来招募、训练与激励这些业务人员。对这样的公司来说，业务代表面对面与客户沟通的销售方式不但有效而且无可取代。

不过业务代表们终究需要支援，要有公司本部透过有效的宣传广告、展示活动、公开经营、客户服务与各种促销活动来支撑。

信函可以在整个业务推展的流程中担负起重要的角色，例如：回复对公司产品或服务的查询，业务代表电话推销的后续追踪，确认订单，提供客户想了解细节，以及平息客户与供应厂商间的纷争。

即使拥有很强的业务队伍，许多公司仍旧相当依赖推销与业务信函，尤其是写来争取订单的信函。像杂志出版社或邮购商品公司，这些通常不设业务人员的企业，则几乎完全仰仗书信来推广业务。



## 第十五章 推销信

根据最基本的推销原则，第一件事就是要引起对方的注意。一旦做到了，就得乘胜追击，将潜在客户的兴趣提升到有强烈购买意愿的程度。不过就算你一路过关斩将，奋战至此，生意还是尚未成功，同志仍需努力。你最后还得正式签约，完成交易，让对方想说：“就这么决定了！我名字要签在哪儿”？

刚才提到的几项重点，对方的注意（Attention），兴趣（Interest），意愿（Desire）以及行动（Action），经常并称为AIDA公式，不但可以让业务代表受益，也能够应用信函进行业务的推展。因此在草拟信函时，你应该集中考虑下面的这四个问题：

- 
1. 怎样才是引起收信者注意，继续往下读信的最佳方式？
  2. 锁定读者的注意以后，该如何更进一步地激发他对产品的兴趣？
  3. 读者有意了，接下来要怎样说服他相信有向我购买的必要？
  4. 最后，要如何才能激励读者采取行动，也就是说，怎样使他有所回应？
- 

每个重点都是成功销售的要件，彼此间经常是环环相扣，互为因果。所以说，你也许会在信的一开始就这样写：

只要填妥里面这张卡片，就可以收到，完成免费地收到，我们精美的礼盒：四支“超级写家”笔。

这样一来，你不但马上吸引了读者的注意，同时也鼓舞他立即采取行动。营造读者的兴趣与提升购买意愿这两项要件，看似没有提及，却是紧密地融入字里行间，酝酿无形的效果。

## 推销信的写作纲领

对于推销信的书写，我们提供了下面四项纲领：

- 
1. 掌握适中的篇幅，最多不要超过一页半。
  2. 技巧地铺陈AIDA 四要件，避免叫卖式的浮夸。
  3. 使用你的读者熟悉及惯用的语气文字。
  4. 提供简单的回应方式，方便读者采取行动。
-

## 15-1

### Selling a Product

#### **Situation**

A manufacturer of portable electronic refrigerators obtains a mailing list of members of an organization of camping enthusiasts, and decides to write a letter to obtain orders or requests for a catalog.

#### **The Letter**

Dear Fellow Camper:

It's a great day to start your vacation. The sun is ablaze, the van or wagon is humming nicely down the Interstate, and the family is settled comfortably in anticipation of what lies ahead. Even the dog is amiable.

Can you guess what happens next? Suddenly there are echoed demands for a rest stop and something to eat. The rest stop idea you take in stride, but the "something to eat" shakes you a little—you have visions of hauling out the old billfold and plunking down fifteen bucks or so for snacks at a fast food place.

**BUT NOT IF YOU HAVE LEKTRON KOOL WITH YOU!**

The Lektron Kool is the greatest little portable fridge you've ever seen. Pack it with sandwiches, drinks, fried chicken, fruit, whatever, and you'll have at your fingertips really cold food and drink day and night.

The Lektron Kool is not an ice box. It's a lightweight but roomy electronic refrigerator that you can plug into your car or a 110-volt adaptor that we make available, assuring you of fresh edibles for days and days. The secret is in Lektron Kool's thermoelectric solid-state module, which replaces all the bulky piping coils, compressors, and motors you find in conventional portable refrigerators.

One enthusiastic owner of Lektron Kool writes: "Last summer our family took a camping trip to Canada. It was one of those 'perfect' vacations; everything went just as we had planned. But when we got back to Atlanta all of us agreed that, aside from our new Caprice Diesel wagon, the most indispensable item of equipment we carried was our Lektron Kool. Not only was it a convenience, it saved us a bundle!"

Now you can own the Lektron Kool for \$40 to \$50 less than the regular price. That's right. Our three models ordinarily priced at \$139, \$179, and \$199 can now be had for \$99, \$139, and \$149. But you must hurry because this offer will be withdrawn April 1.

Call us toll-free at 1-800-622-0391 to place your order, or mail us your check or credit card number. But if you want more information before you order, the enclosed postage-paid card will bring you a complete catalog of our three Lektron Kool models.

Yours very sincerely,

## 第一节 推销一般商品

### 事由

某家可携带式电冰箱的制造厂商，取得了一份露营与户外活动爱好者的名单，决定去信推销产品，希望能够争取订单或让对方来信索取产品目录。

### 范例

亲爱的露营爱好者们：

又是启程度假，美好的一天。艳阳高照，旅行车在州际公路上愉悦地奔驰，家人们舒适地稳座在车里，对旅途满心期待。连随行的小狗看起来都是那么地和蔼可亲。

可是接下来会发生什么事，你想猜猜看吗？突然之间，小朋友们开始轮番上阵，吵着要找个地方休息，吃点东西。找个地方休息，这点你当然没有问题。吃点东西，这就叫你有些心惊胆跳了，想到得抽出钱包，找个速食店，然后为了一些零食，十五、二十块钱就此有去无回了。不过：

只要有了旅创冷藏箱，就不用这么扫兴了！

旅创冷藏箱是你所仅见，最完美的便携式电冰箱。不管是三明治、饮料、炸鸡，还是水果，旅创无一不包，让你们全家在旅游期间，想吃想喝，垂手可得。

旅创冷藏箱并非一般的冰柜。它是一个大容量的电子式轻型电冰箱，直接或是通过我们附赠的一百伏特变压器与你车子的电源连接以后，就可以让你享受新鲜食物。旅创的秘密在于使用热电式固体零件的组合来取代你在传统便携式冰箱里常见的压缩机、电机及各式管线等种种笨重的配件。

一位旅创的使用者来信提到：“去年夏天，我们全家到加拿大露营旅行。那次的假期可谓是完美无瑕，第一件事都如我们所计划与期望的一样顺利。当我们结束旅程，回到亚特兰大时，大家一致同意，除了我们新买的开普莱斯柴油旅行车之外，整个旅途不可或缺的就是旅创冷藏箱。它不但方便，还为我们省下了许多钱！”

现在你也能够以低于定价40到50美元的特价来拥有旅创冷藏箱。一点也没错，标价139、179与199美元的三型旅创，现在你只要付99、139或149美元就可以买到。不过你的动作一定要快，因为我们这次的优惠方案4月1日就要截止了。

请利用我们免费的订货服务专线：1-800-622-0391。你也可以写信来告诉我们你的信用卡帐号或直接附上支票。如果你在决定前还想更进一步了解旅创，只要填妥所附的免付邮资回函，你很快就会收到详细的产品目录，介绍我们三种不同规格的旅创冷藏箱。

至诚问候

## 15-2

### Selling an Educational Course

#### **Situation**

Cameron Career Institute offers home-study courses in various trade occupations. The sales promotion director has obtained a list of subscribers to a practical mechanics magazine, who are often good candidates for home-study training. He writes a sales letter, the purpose of which is to persuade readers to send for a free catalog, which describes a course in small-engine repair.

#### **The Letter**

CAMERON CAREER INSTITUTE  
766 HIGHLAND AVENUE  
ORLANDO, FLORIDA 32802

WOULDN'T YOU LIKE TO OWN YOUR OWN BUSINESS?

If you're looking for the chance to be your own boss ... or earn extra income in your spare time ... or a way to achieve independence when you retire ... SMALL-ENGINE REPAIR could be the answer.

CCI can quickly train you—in your spare time at home—to service and repair mowers, tillers, chain saws, outboards, garden tractors, mopeds, motorcycles, snowmobiles, and dozens of other types of small-engine equipment. It's a great way to get your own business, full- or part-time, with a minimum investment. And it's a field with growing opportunities for qualified people.

CCI's Small-Engine Course contains forty-five lessons, each easy to read and understand. Every lesson is short and fully illustrated with step-by-step diagrams and photographs. It's "hands-on" training—you actually build a  $3\frac{1}{4}$ -horsepower four-cycle engine. You also perform experiments that show you how every part of an engine works. And we supply you with professional tools—a complete set of wrenches, electrical system tools, inductive tachometer, engine overhaul tools, volt-ohm-milliammeter, and others. Everything you need!

Our big catalog tells you all you need to know. It describes the content of each lesson (and there are sample pages of the actual study materials), and contains illustrations and descriptions of the equipment you will use. The instructor you will be assigned to has been a professional small-engine mechanic. He will be your "partner" in your studies.

Just fill in and mail the enclosed post card for your free catalog today. It needs no postage.

Sincerely,

Director of Studies

P.S.: No sales representative will call you!

## 第二节 推销教育课程

### 事由

卡梅伦职业规划中心提供各种行业的函授课程。中心的主任取得了一份《机械修护》杂志的订阅者名单。相信这些人是函授训练课程的理想潜在客户，这位主任写了一封推销信，希望能够说服读者来函索取一份介绍小型发动机维修课程的免费手册。

### 范例

卡梅伦职业规划中心

高地大道766号

奥兰多市-佛罗里达州32802

难道你不想自己创业吗？

如果你想掌握自己创业当老板的时机，开拓闲暇时赚取外快的渠道，或者是寻找退休后独立自主的凭借……那么小型发动机维修可能正是你所追求的答案。

卡梅伦职业规划中心能够利用你在家的时间，很快地教会你如何维修割草机、耕耘机、链条电锯、船尾发动机、机车、摩托车等许多使用小型发动机的机具。这是成本最低，全职兼职皆宜的创业良机，而且这个行业为合格的技术人士提供了与日俱增的商机。

卡梅伦职业规划中心的小型发动机课程包含了45节课，每节的课程简洁易懂，并附有图示与相片，逐步操作的说明，让你循序渐进。课程还包括实际的演练，你得亲手组装一部3½马力，四行程发动机。你同时还能够进行试验，直接了解发动机里每一个部分运作的原理与实况。专业工具也由我们为你准备，一整套从把手、电动工具、感应式辅速计、发动机拆卸工具到电压电阻测量计等配件，你所需要的工具，一应俱全。

同样一应俱全的是我们的手册，详实地叙述了每一节课的内容（包括实际课程讲义的范例），并提供你会用到的每样工具设备的图示与说明。授课的讲师都是专业的小型发动机技师，在学习的过程中担任你的“伙伴”。

填妥内附的明信片向我们索取免费的手册。今天就寄，连邮资都可以省下。

诚挚问候

中心主任敬上

附：请放心，我们不会有业务代表打电话给你的。

## 15-3

### Selling a Book

#### **Situation**

The First American Library writes to college and university professors to whet their interest in purchasing a just-published book.

#### **The Letter**

THE FIRST AMERICAN LIBRARY  
2100 Rose Road  
Schenectady, New York 12340

Dear Friend:

The most comprehensive selection of Abraham Lincoln's speeches, public writings, and private letters ever published!

YOURS FOR JUST \$3.95!

Abraham Lincoln was not only one of our greatest presidents; he was also the greatest writer ever to occupy the White House.

Here are all of Lincoln's speeches, from the early days in Illinois to his profoundly moving presidential speeches, including the inaugural addresses, the Gettysburg Address, and his annual message to Congress.

Here, too, are the full texts of the stormy Lincoln-Douglas debates, including Douglas's own speeches.

Here is Lincoln's personal and political correspondence, including his satirical—and hilarious—"Rebecca" letter that nearly led to a duel, and his poignant letter to Mrs. Lydia Bixby upon hearing she had lost five sons in battle.

Here are Lincoln's war dispatches, his presidential messages and proclamations, poems, and private reflections on democracy, slavery, and the meaning of the Civil War's immense suffering.

Above all, here is Lincoln's absolutely distinctive language, resonant with dignity, wit, and the uniquely American flavor—with the bark on—of his frontier origins.

Write today for your copy of the writings of Abraham Lincoln. You'll be awfully glad you did.

Sincerely yours,

### 第三节 推销新书

#### 事由

第一美国图书馆写了一封信给国内大专院校的教授，希望能引起他们的兴趣订购一本刚出版的新书。

#### 范例

第一美国图书馆

玫瑰路2100号

斯克内克塔迪市 - 纽约州 12340

亲爱的朋友：

拥有最详尽的亚伯拉罕·林肯演讲稿与私人信件全集

只要3.95美元！

亚伯拉罕·林肯不仅是我们最伟大的总统之一，更是历任白宫主人里最伟大的作家。

全集里为您收录了林肯所有的演讲稿，从他早期在伊利诺斯州的演讲到他撼人心弦的总统演说，包括了就职演说、盖堤兹堡演说，以及呈送国会的年度报告。

全集同时还收录了林肯与道格拉斯两人激烈的论战全文，包括道格拉斯本人的演说。

还有林肯私人函件与相关政治事务的通信。涵盖了他对那封几乎引发一场决斗的“丽贝卡”信函，笔锋辛辣，叫人捧腹；以及他在得悉莉迪亚·比克斯比女士在内战中失去了五个儿子的悲剧后，写给她的亲笔信，恳切悲怜，令人动容。

你还能读到林肯在战争期间，运筹帷幄的战略指示，总统任内的备忘录与文告、他的诗，以及探索民主、奴隶制度与内战巨大伤亡的意义后所记录下来的反省与思索。

最重要的是全集向您呈现出林肯独树一帜的语言风格，展现出的机智、风范，以及源自先祖独特真实的拓荒者精神。

今天就来信订购亚伯拉罕·林肯的写作全集，免得您日后因为向隅而扼腕。

诚挚问候



**15-4****Selling Conference Accommodations****Situation**

A conference center manager writes to subscribers of *The Sales Executive*, asking them to choose *Whispering Pines Conference Center* for their next meeting.

**The Letter**

Dear Mr. Edwards:

"Thank you—for helping us put on the best conference we've ever had. Your superb facilities, service, know-how, and helpful attitude all add up to one word: *professionalism*."

Pardon me for crowing just a bit, but the statement above was received a few days ago from the vice president of one of the country's largest manufacturing companies. And it's typical of many we get from top executives who chose Whispering Pines in Myrtle Beach, South Carolina as their host for meetings, conferences, seminars, and get-togethers.

At Whispering Pines we know how to help you make your meetings really successful. It's what we were designed to do, what we're in business for, the reason we like to think we're the ideal convention headquarters. Whispering Pines is not just another magnificent resort center that offers everything any meeting goer could ask for—outstanding cuisine ... big name entertainers ... elegant nearby shopping malls ... all sports, including a championship golf course and tennis courts ... and a stunning view of the Atlantic Ocean. We're all those things, of course, and we are more.

By "more" we mean that we really are professionals when it comes to arranging space for your specific needs and providing every service you require to make outstanding meetings and conferences. At Whispering Pines you'll find a staff that is dedicated to personal and friendly hospitality.

Skeptical? Let me prove what I have said. Please look over the enclosed colorful booklet, which shows our spectacular setting and elegant facilities. Then, to learn about our professional side, mail the enclosed card for your free copy of *Organizing, Planning, and Running a Meeting*.

Hopefully yours,

## 第四节 推销会议场所

### 事由

某会议中心的经理写信给《业务精英主管》杂志的订阅者，邀请对方在举行下一次会议时选择吟松会议中心。

### 范例

亲爱的爱德华兹先生：

“感谢你们的协助，让我们举办了一次空前成功的会议。你们出类拔萃的设施、服务与敬业的工作态度只能以两个字来形容，那就是：专业。”

请原谅我稍稍地自夸了一下，不过我们前些日子才从一个全国数一数二的制造厂商的副总裁那儿收到这样的信息。对于选用过我们位于北卡罗莱那州，桃滩市的吟松会议中心举办会议、研讨会与各式聚会的高层主管来说，事后寄来这样一封感谢信其实是颇寻常的事。

我们在吟松的同仁深谙会议成功之道。这是我们专业的成果与服务的宗旨，也是我们相信自己是您选择会议中心的理想地点的主因。吟松并不只是一处绝佳的休闲中心，能够为您提供佳肴美食，邀请知名艺人，还拥有各种运动与健身设施，包括锦标级的网球与高尔夫球场，附近更有典雅的购物中心，以及叫人兴奋的大西洋海岸风光。除了这些理所当然的份内之事，我们还有更多的优点。

“更多”指的是我们的专业，那份为您细心筹备一次量身订做的成功会议的专业能力。来到吟松，您会发现我们每一位同事对提供顾客最友善与贴心的服务都抱着一份深切的执著。

也许您还心存疑惑？希望我们证明刚才所说的一切，不妨请您浏览所附的手册，欣赏一下我们壮观的景色与雅致的设施，填妥内附的明信片，免费索取《筹备与管理：完全会议手册》，您就能更进一步了解我们专业的一面。

诚挚问候并盼临

## 15-5

### Selling a "Retirement Concept" of Living

#### Situation

Sunset Harbor Village, a retirement community under construction, purchased a mailing list of retired people in the state of Texas, and endeavors to sell them on signing up for special housing.

#### The Letter

Mr. F. C. Logan  
3606 Hillside Drive  
Beaumont, Texas 77704

Happy birthday, Crom!

How do we know about your birthday and your age? Let's just call it "research" with a little help from your friends.

Now that you've joined the over-60 crowd—the golden years, some say—I'd like to talk to you about something that may enrich the many years you have left beyond your dreams—Sunset Harbor Village.

Sunset Harbor Village offers you the best life-care retirement living, in a gracious new community being developed just outside Brownsville. You'll enjoy a private apartment, one provided meal each day, social and recreational activities, and personal services such as laundry, housekeeping, scheduled transportation, and health care should you ever need it. Entrance fees start in the mid-\$90,000's and up to 90 percent of this payment is returnable to you or your estate.

I personally invite you to visit me at our Information Center so that I can show you the rich, rewarding lifestyle that can be yours at Sunset Harbor Village. We're open from 9 to 5, Monday through Friday, at 1400 Bellevue Road. Please call me at 686-7181.

Sincerely,

Helena Draper  
Marketing Director

PS: For more information by mail, please complete and mail the enclosed postage-paid card.

## 第五节 推销退休者之家

### 事由

正与兴建中的夕港馨村退休之家购买了一份德州退休工人的名单，并去函鼓励对方签约购屋。

### 范例

F.C. 洛根先生

丘陵道3606号

博蒙特市 德州77704

克老，您生日快乐！

我们是怎样得知您的年纪与生日？该说是我们自己的热心研究，加上您的朋友们的些许帮忙吧。

恭喜您迈入人生的第60年。在您走进了人家所说的黄金岁月时，容我向您介绍一处能让您此后的生活过得梦幻般多彩多姿的地方：夕港馨村。

夕港馨村，这座正在布朗思维尔市郊兴建中的优美社区，能够提供您最佳的退休生活。您可以放心享受一间私人公寓，细心准备一天一次的餐点，各项社交与休闲活动，还有像洗衣，家务清洁，定期交通接送，以及必要时的保健医疗等等的个人服务。只要最低价90 000美元左右您就能够入住夕港馨村，而且这笔款项最高有90%可以回馈成为您的资产。

我亲自邀请您到我们的服务中心参观，让我为您呈现住在夕港馨村的日子是多么地丰富多彩。我们的服务中心位于贝尔维路1400号，开放时间是周一到周五，早上九点到下午五点。也欢迎您打电话给我，我的号码是 :686-7181。

诚挚问候

海伦娜 德雷珀

营销部经理

附：如果您需要更进一步的书面资料，请填妥信里这张免付邮资的卡片。

## 第十六章 促销信

像我们在上一章所收录的范例，为了推销一项产品或服务所特地撰写的商业书信其实只是业务推展众多方式其中的一种。任何旨在引起消费大众的关切、建立友谊、推动新业务、开发现有客户的潜能，以及重新赢回流失客户的沟通及努力，都在广义的“促销”范畴之列。

企业能够使用的促销方式几乎可以说是无尽的，而第十六章所收录的范例便清楚地阐述了几种成功的被运用过的促销方式。

## 16-1

### Invitation to an Open House

#### **Situation**

The National Association of Teachers of Homemaking is having its annual convention in Minneapolis on June 4 to 7. Sterling Mills, manufacturer of flour and other food products, has its main headquarters in Minneapolis. The director of educational relations invites each member of the association to an open house during the convention.

#### **The Letter**

Dear Friend:

I hope you are planning to attend the annual convention of the National Association of Teachers of Homemaking in Minneapolis June 4 through 7. Perhaps you know that Sterling Mills calls Minneapolis home, and I consider it a rare opportunity for our city to host such a distinguished group.

While you're here, we'd like you to visit us, so we have arranged a special Open House for all members of NATH on Thursday, June 6, at our main plant from 5:30 until 8:30 p.m. (This is a free evening, according to the officers of your organization.) We'll have refreshments and a buffet, followed by a guided tour of the sections of our plant that we think will interest you most, including our famous recipe testing center.

We're only about twenty minutes from the Radisson, your convention headquarters, and will have courtesy limousines to pick you up there and return you to the hotel at the end of the tour. Full details will be provided at the registration desk.

If you are planning to attend the convention, would you please indicate on the enclosed card whether you are likely to attend the Open House? I certainly hope you will be with us!

Sincerely,

## 第一节 邀请客户参观公司

### 事由

全国家政教师学会即将于 6 月 4 日到 7 日在明尼阿波利斯举办年度会员大会。面粉与食品制造商斯特林公司总部正设在明尼阿波利斯。教育公关部的主任因此去函邀请学会会员于会期间前来参观斯特林公司。

### 范例

亲爱的朋友：

希望您正计划出席 6 月 4 日到 7 日在明尼阿波利斯举行的全国家政教师学会的年度会员大会。也许您知道我们斯特林公司一直以明尼阿波利斯为家，深深为自己的家乡能够有这样千载难逢的机会，接待像家政教师学会这样素享盛名的团体而感到荣耀。

我们希望能够借这个机会略尽地主之谊，因此特地在 6 月 6 日周四下午五点半到八点半为家政教师学会的全体成员安排了一次斯特林参观之旅（学会的工作人员告诉我们，这个晚上是自由活动）。在用完点心与自助餐以后，我们会有专人引导，参观工厂里您将会感兴趣的部门，包括我们著名的食谱试验中心。

从年会总部的瑞迪生旅馆到我们公司只需二十分钟的车程。我们将备好交通车为您全程接送。您可以在会场报到处拿到详细的行程安排。

如果您将出席年会，方不方便请您在所附的卡片上注明是否愿意前来敝公司参观？我们当然是竭诚地期待您的光临。

诚心问候

## 16-2

### Formalized Invitation to a Special Exhibit

#### **Situation**

Excello Illumination Corporation plans to exhibit at a convention of the American Institute of Architects at the Cow Palace in San Francisco. The sales manager reserves space for the exhibit plus a conference room adjoining it. The conference room will be converted into a "little theater," where a promotional movie will be shown continuously. A formal invitation is sent to all members of AIA.

#### **The Invitation**

EXCELLO ILLUMINATION CORPORATION  
cordially invites you to  
visit its exhibit at the American Institute of Architects at  
THE COW PALACE, SAN FRANCISCO  
March 6 to 9, 19—  
and to view an exciting new film  
"LET THERE BE LIGHT"  
at the "Little Theatre" that adjoins the exhibit.  
The film briefly traces the history of artificial  
illumination and presents startling new developments  
and innovations in the science of lighting.  
It will be shown every hour from 9 a.m. to 5 p.m.



## 第二节 正式邀请参观特展

### 事由

杰亮照明公司计划在美国建筑师研究院即将于旧金山的考尔宫廷旅馆举行的会议上推出特展。公司的业务经理着手向旅馆预订了隔壁紧邻的一间会议式的展览场地。会议室将被改为一间“小剧场”，持续播放一部促销影片。所有的建筑师研究院会员都会收到正式的邀请函。

### 邀请函

杰亮照明公司  
竭诚地邀请您于  
19      年3月6日至9日  
随美国建筑师研究院于  
旧金山考尔宫廷旅馆  
所举办的年会  
莅临观赏一部令人振奋的崭新影片  
“ 让大地有光 ”  
地点：紧邻展示场的“ 小剧场 ”  
这部电影追溯照明设备发展的历史  
并向您呈现照明的科技领域里  
惊人的新里程与新发明  
展览期间每日早上九点至下午五点 每隔一小时连续播放

## 16-3

### Follow-Up to an Exhibit Visitor

#### **Situation**

Excello Illumination Corporation has kept a guest log of the visitors to its exhibit in San Francisco. (See the invitation on the preceding page.) Later the sales manager writes each guest and encloses a promotion brochure prepared especially for the occasion. The letter and enclosure will reestablish contact with the visitor and keep the company's name and products up front.

#### **The Letter**

Dear Mrs. Ramos:

Thank you for visiting our exhibit at the AIA convention in San Francisco. I hope you enjoyed the film, "Let There Be Light," and that you helped yourself to the free materials on display.

Since the convention ended, Excello has published a colorful booklet, "Low-Energy Lighting," a copy of which is enclosed. The 24-volt lighting system described draws only  $2\frac{1}{2}$  watts per lamp with a life expectancy of fifty years. We think this is one of the most exciting developments to come along in recent years.

Please let me know if you would like additional copies of this booklet and any of the materials that were handed out at the convention.

Sincerely yours,

### 第三节 致函参展客户探询意愿

#### 事由

杰亮照明公司在旧金山的展览会场（请参阅前页范例）备有来宾签名册。事后，业务经理致函每一位前来参观的来宾，并随函附上一份特别为此设计的促销手册。这封信以及所附的文字宣传资料，将有助于建立公司与参观人士彼此间的联系，并进一步让公司的名字与产品深入人心。

#### 范例

亲爱的拉莫斯女士：

感谢您莅临我们在旧金山美国建筑师研究院会议上所举办的展览。希望您喜欢“让大地有光”这部影片，也收集了会场展示的各项资料。

随信为您附上了展览结束后，我们杰亮照明公司特地出版的彩色专刊《省电照明》。专刊里推介的24伏特照明系统每盏灯仅仅耗费 $2\frac{1}{2}$ 瓦特的电力，寿命更是长达50年之久。我们认为这是业界近年来仅见的新突破。

请告诉我们您是否需要更多的“省电照明”这本专刊，或是其他我们在展示会场上发放的资料。

诚挚问候

**16-4****Announcing New Products and Services****Situation**

Holliman's, a leading office supply store in Cheyenne, Wyoming, recently acquired Foley's Business Machines. The following announcement is sent to the store's regular mailing list, as well as to members of NOMA, SAM, Personnel Director's Association, Kiwanis, Lion's, Optimists, and other groups to attract new customers.

**The  
Announcement**

Holliman's—for over 50 years,  
Cheyenne's leading office supply store—  
is proud to announce the acquisition of  
Foley's Business Machines,  
featuring the following:

- Imaging Systems
- Xerox Copiers
- Barnes Laser Printers
- IBM Electric and Electronic Typewriters
- Fiske Desk-Top Computers
- Morgan Electronic Billing and Accounting
- Plus a thoroughly modern service department  
with factory-trained technicians

Same location: 1400 Terhune Drive, Cheyenne  
Same telephone number: 457-8500



## 第四节 告知新增服务项目与产品

### 事由

怀俄明州夏延河市一家办公用品供应商，好利门公司，最近购入了福利商务机器。除了通知老顾客之外，好利门公司更发出了以下这封公告，向全国商务管理协会、撒玛利亚慈善咨询中心，人事主管协会、吉瓦尼斯俱乐部、狮子会与乐天者协进会等团体告知这项消息，以便争取新客户

### 公告

50年的历史

夏延河市首屈一指的办公用品供应商

好 利 门 公 司

光荣宣布并购福利商务机器

推出崭新营业项目如下：

影像处理系统

全录影印机

巴恩斯雷射印表机

IBM电动，电子打字机

菲斯克台式电脑

摩根电子记帐机

俱备工厂实地经验的专业技术人员

.....提供无以伦比的客户服务

熟悉的地点：菲斯克市德修道 1400号

熟悉的电话：457-8500

**16-5****Announcing a New Location****Situation**

M&N Equipment Rentals, in Baltimore, Maryland, has occupied rental space in Baltimore proper for nearly ten years. Recently the firm constructed its own building in Glen Burnie, a suburb of Baltimore. Lauren Martin, President, announces the change of location to its many customers and to suppliers in the vicinity.

**The  
Announce-  
ment****M&N EQUIPMENT RENTALS, INC.  
Sales and Service**

On May 21 M&N will occupy its new building at 323 Eastwood Road in Glen Burnie, Maryland. Come visit us in our new home—same excellent equipment and great service.

Air Compressors, Welding Machines  
Masonry Saws, Vibrators, Pumps,  
Scaffolds, Forklifts, Mortar Mixers,  
Electric Hand Tools, and Concrete  
Accessories



Telephone 555-3529

## 第五节 通知营业新址

### 事由

马里兰州巴尔的摩市的 M&N 设备租赁公司已经在当地租用的办公室里营业了将近 10 年。最近该公司在巴尔的摩市郊的格伦柏尼地区兴建了自己的办公室。公司总裁劳伦 马丁因此致函附近的客户与供应厂商，向大家通知营业新址。

### 公告

**M&N 设备租赁公司**  
专业销售与服务

M&N 设备租赁公司即将于 5 月 21 日迁入马里兰州格伦柏尼市东木道 323 号的新址营业。欢迎您莅临参观我们的新家。家是新的，设备与服务却是一如往昔般的优秀杰出。

空气压缩机、电焊机具、锯石机、碎石器、各式抽水机、鹰架、堆高机灰泥搅拌机、电动手工机具、混凝土工程配件及设备

电话：555-3529

## 16-6

### Welcoming a Newcomer to the Community

#### **Situation**

In small towns and suburban areas surrounding large cities, it's fairly easy to keep track of local events by means of the newspaper. New residents are of special interest to local retail stores, and often these people are welcomed to the community by a personal letter. Mr. and Mrs. George Bryson and their three young children have recently moved to Springdale (he will be the new high school principal) and receive a welcome letter from a clothing store.

#### **The Letter**

Dear Mr. and Mrs. Bryson:

We may not be the first to welcome you to Springdale, but count us among those who are genuinely glad you chose our community to live and work in. As the new principal of Springdale High School, Mr. Bryson will, we are confident, bring a new standard of excellence to that institution.

For over twenty-five years, Walton Family Clothiers has been Springdale's favorite shopping place for women's, men's, and children's wear, featuring such well-known brands as Botany, Kingsridge, Palm Beach, Cardin, LaCoste, Levi, Florsheim, Buster Brown, Red Cross, Arrow, and Sero. You can charge your purchases with one of our convenient charge accounts; we also accept major credit cards.

But whether you need anything now or not, please come to see us. We'd like to meet you and present each member of the family with a special gift. Just bring this letter with you.

We hope you'll like living in Springdale. We do. What we lack in size we make up for in down-home friendliness!

Sincerely,



## 第六节 致函欢迎社区新住户

### 事由

在环绕都会地区的市郊与小镇里，经由报纸来掌握当地的大小事件并非难事。当地的零售商对新近迁入社区的住户尤其有兴趣；这些新人因此也经常接到私人信函，欢迎他们成为社区的一员。乔治·布赖森夫妇和他们的三个小孩最近搬到春谷市（布赖森将担任当地一所中学的校长），而他们刚好就收到了一家服装店寄来的欢迎信。

### 范例

亲爱的布赖森先生、太太：

我们也许不是第一个欢迎你们到春谷的邻居。不过对两位选择了我们的社区居住与工作，绝对是由衷地感到高兴。我们深信，布赖森先生担任春谷高中校长，一定能够带领全校师生更上一层楼。

25年来，我们沃尔顿全家服一直是春谷人选购男装、女装及童装的最爱。我们的服装种类与品牌丰富齐全，包括布坦尼、京司瑞吉、棕榈滩、卡汀、鳄鱼、李维、芙罗详恩、巴司特布朗、红十字军、箭牌及瑟洛等等的知名服饰。两位可以利用我们简便的签帐办法，或是使用通行的主要信用卡轻松付款。

先不管现在是否需要选购服装，都希望两位能到我们店里来参观。我们会很高兴接待你们全家，并为每一位成员准备好礼物。只要带着这封信来就可以了。

我们自己在春谷过的舒适惬意，希望你们全家也会喜欢这个地方。春谷这地方不大，但是我们有的是视邻如己的和善亲切！

诚心问候

## 第 5 篇

# 商务信件 ——客户致函供应厂商

企业界的高级主管们经常把供应厂商的服务视为理所当然，心里想说：“我们可是重要的客户，应该随时让我们光顾的那些公司记得我们的重要性，对我们心存感激。”就是有了这样的想法，客户才会开始提出一些不合理的要求，逮住微不足道的疏忽或延误而大作文章，想尽办法展现自己身为客户的权威。

然而有些供应厂商的重要性丝毫不亚于忠实的老顾客。如果你有幸找到一家厂商供应的产品同价格都深具竞争力，服务的品质与效率始终如一的优异，甚至在你陷入危机时，愿意挺身而出，不计一切地与你同舟共济，那你应该相对地以殷勤尊重对待这样的供应厂商。

当然，客户一定还是会碰到一些状况，对供应厂商的产品、服务或公司政策有所不满。客户当然也用不着犹豫，应该直接地让供应厂商了解问题所在，寻求公平的解决之道。

## 第十七章 一般信件

**17-1****Placing a Cash Order****Situation**

Price Boone, owner of a retail stationery store, places an order for supplies from Mid-Continent Stationers. There is a 10-percent discount for cash orders, and Mid-Continent pays mailing costs.

**The Letter**

Ladies and Gentlemen:

Enclosed is my check for \$246.94 for the following:

15	Liquid Paper	\$2.80	\$ 42.00
18	Desk calendars	3.20	57.60
12	Ace correction tape	2.99	35.88
18	Scotch tape	2.88	34.56
10	Ko-Rec-Type	3.72	37.20
6	WD-40	1.99	11.94
80	Tru-Point pens	.69	55.20
			<u>\$274.38</u>
Less 10% discount			<u>27.44</u>
Net amount			<u>\$246.94</u>

I'm getting low on the above items, and I would appreciate your giving my order high priority.

Very truly yours,

## 第一节 使用现金支票下订单

### 事由

一家文具零售商的老板，普赖斯·布恩向中陆文具公司下了一笔订单。对于使用现金支票付款的订单，中陆文具提供有 10% 的折扣，并负担运送的费用。

### 范例

各位先生、女士：

随函附上246.94美元的现金支票一张，用于订购下列文具：

15	Liquid Paper	\$2.80	\$42.00
18	台式日历	3.20	57.60
12	爱司牌修正带	2.99	35.88
18	史高奇胶带	2.88	34.56
10	高录牌色带	3.72	37.20
6	WD-40	1.99	11.9
80	正点原子笔	0.69	55.20
			\$274.38
扣除10%的折扣			27.44
总计			\$246.94

上面所列的产品在我们这里的存量已经所剩无几，希望各位能尽快处理我的订单，谢谢。

由衷问候

**17-2****Placing a COD Order****Situation**

Gretchen Crowley, a retail florist, orders items from a supplier with whom credit has not been established.

**The Letter**

Gentlemen:

Please send me the following items COD:

Stock number	Item	Quantity	Price	Extension
S-2	Staplers	2	\$14.10	\$ 28.20
S-7	Staples	6 boxes	\$ 3.22	19.32
S-T	Masking tape	12	\$ 2.72	32.64
		spools		
B-2	Binders	5	\$ 3.84	19.20
P-5	Plastic rolls	3	\$ 9.75	29.25
			Total	\$128.61

I would like to establish credit with your organization, and I am enclosing a current income statement and balance sheet. May I hear from you soon?

Yours very truly,

## 第二节 使用交货付款的方式下订单

### 事由

花店的老板格雷奇恩·克劳利向一家供应商订购文具，克劳利尚未利用签帐的方式向这家厂商订过东西。

### 范例

各位先生：

请用交货付款的方式将下列的用品寄来给我：

编号	项目	数量	单价	合计
S-2	订书机	2	\$14.10	\$28.20
S-7	订书针	6(盒)	\$3.22	19.32
S-T	封装胶带	12(卷)	\$2.72	32.64
B-2	活页书夹	5	\$3.84	19.20
P-5	塑胶滚筒	3	\$9.75	29.25
			总计	128.61

我随着订单附上了我们公司本期的资产负债表与损益表，希望能向贵公司申请签帐的信贷帐户。是否能麻烦各位尽快给我回音？

由衷问候

## 17-3

### Placing a Credit Card Order

#### **Situation**

Theodore Wood sees an ad in the July issue of *Atlantic* magazine for a Czech Tractor/Wagon. Wood wants to order the miniature for his grandson's birthday on July 27, to be sent directly to him, the amount to be charged to Wood's credit card.

#### **The Letter**

This is my order for the Czech Tractor/Wagon, which was advertised in the July issue of *Atlantic*. This miniature is to be a birthday gift and should be sent to:

Mr. Keith Wood  
115 South Williams Street  
Holder, Florida 32645

Please charge the gift (\$39.50) to my Discover credit card as follows:

Theodore Wood  
Number 0000 0000 0000 0000  
Expiration date: 9-96

Is it possible to schedule this mailing so that the gift arrives no earlier than August 15 and no later than August 20? I would greatly appreciate it if you could. Thank you!

Sincerely,



### 第三节 使用信用卡订货

#### 事由

西奥多·伍德在7月号的《大西洋周刊》上读到一则捷克拖拉机模型的广告。伍德打算用信用卡签帐的方式订购这个模型当作他孙子在7月27号的生日礼物，并要求对方将模型直接寄给他的孙子。

#### 范例

我希望订购贵公司于7月号《大西洋周刊》上所广告的捷克拖拉机。这个模型是一份生日礼物，请将它寄给：

基思·伍德先生

威廉斯南路115号

侯德市佛罗里达州32645

请将礼物的费用(39.5美元)记入我的信用卡，资料如下：

西奥多·伍德卡号：0000 0000 0000 0000使用期限：至09-96止

可不可以请你们稍微安排一下，让礼物在7月15日到20日间这几天寄到？我很感激各位能帮我这个忙，谢谢！

诚挚问候

## 17-4

### Praising a Supplier's Sales Representative

#### **Situation**

Gulf Cove Marina, a new facility that provides services, equipment, and supplies to boat owners and would-be owners, recently held its Grand Opening. The sales representative for a nautical supply house has been so helpful prior to and on that occasion that the owner decides to write the supplier's sales manager, Gordon Swayne, a letter of appreciation.

#### **The Letter**

Dear Mr. Swayne:

Last Saturday, Gulf Cove Marina had its Grand Opening. I'm happy to report that it was a great success—the attendance was about twice our expectations. So I think we're off to a fine start.

As I look back on the event and the magnificent confusion that one expects on such an occasion, I think of the wonderful help your representative, Victor Jacobs, was to me and my associates. Not only did Vic show up a couple of days before the opening to help us with displays and other preparations. He also remained on the "big day" to perform numerous chores whenever he was needed—from talking with visitors and demonstrating equipment, to serving cold drinks and sea food. He was a godsend.

I'm enormously grateful to you, Mr. Swayne, for "lending" Vic to us on this important occasion. As far as I am concerned, he'll be accorded a warm welcome here every time his travels take him in our direction.

Yours very cordially,

## 第四节 去函感谢供应厂商的业务代表

### 事由

港湾码头是一家最近才开幕的公司，专为现任及未来的船主们提供各项服务与供应各类机具设备。某家航海器材供应商的一位业务代表在港湾码头筹备期间与开幕当天都十分尽责，全力协助。港湾码头的老板因此提笔写信给那家公司的业务经理，戈登·斯韦恩，表达他的谢意。

### 范例

亲爱的斯韦恩先生：

上个星期六，我们港湾码头开幕了。我很高兴能在这儿向您报告，这次的开幕十分成功，当天到访的人数比我们所预期的还多一倍。真是一个好的开始。

当我有时间静下来回顾开幕当天可想而知的那种纷乱场面时，我想到的是贵公司业务代表，维克托·雅各布斯对我及我们所有员工的热诚协助。小维不但早在开幕前几天就来帮忙准备展示活动，在开幕当天更是积极的投入各项工作——接待来宾，示范机具的操作，帮忙分送冷饮与海鲜；需要帮忙的时候，小维就像个天使出现在那儿。

斯韦恩先生，你在这么重要的时候把小维“借”给我们，真是叫人感激万分，对我来说，只要他有机会到我们这儿，随时都会有热情的款待等着他。

殷切问候

**17-5****Thanking a Supplier for Service and Support****Situation**

Ranier Wholesale Hardware is celebrating its fiftieth anniversary in business. On the occasion, the president writes many of the company's loyal customers to thank them for their support. About a month later it occurs to the president that several of his suppliers also deserve recognition, and he decides to write them to express appreciation for high-quality merchandise and services.

**The Letter**

Dear George:

Generally, it's the customer who gets all the attention.

When we held our Golden Jubilee Anniversary last month, we had a wonderful celebration. One of the things we thought of first was to write a couple of hundred of our retail hardware customers to thank them for their loyal support over the years. Without them, we said, we couldn't possibly have become what we are; in fact, we wouldn't even be around to celebrate those fifty years. Of course, we meant it; you know the importance of loyal friends as well as we do.

But later I got to thinking: What about those people who kept us supplied most of those years with quality hardware products that dealers wanted to buy and did buy time and time again? Don't they deserve some credit, too? Of course, they do. We've been buying hammers, saws, blades, wrenches, and a couple of dozen other Mikkelson-brand products from you for how long—thirty-five years? And you've always given us genuine quality at a fair price, plus outstanding service. What more can a wholesaler ask from a manufacturer? Sure, we've had our minor squabbles from time to time, and your attitude was that the customer is always right (in our case, he often wasn't!). Whatever the problems were—I forget—they haven't detracted one bit from our high opinion of your company, your products, and your people.

So, on at least one occasion, I want to direct my full attention not to my important customers, but to my important suppliers. Mikkelson stands very high on our list of those to whom we owe a great big thank you. Thank you!

Sincerely,

PS: When a small crisis arises between us—and it will!—you won't hold over my head the nice things I've said, will you?

## 第五节 去函感谢供应厂商的服务与协助

### 事由

今年是批发商拉尼尔五金机械公司成立的 50 周年。在这样可喜的日子，公司总裁特地致函忠实客户，向他们长期的支持表达谢意。一个月以后，总裁想到一些供应厂商也同样劳苦功高，因此去函感谢对方所提供的优秀产品与服务。

### 范例

亲爱的乔治：

一般来说，客户才是我们重视的对象。

上个月纪念公司成立 50 周年，我们着实的庆祝了一番。我们最先想到该做的事情之一就是写信给我们 200 多家的零售商客户，感谢他们长年来的热诚支持。我们在这里提到，如果不是他们，我们不可能成长到今天地规模；事实上，没有他们的支持，我们根本无从在此庆祝 50 周年。我们当然是句句诚心；你和我们一样都很了解忠实朋友的重要。

不过后来我们又想到：供应商呢？我们的供应厂商那些品质优良的五金器具让经销商乐意长期定货，不也一样值得我们感谢吗？我们向你进铁锤、锯子、刀片、扳手，还有其他许多的“迈克森”产品有多久了，35 年？你们的产品一向都是品质精纯，价格公道，再加上服务完善。这样一家制造厂商，对我们这个批发商而言，真是夫复何求！当然偶尔双方会有些小小的争执，你们处理的态度总是“顾客永远是对的”（在我们来说，顾客倒不见得永远都对）。无论我们之间有过什么样的问题（我都记不得了），都无损于我们对你们公司、你们产品，以及你们员工的评价。

所以至少是这一次，我要将全心的感谢从重要的客户身上转移到重要的供应厂商。而在我们的感谢名单上，“迈克森”名列前茅。谢谢您！

诚挚问候

附：往后我们之间免不了还是会有些小问题发生，到时候你该不会拿我刚说过的这些好话当挡箭牌吧？

## 第十八章 顾客投诉信件及适当回函

写给供应厂的顾客投诉信件几乎是形形色色，什么都有。在这一章里，我们提到的原因包括有订货的品质欠佳、服务不周、收到的商品无法令人满意、怀疑发货单的记录有误，以及批评供应厂商业务代表的表现等等。

写这样的一些顾客投诉信件应该掌握的原则如下：

- 
1. 交代投诉的主因时不但要清晰而有技巧，更要语气坚定。
  2. 清楚地说明你所期望的改善之道——提高服务品质，修订陋规，另交新货，或是由供应厂商自行研究解决方案等各种办法。
  3. 尽量避免发怒(除非你所抱怨的问题已经是一而再，再而三地发生且从来未见改善)
  4. 要求供应厂商提出解决之道应该属于业务信函的范畴，希望在这种情况下得到正面的回应，表达的方式应该是强而有力却非语带胁迫。
-

## 18-1

### Receipt of a Low-Quality Office Product

#### **Situation**

Among the dozens of products sold by Paramount Office Supplies, a retail outlet, is typewriter correction tape. The brand featured by the store for many years is Pendant, and customers have been happy with their purchase. Recently, however, there has been a change for the worse in the quality of Pendant. It does not satisfactorily cover the typewriter type. The owner of Paramount, Katherine Lewis, writes the wholesaler (Bruce Owens) the following letter.

#### **The Letter**

Dear Bruce:

For the first time in memory, I have a complaint about one of your products—Pendant Correction Tape. The quality of the last order I received from you is very bad, and my customers are driving me to distraction with their complaints and returns.

Are you aware of this situation, Bruce? If not, just try the “new” Pendant, and you’ll find out what I’m saying is true. I’ve been so besieged with returns by customers that I’m now considering stocking another brand.

I’ve done business with you too long, Bruce, not to give you another chance with Pendant. If you can do something about this, fine; I’ll order from you. If not, I’ll try another correction tape.

Sincerely,

## 第一节 抗议供应的办公用品品质欠佳——去信

### 事由

零售商派拉蒙办公用品中心所供应的商品包含了打字机的修正带。多年以来，中心卖的都是彭登牌的修正带；顾客们也一定肯定这项产品的品质。但是最近，彭登修正带的品质却是日渐低落，没有办法盖住想要修正的整个字。派拉蒙的老板，凯瑟琳露意丝于是写信给批发商(布鲁斯·欧文斯)点出问题。

### 范例

亲爱的布鲁士：

就我记忆所及，这大概是我第一次对你所供应的用品提笔抱怨。上一批彭登牌修正带的品质实在是太差了，顾客们的投诉与退货整得我都快崩溃了。

布鲁斯，你是否已经注意到这个问题了？如果还没有的话，不妨试试“新版”的彭登修正带，你就会知道我说的一点没错。客户每天如大军压境的退货要求，烦得我开始认真考虑是不是该换另一个牌子的修正带。

我和你生意往来了这么久，布鲁斯，觉得应该给你和彭登修正带一个机会。如果你能想办法解决问题，那就太好了，我还是会继续向你订货；如果你束手无策，那我只好试试别的牌子了。

诚心问候



## 18-2

### Response to Letter About Receipt of a Low-Quality Office Product

#### **Situation**

See Letter 18-1 on the preceding page.

#### **The Letter**

Dear Katherine:

I couldn't agree with you more when you say that the Pendant Correction Tapes you received from me are not satisfactory. I have telephoned the Pendant people. Their attitude is that this correction tape is of the highest quality, and they see nothing wrong with it.

I am sending you in a separate mailing (Priority Mail) a couple of rolls of Cover-All correction tape, and I think when you use this tape you will be delighted with it. This is the brand we'll be distributing from now on, and I hope I will receive an order from you. I predict that there will be no more complaints from your customers.

Sincerely,

## 第二节 抗议供应的办公用品品质欠佳——回函

**事由** 请参阅第十八章第一节。

### 范例

亲爱的凯瑟琳：

你来信指出彭登牌修正带的品质堪虑，这点我完全同意。我已经打过电话给彭登的制造商，他们的态度竟然是修正带的品质完美，根本没有任何的问题。

随信同时我还用另一个包裹(第一类优先信函)寄给你几卷全美牌修正带，相信你会对它的品质感到满意。我们从现在开始销售这个牌子的修正带，希望能够收到你的订单。我想这样一来，你应该再不会从客户那里听到任何抱怨了。

诚心问候

## 18-3

### Error in an Invoice

#### Situation

Sutton, Inc. is a manufacturer of Plymouth electric stoves. The sales representative for Sutton calls upon a retailer, Mark Willoughby, and sells him six Plymouth DeLuxe stoves. There is a sale on these stoves at the price of \$177.75, compared with \$215.35, which is the regular price. However, when the invoice arrived, the amount was \$1292.10—a difference of \$225.60 more than the anticipated amount. Willoughby writes the manufacturer about the mistake.

#### The Letter

Ladies and Gentlemen:

When your representative, Alan Powers, called on me in late April, he told me that you were offering a special price of \$177.75 on the Plymouth DeLuxe stove. I ordered six. However, the invoice I received showed the amount due as \$1292.10—a difference of \$225.60.

I'm enclosing a check for \$1066.50. Unless I hear from you to the contrary, I will assume that this is the correct amount. If this is not the case, I would like to cancel three of the stoves.

Very truly yours,

## 18-4

### Response Regarding Error in an Invoice

#### Situation

See Letter 18-3 above.

#### The Letter

Dear Mr. Jennings:

*Mea culpa* (or, I'm sorry) about the mistake we made in our January 17 invoice. You are right, and the fault is mine. I have entered the amount on your ledger sheet as \$1066.50 (thank goodness, the \$1292.10 had not been posted).

I can't really account for this mistake, Mr. Jennings, and I am delighted that you caught it. Thank you for writing.

Cordially yours,

### 第三节 指出发货单上的错误——去信

#### 事由

速腾企业是普利茅斯牌电炉的制造厂商。公司的业务代表拜访了零售商马克·威洛比，并售出了6台普利茅斯豪华型电炉。讲好了每一台电炉以低于定价215.35美元的优惠价格177.75美元成交。但是当威洛比收到发货单时，却发现货款的数目1292.10美元远比所预期的价钱多出了225.60美元。他于是写信向制造厂商指出这项错误。

#### 范例

各位女士、先生：

贵公司业务代表艾伦·鲍尔斯在4月底来访时，告诉我普利茅斯豪华型电炉可以给我每一台177.75美元的特价。我因此订购了6台。然而我所收到的发货单上总价却是1292.10美元，中间多了225.60美元。

我随信附上了一张1066.50美元的支票；如果没有接到各位进一步的通知我，我会直接认定这就是正确的货款。如果不是的话，我必须取消订购3台电炉。

真诚拜候

### 第四节 指出发货单上的错误——回函

事由 请参阅第十八章第三节。

#### 范例

亲爱的威洛比先生：

是我们不对(真是抱歉)。您说的没错，在1月17号寄给您的发货单上，货款的数目的确打错了。我已经在您的帐户里记上了正确的数目1066.50美元(还好，错误的1292.10美元还没给登录上去)。

我实在无法解释这次的疏忽，不过，威洛比先生，我很高兴您能为我们指出工作的错误。谢谢您的来信。

殷切问候

**18-5****Complaint About a Supplier's Sales Representative****Situation**

Bennington High School, like other schools all over the country, is frequently visited by sales representatives of publishers and other firms. At Bennington, each teacher selects the textbooks for his or her classes; thus, this is the individual a book representative likes to talk with. The principal, Frances Morelli, welcomes sales representatives, but she insists that they check in at her office before visiting teachers. One company representative consistently violates this rule, and Morelli decides to write the regional manager about the problem and tactfully request a change in the sales representative's conduct.

**The Letter**

Dear Mr. Engels:

Although I find it an unpleasant task, I feel that I must bring to your attention a problem I am having with your representative, Graham Hardy.

I am, of course, delighted to have sales representatives call on our teachers. I firmly believe that teachers should keep up to date on everything new in textbooks and other educational products and that no one is in a better position to inform them than the people who sell them.

Concerning sales representatives, I have a rule that I feel that I must enforce. Every representative is to check in at my office for clearance before proceeding to the classrooms. The reason is understandable to you, I am sure. I want to be certain that each visitor is one that teachers will want to see and, equally important, I think it is unwise for me to allow teachers to be interrupted while their classes are in session.

Mr. Hardy was informed of this rule when he first began to call on us in September. However, he has repeatedly ignored it. I know only because the teachers themselves have complained to me about his frequent interruptions, often at extremely awkward times.

Naturally, I do not want to cause trouble for this young man. He seems very personable, and I know the teachers he sees have great respect for his knowledge and the company he represents. I am sure you will understand my position, and I hope that you will pass the word on to him.

Very truly yours,

## 第五节 批评供应厂商的业务代表——去信

### 事由

向全国其他的学校一样，本宁顿高中常有出版社和其他公司的业务代表前来拜访。在本宁顿，上课的教材由任课老师们自行决定；他们因此也成为业务代表访谈的目标。校长弗朗西丝·莫雷利女士欢迎业务代表的来访，不过她同时也坚持业务代表在拜访老师前应该先到校长办公室登记。由于某公司的业务代表经常违反这项规定，莫雷利决定写信给该公司的地区经理，并委婉地请求纠正这位业务代表的行为。

### 范例

亲爱的恩格斯先生：

虽然这不是一件愉快的差事，我认为还是有必要让您了解一下贵公司业务代表格雷厄姆·哈迪带给我们的一些困扰。

我当然很乐意看到业务代表们到学校来拜访老师。我一直相信老师们应该随时留意教科书或其他教材里最新的教学信息，而在这一方面最能帮助他们的正是推销这些教材的业务代表。

谈到业务代表，我个人认为有一项应该确实执行的规定。每一位来访的业务代表必须在前往教室前先到我的办公室登记。我相信您一定能够了解这项规定的用意。我希望能确认一下学校的老师是否愿意接见这位业务代表，同样重要的是，我不认为坐视老师们的授课被任意打扰是件明智的措施。

哈迪先生自9月起开始到本宁顿来访时，我们就已经告诉他这项规定。但是，他一直将规定抛在脑后。我之所以知道是因为不少老师都向我抱怨过他经常突然出现在课堂上，中断授课，叫人不知如何是好。

我并不希望为这位年轻人带来任何麻烦。他看来风度翩翩，而就我所知，老师们都相当推崇他个人的专业水平与他所代表的公司。但是我也相信您会了解我的处境，也希望您能够为我将这些话带给哈迪先生。

真诚拜候

## 18-6

### Response to Complaint About a Supplier's Sales Representative

#### **Situation**

See Letter 18-5 on the preceding page.

#### **The Letter**

Dear Ms. Morelli:

I appreciate your letter concerning Graham Hardy and his attitude toward the teachers on your staff.

Graham is a new representative and was probably not aware that he was causing difficulty in your school. I have talked with him at some length, and he thoroughly understands that when he visits a school he must get the principal's permission to visit teachers. Also, I'm making note of this matter to be discussed again at our next sales conference on October 16.

Thank you for writing. According to his schedule, Graham's next visit to Bennington High School is early March. If the situation you describe occurs again, I would like very much to hear from you.

Gratefully yours,

## 第六节 批评供应厂商的业务代表——回函

**事由** 请参阅第十八章第五节。

### 范例

亲爱的莫雷莉女士：

非常感谢您来信知会我们格雷厄姆·哈迪对贵校老师所带来的困扰。

格雷厄姆是我们公司新聘的业务代表，也许经验不足，没有发现自己的行为已经对贵校造成困扰。我已经好好地同他恳谈过了，而他也充分地了解，拜访学校老师之前必须事先征求校长的同意。此外，我也预备将这个情况在我们10月16日的业务会议上提出来与同事们讨论。

谢谢您的来信。根据格雷厄姆的工作计划表，他将于3月初再次拜访本宁顿高中。如果您所提到的问题重演，请务必让我知道。

谨此问候并致谢忱



## 18-7

### Poor Service on a Special Order

#### Situation

Lomack's, a retail gift shop, places a special order with a long-time supplier for monogrammed crystal stemware. The stemware is to be a wedding gift, and delivery is promised by May 15. Not only does the order arrive after the wedding; the monogram is wrong and two pieces are cracked. The owner of Lomack's, Mrs. Lydia Lomack, writes the supplier about the problem.

#### The Letter

Dear John:

I'm enclosing a copy of my order, dated February 17, for Prestige crystal stemware: eight 11-ounce goblets, eight 5½-ounce wine glasses, and eight 7-ounce champagne glasses. As you will see, these pieces were to be monogrammed "G" in Old English lettering, and delivery was requested not later than May 15.

Well, John, here is what happened:

1. The stemware was finally received May 28. Because I became anxious about delivery before the wedding (for which the stemware was to be a gift), I telephoned your customer service department twice—May 4 and May 11—and in each case was assured that delivery would positively be made by May 15.
2. The monogram on the stemware was "C" in block lettering.
3. Two of the wine glasses were cracked.

I think you will understand, John, why I am upset at the manner in which this order was handled. My excuses and apologies to the customer (an aunt of the groom) are of no comfort; to her, the incident was "terribly embarrassing—unforgivable," and I confess that I agree with her. I did persuade her not to cancel the order simply because there were no other gifts of this nature, but I had to promise very fast delivery.

Obviously, you know what must be done: Get the *right* stemware to me as fast as you can. I'd like to save this good customer, and if you don't turn handsprings to expedite delivery, I don't have a prayer. But let me know so that, if necessary, I can make other arrangements.

Incidentally, John, the Colonial ironstone is going very well. If you're bringout out new patterns, be sure to let me know.

Cordially yours,

## 第七节 抗议订货错误百出——去信

### 事由

礼品零售商洛马克公司向长期往来的供应厂商特别订购了一套作为结婚礼物的嵌字水晶酒杯；交货日期说好是5月15日。结果不但订货在婚礼结束后才送到，连嵌字都弄错了，还破了两个酒杯。洛马克的老板莉迪亚·洛马克写信给供应厂商提出抗议。

### 范例

亲爱的强：

我随信附上了2月17日订购一组美望水晶酒杯的订单影印本；整组包括：8个11盎司的高脚杯、8个5 1/2盎司的酒杯，还有8个7盎司的香槟酒杯。你可以在订单上看见，这些酒杯指定的嵌字是古英文字体的“G”，而希望交货的日期注明了不得晚于5月15日。

接下来要告诉你的，强，就是后来发生的状况：

1. 我终于在5月28日收到了整组酒杯。因为我急着要在婚礼前收到订货(这组酒杯是人家的结婚礼物)，我前后在5月4日和11日打了两次电话向你们的客户服务部查询进度。而两次的回答都保证我能在5月15号的期限前收到。

2. 酒杯的嵌字变成方体的“C”。

3. 整组还有两个酒杯破掉了。

强，我相信你会了解我为什么会对你们处理这次订货的方式感到生气。不管我想怎样的办法，用怎样的借口向客户(她是新郎的姑妈)道歉都没有用。对她来说，这次的事件让人“尴尬地无地自容，完全不可原谅”；而我必须承认，她说的一点没错。我总算还能用找不到这样特殊的礼物这个理由，劝住她不要取消订货；不过我必须答应她用最快的速度交货。

很明显的，你知道现在应该怎么办：尽快地把正确的杯组寄给我。我很想留住这位客户，如果你们不想尽办法赶紧交货，那也不用指望我会为你们祷告了。不过万一如果你们做不到的话，还是要尽快让我知道，好另做安排。

顺道提一下，强，你们的殖民风陶器卖的不错，如果有推出新的式样，记得通知我。

殷切问候

## 18-8

### Response to a Letter Regarding Poor Service on a Special Order

#### Situation

See Letter 18-7 on the preceding page.

#### The Letter

Dear Lydia:

When Willoughby's goes an order, they do a bang-up job of it! Under the awful circumstances involved, I think your letter was a classic indication of patience and understanding. I'm afraid I would have been more put out about this experience.

Let me summarize the errors:

1. You were promised a delivery date of May 15, but received the order on May 28. Result: an unhappy donor and a pair of disappointed newlyweds.
2. There were two mistakes on the monogram on the stemware—"C" instead of "G," and block lettering rather than Old English.
3. Two of the wine glasses were cracked.

Pardon the repetition, but I needed to see the "picture" as it has developed.

I have difficulty understanding how even *one* of those errors occurred. Three serious errors is almost beyond belief, and the President of Willoughby's is as embarrassed as I am. While I had the President on the phone, I extracted a promise of a June 9 delivery date on your order, insisting that if there were more errors we would go elsewhere for our future orders.

Hopefully yours,

## 第八节 抗议订货错误百出——回函

事由 请参阅第十八章第七节。

### 范例

亲爱的莉迪亚：

当威洛比公司搞砸了客户的订货，他们一定得全力以赴，用最好的表现来补救。想到这次这么严重的疏失，就让我觉得你的来信真的是体谅与耐性的最佳典范。这样的事如果发生在我自己身上，我想我大概会比你更加地激动生气。

让我总结一下我们犯的错误：

一、我们答应在5月15号交货，可是你一直到5月28号才收到订货。结果是：一位气急败坏的馈赠者和一对失望的新婚夫妇。

二、杯组的嵌字一共有两项错误：我们把“G”误做成“C”，而且还将古英文体与方体字搞混了。

三、整组还破了两个杯子。

请原谅我重新一一细数，不过我真是需要好好地想像一下这幅“景象”。

上面的错误只要有任何一项发生，就已经很让我难堪了；三项如此严重的问题同时出现，简直叫人无法置信。我想威洛比的总裁一定同我一样地感到汗颜。在电话里，我硬是要他亲口保证会在6月10号交货，而且向他断言如果还有任何的疏失，我们绝对走人，另请高明。

诚挚问候并至歉意

## 18-9

### Poor Performance on a Service Contract

#### **Situation**

Severn and Kearns, an architectural firm that occupies its own one-story building, has a two-year contract with Universal Maintenance Service to provide complete janitorial services. During the eight months the contract has been in effect, the firm has been frequently dissatisfied with the service given, and the Administrative Services Manager, Kathleen Malette, has discussed the problem numerous times with the manager of Universal. The situation has not improved to Malette's satisfaction, and she puts her case in writing, describing explicitly the reasons for dissatisfaction with the service given and putting Universal on notice that the contract is in jeopardy.

#### **The Letter**

Dear Mr. Weidner:

You will recall that you and I have discussed at least four times during the past eight months the low quality of service provided by your company. After each conversation, service improved for a short time, only to revert back to the old standard that brought about my original complaint.

I will summarize in this letter my previous discussions about your performance. You may wish to refer to our contract as you read my comments.

1. *Windows.* According to the contract, all windows are to be cleaned once a month. This is not being done. Often from six to eight weeks elapse between cleanings. Even when the windows are cleaned, the job is less than satisfactory. But you are aware of this—you've seen the results on several occasions and always promised a better job "next time." It has not happened.
2. *Floors.* The floors throughout the building are to be cleaned after each workday—the carpeting is to be vacuumed and tile and wood floors cleaned with special solvents. Although your service people do show up each day, their efforts can only be described as careless.
3. *Furniture and Equipment.* Furniture and equipment are to be dusted or vacuumed daily, and once a month desks, chairs, tables, and other furniture are to be cleaned and polished. Neither of these two contract stipulations is being met to my satisfaction.
4. *Walls and Drapes.* Walls and drapes are to be vacuumed every week. I'm convinced that this is not being done in several offices.

## 第九节 抗议服务不周——去信

### 事由

塞弗恩—卡恩斯联合建筑师事务所和全球清洁公司签有 2 年的合约，由后者为前者自有的单层办公室提供全套管理与清洁服务。在合约开始生效的前 8 个月里，事务所对服务的品质颇有微词；管理部经理，凯瑟琳·玛莉特也曾经和全球清洁公司的经理就这个问题作过多次协商。但是服务品质还是没有令人满意的改善；玛莉特决定将不满形诸于书面，清楚地列出每一项尚待改进的缺点，并让全球清洁公司了解到事关双方合约的存续。

### 范例

亲爱的韦德纳先生：

我相信您一定还记得，在过去 8 个月里，我们曾经为了贵公司清洁服务的品质低落一事，进行过至少 4 次的协商。每次谈过以后，服务品质就会明显提升，可惜昙花一现，不久之后便又故态复萌。

借着这封信，我想把我们稍早关于服务品质的每次讨论逐项地加以整理。当您在阅读我的意见时，不妨备妥合约，两相对照。

一、窗户：根据合约规定，所有的窗户每个月应该清洁一次。这一点贵公司并没有做到。经常是清理后，下一次得再等上六到八周才会姗姗来迟。而关于这点您一向清楚，好几次您都亲眼目睹了这项疏忽的结果，并且保证下一次一定会做好，下一次一直没有出现过。

二、地板：整栋办公室的地板应该每天下班后全面地清理，地毯必须用吸尘器，磁砖和木板用特殊的清洁液打扫干净。服务人员虽然每天都会出现，但他们的工作态度只能用“漫不经心”来形容。

三、家具与设备：家具与设备每天都应该掸灰或吸尘，桌椅等家具则是每个月要有一次的彻底清洁。这两项合约条款的执行结果从来没有让我个人满意过。

5. *Miscellaneous.* I could mention a dozen other cleaning responsibilities that are not being met satisfactorily—pictures, glass-front cabinets, lavatories, and ash trays, for example.

I call your attention to paragraph 7c in the contract, Mr. Weidner, in which the provisions for revocation of the contract are described. I do not like to consider such a possibility, but I must unless I have your written assurance that all provisions of the contract will be met.

I will be pleased to meet with you once more to discuss this situation and again point out to you why we are not satisfied with the present arrangement. I assure you that this is a matter of some urgency to me.

Yours very truly,

## 18-10

### Responding to a Letter About Poor Performance on a Service Contract

#### **Situation**

See Letter 18-9 on the preceding page.

#### **The Letter**

Dear Miss Malette:

I don't blame you for being upset about the poor performance on our service contract. If I were in your position, I would be more than unhappy—I would be outraged.

This morning I talked at length with the people providing the service. Unfortunately, they disagree with much of what you had to say about their performance. But this makes no difference to me; the customer's word is my bond. So I will not quarrel with your objections. All I can do is inspect the premises each time they visit your building. If I find any lack of attention to the list of "no-no's," I will make certain that their shortcomings are corrected.

Will you do me a favor? I'd like to hear from you soon after the next services have been rendered. I believe this sad showing can be corrected, and I am determined to make it happen.

Apologetically yours,

四、墙壁与窗帘：墙壁同窗帘每周都要用吸尘器清扫。我相信不少办公间里的墙壁与窗帘都已经久受冷落。

五、杂项事物：我还可以继续点出许多贵公司疏忽的清洁工作，挂图、玻璃橱面的柜子、洗手间，还有烟灰缸等等。

韦德纳先生，请您特别注意合约中记载解约条款的第7c段。我并不喜欢诉诸解约，不过如果没有您保证贵公司会确实遵守合约里各项条款的书面记录，我不得不慎重考虑取消合约的可行性。

我将很乐意再和您见面协商，再一次地向您指出我们对目前的服务品质不满的症结所在。我可以向您保证，解决这件事情对我来说是势在必行的重大任务。

衷心拜候

## 第十节 抗议服务不周——回函

事由 请参阅第十八章第九节。

### 范例

亲爱的凯瑟琳小姐：

我一点也无法怪你对我们未能确实履行清洁服务的合约一事而感到不悦。如果我是你的话，一定不只是不高兴而已；我准会暴跳如雷。

今天早上，我与负责贵公司清洁工作的同事有过一番长谈。只是他们对你在信里提到的指责却多予否认。对我来说，这并没有任何影响；客户的话就是我考量的依据。所以我不会反驳你对我们的指正。我会在每一次他们前往贵公司服务时，仔细地检查全栋建筑。如果我发现有任何你信里提到的疏漏时，一定会彻底要求他们将缺点改正。

能不能请你帮我一个忙？请在下一次的清洁服务结束后，让我知道你的评价。我相信我们的服务品质可以有所改善，而我也有决心贯彻这样的信念。

诚心致歉



## 18-11

## Receipt of an Unacceptable Substitute

**Situation**

Harbor Light Press, a book publisher, has had great success with *The Handy Desk Companion*, a style manual for secretaries. Long published as a traditional hard-bound book, the publisher, because of customer demand, has also recently made it available in a spiral binding. Laughlin's Book Nook has placed two orders for *The Handy Desk Companion* in spiral binding over the past three months, and each time received the hard-bound book with the note on the shipping ticket, "Please accept this substitute; we're temporarily out of stock on the spiral binding." The owner of the Book Nook, Mary Beth Laughlin, writes the publisher to call attention to the recurrent out-of-stock situation and receive assurance that in the future no substitutions will be sent.

**The Letter**

Ladies and Gentlemen:

During the past three months I have placed two sizable orders for *The Handy Desk Companion*, by Mauck, specifying the new spiral binding that you are advertising in *Publisher's Weekly*. Both times you sent me the hard-cover binding because you were out of stock on the spiral.

Fortunately, I am still selling quite a few of the hard covers, but more and more customers ask for the new spiral-bound book (at least two of your competitors have similar reference books in this easy-to-use binding).

I'm frankly concerned that unless you solve this out-of-stock problem, we're both going to be hurt. Up to now I have stocked only the Mauck book—my customers tell me it is the best of its kind on the market—but I may have to change my policy in self-defense. It may sound a little foolish that people will choose a book because it's easier to use rather than on the merits of the content, but it really seems to be happening.

Enclosed is my order for 75 copies of *The Handy Desk Companion* in spiral binding. Please do not, under any circumstances, send me anything else. I have plenty of the hard-cover copies in stock.

The new *Recipe Date Book* is a winner. I sold 162 of them in April and will soon have to place another order. Please don't be out of stock!

Sincerely yours,

## 第十一节 告知无法接受供应的替代品—去信

### 事由

港湾之光出版社所出版的秘书写作手册《办公桌上的朋友》一向颇为畅销。为了回应客户的需求，出版社在传统的精装本之外，另外也在近期发行了环圈装订的平装本。劳克林书房在过去的三个月内下了两次订单，购买环圈版的《办公桌上的朋友》却每次都收到精装本及一张附在货单上的短笺，写着：“请接受这些替代品，环圈平装本目前暂无存货。”书房的老板，玛丽贝思·劳克林写信给出版社，请他们注意这种持续缺货的现象，出版社则回函保证不会再使用替代品。

### 范例

各位女士、先生：

过去三个月里，我下了两次数量相当可观的订单购买莫克编写的《办公桌上的朋友》，并且指定所要的是新版的环圈平装本。贵公司两次都寄给我精装本，说是环圈本目前缺货。

幸好，精装本在我这儿还有不错的销路；但是越来越多的客户要求购买新的环圈版本（贵社至少有两家竞争者的同类参考书提供有这种使用起来相当方便的版本。）

老实说，我认为除非贵社尽快解决缺货的问题，不然我们双方的生意都会有所损失。一直到现在，同类的参考书我只卖莫克这本，因为我的顾客告诉我，这是目前市场上最好的秘书写作手册。不过，为了保护自己，我也许有必要去改变这项坚持。读者选书的标准，内容的优劣可能还比不上使用的方便与否；这样的事听起来好像有点愚蠢，不过却是事实。

随信附上购买75本环圈平装的办公桌上的朋友的订单。不论如何，请不要再寄给我别的版本。精装本在我这儿的存量已经够多了。

新版的约会料理书十分畅销。4月份我就买了162本，很快就得再订书了。到时候可千万不要又缺货了！

诚挚拜候

**18-12****Response to Letter About an Unacceptable Substitute****Situation**

See Letter 18-11 on the preceding page.

**The Letter**

Dear Mrs. Laughlin:

I agree with you. I would be very upset, too, about not receiving spiral binding on your latest order for *The Handy Desk Companion*, by Mauck.

As soon as I received your letter, I called the book manufacturer and was told by the production manager that they have difficulty keeping up with the demand for the spiral-bound book. He said that, because he is not equipped to handle spiral-bound books, he has to farm out the binding to another manufacturer. He realizes that buyers are not happy, and swore that we would have no further difficulty in getting orders filled.

Thank you for your patience, Mrs. Laughlin. I assure you (and I base my opinion on what I was told by the bindery) that you will have no further trouble in getting what you want.

Cordially,

## 第十二节 告知无法接受供应的替代品——回函

**事由** 请参阅第十八章第十一节。

### 范例

亲爱的劳克林太太：

您说的没错。没有如自己所指定地收到莫克编写的《办公桌的朋友》的环圈平装本，我一样也会不高兴。

我一接到您的来信，就立刻同我们的装订厂商联系。对方的产品经理告诉我，他们的确有些困难应付环圈装订本的大量需求。他们公司并没有环圈的装订设备，所以必须将工作转包给另一家厂商。他了解客户对此不甚满意，也保证从现在起不会再耽误我们的订货。

谢谢您的体谅与耐心，劳克林太太。根据我们装订厂商的承诺，我也向您保证，从现在开始您可以放心地收到您所指定的书了。

殷切问候

**18-13****Customer Receives a “Pay-or-Else” Letter in Error****Situation**

DuVall Wholesalers purchases hardware from Minnesota Supply Corporation. DuVall receives a warning that if the company does not pay the amount owed (\$6440) within ten days, their account will be turned over to a collection agency. The fact is that DuVall has always paid for purchases promptly on receipt of the statement, and the company owes nothing. The letter was obviously sent in error. DuVall writes an irate letter. See the response to this letter on the next page.

**The Letter**

Gentlemen:

I am very annoyed with you for sending me a threatening collection letter when we owe your company nothing. The amount you referred to (\$6440) was paid six weeks ago!

Obviously, you have our account mixed up with someone else's; you'll discover it when you take another look at the records. I have my cancelled check, which you endorsed, in the amount of \$6440. Please give me some explanation for your insulting letter. For five years I have been a customer of Minnesota Supply Company and have always paid for my purchases within four or five days upon receipt of your statement.

Don't you think you owe me an apology?

Very truly yours,

### 第十三节 怒斥遭错寄“不付钱——等着瞧”的请款信——去信

#### 事由

杜瓦批发公司素来都向明尼苏达供应公司采购五金器具，最近却收到对方来信，宣称若是杜瓦无法在十天内清偿所拖欠的6 440美元货款，将委请讨帐公司代为催收。事实上，杜瓦批发公司一向在接获催款帐单后立即付款，从来没有拖欠过什么货款。明尼苏达的催款信显然是寄错了。杜瓦公司去函严词指责，对方的回函载于次页。

#### 范例

各位先生：

当我们并未拖欠任何货款时，却收到贵公司寄来一封信带胁迫的催款帐单，这种事情简直与骚扰无异。你们宣称的欠款6 440美元早在六周前就已经付清了！

很明显地，只要重新检查帐目，就会发现你们自己把杜瓦的帐户同其他客户搞混了。我手边还存有贵公司向银行兑现后寄还的支票，金额正是6 440美元。请对这样一封几近侮辱的信件提出解释。五年来，我们一直是明尼苏达供应公司的忠实客户，每次都在接获催款帐单后的4到5天内，立即付清货款。

你们不认为应该向我们道歉吗？

真诚致意

**18-14****Response to a Complaint About  
“Pay-or-Else” Letter****Situation**

See Letter 18-13 on the preceding page.

**The Letter**

Dear Harry:

I deserve the thrashing you gave me and more. This error is just one of those flukes that, fortunately, are very rare but which cause great discomfort.

Our computer that spews out bills to our customers obviously had a “glitch,” which has now been fixed. Needless to say, I find it hard to understand how we could insult such a valuable customer as you, and there are several people who are chafing even more than I am because I made them aware of the seriousness of the error!

Obviously, your account has a zero balance, but I’m hoping that will change—we like having you owe us because we’re always certain that we will be paid on time and in the right amount.

Apologetically yours,

## 第十四节 怒斥遭错寄“不付钱——等着瞧”的请款信——回函

事由 请参阅第十八章第十三节。

### 范例

亲爱的哈里：

对于你的指责，我真的是罪有应得。我们这次的错误正巧是那种很少发生却让我困扰万分的疏忽。

我们用来打印客户帐单的那部电脑很显然发生故障了，所幸现在已经修复。去函羞辱像你们公司这样宝贵的客户，不用说，我是完全无从理解怎么可能会有这样事情发生。我们公司里还有其他的同事，在我让他们了解到这次错误的严重性以后，比我还要更加羞愧！

你们公司的帐目当然一点也没有问题，付款项为零。不过我期待这样的情形能有所改变，希望像你们这样总是按时如数付款的客户的帐目上能出现 多一些的待付款项。

诚挚问候并致歉意



## 18-15

### Irate Customer Accuses Supplier of Sloppy Record Keeping

#### **Situation**

Mrs. Sara Patton, owner of Rexway Distributors Corporation, is a fairly new customer of Reliable Supply Company. She has reason, she believes, to write an irate letter to the Vice President of Reliable, questioning the accuracy of their accounting records. According to her ledger, she has a zero balance with the supplier. The supplier indicated in a second statement that Patton still owes \$971.80—quite a discrepancy. Patton writes the following letter to the Vice President of Reliable Supply Company.

#### **The Letter**

Dear Mr. Marshall:

When I received your second statement, showing our account in arrears in the amount of \$971.80, I was astonished—no, I was very angry. My records show that we have a zero balance at Reliable Supply Company! And I got nowhere with your accountants when I questioned the first statement I received.

I'd like a letter from you showing me how you arrived at your preposterous figure. Immediately, please. Apparently you're guilty of sloppy record keeping.

Yours very truly,

## 第十五节 指责供应商帐目不清——去信

### 事由

雷克斯威销售公司的老板，萨拉·巴顿太太是有信供应公司的新客户。她相信有足够的理由去函有信的副总裁，质询他们帐目记录的准确度。根据她自己的帐册，雷克斯威与供应厂商间的应付帐款为零。供应厂商这边却第二次来函催款，显示还有一笔可观的款项(971.8美元)待清。以下就是巴顿写给有信供应公司副总裁的质询信。

### 范例

亲爱的马歇尔先生：

当我接获贵公司第二度来函，指称我们公司尚有971.8美元的货款未付，我实在是相当惊异，不，应该说是相当生气。我们的记录显示，并未拖欠有信供应公司任何款项！我在接到第一封催款信的时候，就试着和贵公司的会计人员沟通，却没有任何的进展。

我希望您能来函，向我解释这笔荒谬的款项从何而来。请您立刻提笔。很明显地，贵公司帐目记录十分草率。

诚心致意

**18-16****Response to Customer About Sloppy Record Keeping****Situation**

See Letter 18-15 on the preceding page.

**The Letter**

Dear Mrs. Patton:

Thank you for writing about your account balance. I can understand why you could be so angry about our “sloppy record keeping.” Yet I must agree with our accountant; according to your ledger sheet, you still owe us \$971.80.

Would you please examine your records again, Mrs. Patton? I dislike asking you to do so, but I can’t account for the difference in our records—both yours and mine. We have checked our credit entries for Rexway Distributors for the past three months and can find no entry of \$971.80.

I understand it’s asking a lot of you to recheck your records, but I have no alternative. Thank you for your patience.

Cordially yours,

**18-17****Response by an Irate Customer Who Discovers an Error****Situation**

See Letter 18-15 on the preceding page and Letter 18-16 above.

**The Letter**

Dear Mr. Marshall

You said I would be embarrassed about the discrepancy in my account, and I must confess that you are right and I am wrong. The check for \$971.80 was made out but never mailed. It is enclosed.

I can’t imagine what caused this foul-up, but it is a beauty! I’m embarrassed most by the wording of my letter to you. Forgive me, please.

Sincerely yours,

## 第十六节 指责供应商帐目不清——回函

事由 请参阅第十八章第十五节

范例

亲爱的巴顿太太：

感谢您的来信询问贵公司的帐户记录。我相当能够理解您为什么会对我们“记帐草率”而感到不悦。但是，我仍然必须站在我们的会计人员这边，因为根据我方的记录，您的确还有971.8美元的货款待清。

巴顿太太，是不是请您再一次检查贵公司的帐册呢？我并不愿意添加您的麻烦，不过我们确实无法找出贵我双方帐目上不符的原因。我们仔细地校对过雷克斯威销售公司在过去的三个月里的每一笔信贷与付款记录，却仍旧没有发现971.8美元这笔货款。

我知道请您重新检查贵公司的帐目一定会花费您不少时间，不过我实在是别无对策。谢谢您的耐心合作。

衷心问候

## 第十七节 指责供应商帐目不清后发现错在己方

事由 请参阅第十八章第十五节、第十六节。

范例

亲爱的马歇尔先生：

我必须承认您说的没错，我对我们彼此帐目不符的责任归属做出了令人尴尬的错误判断。我们的确是开出了一张面额971.8美元的支票，却一直忘了寄给贵公司。借此将这张支票随函奉上。

我不知道怎么会有这样疏忽，不过总算水落石出。对于前一封信里的措辞，我真的是感到十分惭愧。请您务必原谅。

诚挚问候

## 18-18 Complaint About Loss of Conference Materials

### **Situation**

Frances Weller is Assistant Manager of Western Motor Hotel, which counts among its customers individuals as well as groups of people attending conventions and meetings. A few days ago Weller receives the following letter from Bryant Skinner, President of Pocono Realty Association, whose members recently completed a five-day stay at the hotel.

### **The Letter**

Ladies and Gentlemen:

Thanks to the inefficiency of your staff, the fall meeting of the Pocono Realty Association was a big disappointment.

As you very well know, the materials that were shipped to your hotel two weeks in advance for use in our group sessions were misplaced by someone there and were never found (they arrived here today from your hotel). The entire program had been built around these materials, and as a result of their being misplaced, we had to improvise. This was both awkward and unproductive.

Your statement for \$2178.95 arrived today, and I am tempted not to pay it. In any event, it would seem that we are entitled to some kind of discount for the inconvenience we suffered at your hands.

I expect an explanation from you before I authorize payment.

Very truly yours,

## 第十八节 指责旅馆遗失会议资料——去信

### 事由

弗朗西丝·韦勒担任西部汽车旅馆的助理经理，接待的旅客包括参加会议的个人与团体。几天前，波科诺市房地产公会的会员们刚结束了在旅馆为期五天的会议。韦勒稍后收到公会理事长，布莱恩特·斯金纳的来信如下。

### 范例

各位女士、先生：

多亏了各位的办事不力，让大家对这次波科诺市房地产公会的秋季大会大失所望。

如各位所知，我们分组讨论所使用的资料早在会议前两周就预先邮寄到你们旅馆，却被遗失，而且在会议期间都未寻获(你们一直到今天才把资料送还给我)。大会的议程都得靠这些资料才能顺利进行，而因为资料被遗失了，我们不得不临时拼凑，弄得整个会议尴尬丛生且毫无建树。

我今天收到了你们的催款帐单，真想就此拒付这笔2178.95美元的帐款。总之，我认为由于你们旅馆的疏忽所引起的种种不便，我们有权要求适当的折扣。

在我核准付款之前，希望各位能给我一个合理的解释。

诚心致意

**18-19****Response to Complaint About Loss of Conference Materials****Situation**

See Letter 18-18 on the preceding page.

**The Letter**

Dear Mr. Skinner:

Everyone here at Western Motor Hotel is terribly embarrassed about the misplacement of your conference materials. Permit me to tell you exactly what happened.

Our investigation reveals the accuracy of what you said about the missing materials. They were indeed received several days before your meeting. The part-time custodian who signed for the materials (they arrived late in the evening) did not know what to do with them, so he locked them up in the Lost and Found Room. He left the hotel to go on vacation the following day, and his whereabouts were unknown. Later, someone piled several pieces of luggage on top of the carton so that it was hidden from sight. Although the Lost and Found Room was searched at the time, no one thought to lift the luggage to see if there was anything underneath.

I expect you'll have trouble understanding all this. I certainly do! If it's any comfort to you, this is the first time in our history that such a mistake was made—and it was a corker!

Please give us another chance, Mr. Skinner. I'd like to prove to you that we're really top-notch in the hostelry business.

Sincerely yours,

## 第十九节 指责旅馆遗失会议资料——回函

**事由** 请参阅第十八章第十八节。

### 范例

亲爱的斯金纳先生：

我们西部汽车旅馆的每一位同事都为遗失贵会重要的资料一事而深觉尴尬。请容我向您报告事情的实际经过。

我们的调查发现您的指责事出有因。贵会的资料确实在会议开始的前几天就寄到我们旅馆了，兼职的管理员在傍晚的时候签收了这批资料以后，却因为不知道该如何处理，而将包裹锁入遗失物品的储藏室。第二天这位兼职的同事就启程休假，行踪不明。稍后，其他的同事又在包裹上放置了一些行李，遮掩住了整个箱子。虽然我们也找过遗失物品的储藏室，却没有人想到检查行李以下的物品。

我想您一定还是对我们的失误感到不解。我自己也是难以相信！如果我们这么说能让您稍稍感到欣慰的话，这次的疏忽是我们旅馆有史以来的第一桩。第一次归第一次，它还是为您带来了许多的麻烦！

请您务必再给我们一次机会，斯金纳先生，让我们向您证明西部汽车旅馆的确是业界的顶尖好手。

诚挚问候



## 18-20

### Customer Not Given an Expected Discount

#### **Situation**

Timothy Kelly is a sales representative of Hearthstones, a manufacturer of sporting goods. He calls frequently on Twin Cities Mart in Minneapolis.

On his last visit, Kelly said that the popular Partner golf bag will be on sale during August at 20 percent off the regular price of \$45 to retailers, for a net price of \$36. Twin Cities Mart ordered six bags.

Hearthstones also offers retailers a discount of 5 percent on cash orders. So the accountant for Twin Cities, Beryl Kendrick, assumes the net amount owed is \$210.90 rather than \$220.00.

When Kendrick's check is received, Hearthstones objects to the amount, saying that Twin Cities still owes \$11.10. Following is the letter that Kendrick wrote to Hearthstones.

#### **The Letter**

Ladies and Gentlemen:

When I placed my order for six Partner golf bags on the basis of your announced 20-percent discount, I assumed that your regular 5-percent discount on cash orders would apply. I can find nothing in your catalog on this matter.

I will do whatever seems fair to you. I don't want to be an exception, but I do think my logic is sound, don't you? Incidentally, I'm having quite a run on Comet golf club covers, and I will probably be placing an order soon.

Cordially,

## 第二十章 抗议供应商未依约给予折扣——去信

### 事由

蒂莫西·凯利是运动器材制造商炉石公司的业务代表，经常拜访明尼苏达州的双城购物中心。

上一次前去拜访的时候，凯利提到颇为畅销的“伙伴”高尔夫球袋在8月将以每个低于定价45美元两成的优惠价（36元）对零售厂商进行促销。双城购物中心订了6套高尔夫球袋。

炉石公司对以现金订货的零售商还提供5%的折扣。双城购物中心的会计，贝里儿·肯德里克因此认为货款的总数为210.90美元，并非220美元。

当炉石公司接获肯德里克的付款支票时，却认定双城购物中心少付11.1美元的货款。为了澄清这个差距，肯德里克写了下面这封信给炉石公司。

### 范例：

各位女士、先生：

当我根据贵公司提供的两成折扣价订了六个“伙伴”高尔夫球袋时，我以为现金订货一向享有的5%折扣也该同时并入，因为我在贵公司的产品目录上找不到相关事项的说明。

我会依照贵公司的规定付款。虽然我们不希望成为特例，但是我相信我们所假设的逻辑相当合理，您认为呢？借此顺便一提，“彗星”高尔夫球杆的套子在我们这儿卖得挺好，也许不久我又得再下一次订单了。

衷心问候

**18-21****Response to a Customer Who Is Not Given  
an Expected Discount****Situation**

See Letter 18-20 on the preceding page.

**The Letter**

Dear Beryl:

You are absolutely right—you owe us nothing. Of course, we did mark down Partner golf bags 20 percent and, of course, we do offer a 5-percent discount for cash. My apologies to you—you owe us nothing. I can't account for this—I was about to say *stupid*—error. Well, I said it and I'm glad.

Sincerely,

## 第二十一节 抗议供应商未依约给予折扣——回函

事由 请参阅第十八章第二节。

范例：

亲爱的贝里儿：

你完全正确，贵公司半毛货款也没有少给。我们的确为“伙伴”高尔夫球袋提供了两成的折扣，我们也的确给予现金订货5%的优惠。请接受我的道歉。你并没有任何的货款未付。我不知道怎么会出现这样的错误，本来想在“错误”之前加上“愚蠢”二字。刚才没讲，现在说了，心里觉得舒坦许多。

诚挚问候

## 第 6 篇

# 商务信件 ——供应厂商致函客户

关于企业，有件事让人颇为不解，那就是许多公司愿意投入大量的资本去开发新的客户，而在成功以后，却花那样少的心思去留住这些客户。这真的是一点道理都没有。越大的公司越容易视客户为理所当然，体制与规模的庞大竟然衍生出一种漠不关心的待客之道。

对一家公司而言，忠实的客户是防止倒闭的最佳资产，因为疏忽或冷漠而流失客户简直就是一种罪恶。满意的顾客不但能持续地喂饱公司的荷包，还能够带进来更多的新客户，等于是<sup>①</sup>不费分文的超值广告。虽然提供客户好的服务并非易事，但是要留住客户的心也不是什么登天之难。这是态度的问题，要坚信每一位向你买东西的顾客都有权利要求你提供能力所及的范围之内或甚至之外的最佳服务。

我们刚才说，提供客户好的服务并非易事。原因当然是因为没有一家公司是完美的。俗话说：“杯已到口，仍会失手。”没有什么事能十拿九稳，尽如人意。处理订单延误过久，寄错货品，开错发货单，算错催款帐单，莫名所以地去函指责无辜的客户，没有把握第一时间回信等等，

什么样的问题都有。

有的时候，这些问题是你没有办法控制的，比如说，你可能因为原料的短缺或者是货运公司的集体罢工而赶不上客户要求的交货期限。而有时候，问题的所在反而是客户本身，像是没有清楚地交代需求的产品或服务。

不过不管错误在谁，对于你十分重视的客户，你都应该在责任归属明确前认定他是对的。要注意，我们刚才说的是“你十分重视的客户。”我们从前常听到的，对所有的客户都应该一视同仁这种说法纯属神话。定期大量订货并且按时付款的客户，当然要比偶尔光顾然后得威胁利诱才愿意付钱的客户更值得我们重视。但是，客户不分大小好坏，在还没有把事情弄清楚以前，我们还是必须认定错不在对方。

我们当然也不希望给你一个印象，以为对客户只能打不还手，骂不还口。有些客户，甚至是你十分重视的客户，的确会提出任谁也做不到的无理要求或强迫你让步，违反公司政策给他特殊待遇。所以说，即使是面对客户，你还是有必须说“不”的时候。这种情况下，就要学会该怎样说才不会引起客户的敌意。

## 第十九章 一般信件

许多的供应厂商都很努力地找出一些师出有名的机会写信跟客户保持联系，像是感谢客户亲切和善地接见业务代表或前去拜访的同事，谢谢客户准时付款或大笔订货，恭贺客户的专业成就荣获地区或全国性的肯定，还有强调客户长期支持对公司的贡献。这些都是不一定要写，但写了有助于维系良好客户关系的信函。

但是要注意的是我们刚才提到的“师出有名”。如果表达谢意的信件变成统一格式的客套话或是例行公事，那就和拍马屁一样，不具实效了。

在这一章里，我们收录了四封供应厂商表示善意的信函，每一封对于巩固良好的客户关系都有正面的帮助。

## 19-1

### Introducing a New Sales Representative

#### **Situation**

Price Brownles, Sales Manager of Revere Food Products, Inc., has accepted the resignation of Rebecca Wittstein from the sales staff. Wittstein's father recently had a heart attack, and Rebecca prefers an inside job so that she can look after him. She was given the position of Manager of Customer Services.

The traveling position has been filled by Milton Tarter, and Brownles decides to write each of the customers Wittstein has been calling on to announce the change.

#### **The Letter**

Dear Jeff:

May I introduce Milton Tarter to you?

Milt replaces Rebecca Wittstein, who has been given the job of Manager of Customer Services. This change developed when Rebecca's father suffered a heart attack, and she found it necessary to stay closer to home.

I'm certain you will like Milton Tarter. He is a graduate of DePaul University, in Chicago, majoring in sales management. He is a real go-getter and his "people IQ" is very near 100 percent. Milt was our representative in Arkansas and Missouri, and did an outstanding job. Our files are bulging with letters of appreciation from the customers he called on, and I'm confident you will also be praising him—he knows his products and his customers. He is very touchy when he thinks one of his customers is "put upon".

I would be delighted if, after you've spent some time with Milt, you would jot down your impressions of him. I predict your reactions will be highly favorable.

Sincerely yours,



## 第一节 介绍新任业务代表

### 事由

里维尔食品制造厂的业务经理普赖斯·布朗利斯刚批准了丽贝卡·威茨坦辞去业务部门的工作。威茨坦的父亲最近有过一次心脏病发作，她因此希望能够转调内勤工作，有较多的时间照顾父亲。丽贝卡现在转任客户服务部的经理。

外勤的业务工作则由米尔顿·塔特接任。布朗利斯决定去函威茨坦负责的每一位客户，向他们传达这项人事变动。

### 范例

亲爱的杰夫：

让我来向你介绍米尔顿·塔特。

米尔顿刚接手丽贝卡·威茨坦的工作。丽贝卡则转任我们客户服务部的经理，主要是因为她父亲前一阵子心脏病发，她认为应该换个职务，离家近些，方便照料。

我相信你会喜欢米尔顿·塔特的。他大学念的是芝加哥的德保罗大学，主修销售管理，十足的实干家，处理人际关系能力极强。他曾在我们阿肯色和密苏里的分部担任业务代表，表现相当出色。他在公司的个人档案里存满了客户们的感谢信，我想很快地你也会开始称赞这位非常熟悉产品与客户的业务代表。他这个人不容许客户没有得到应有的待遇这种情况的发生。

我很希望你能在他相处过一段时间以后，把你对他的印象记录下来，让我参考。我预测你的反应将会相当令人欣喜。

诚挚问候

## 19-2

### Follow-Up of a Sales Representative's Call

#### **Situation**

William Bell is Marketing Director for Maryland Wholesale Hardware. One of Maryland's sales representatives, Keith Nixon, has just paid his first visit to Myra Bolton, owner of Bolton Hardware, in Patuxent. Bell follows up each salesperson's call, thanking the firm for its kindness in receiving the sales representative.

#### **The Letter**

Dear Myra:

Keith Nixon has just returned from his Maryland territory, and spoke very highly of you and your people. Of course, I have known you folks for several years (12?) and was not surprised with his report.

I want you to know, however, that I really appreciate your receiving Keith and helping him understand your business. Keith is new with us, but he has already made a remarkable showing in his territory. Apparently his visit with you was one of the highlights of his trip.

Very cordially yours,

## 第二节 感谢客户接见新任业务代表

### 事由

威廉·贝尔担任马里兰五金批发公司的营销主任。公司的业务代表，凯司·尼克松最近首次前往拜访帕度森市的波顿五金行的老板，米拉·波顿。贝尔对每一位业务代表的拜访都会做后续的追踪，去函客户感谢他们拨冗接见业务代表。

### 范例

亲爱的米拉：

凯司·尼克松刚结束他在马里兰责任区的业务之旅，对你及公司的同仁赞誉有加。当然，和你们大家认识了这么多年(有没有12年了?)，我对他的报告一点都不感到惊讶。

不过，我还是得告诉你，我真的很感激你接见凯司，还协助他了解你们公司的状况。凯司虽然是新人，却已经在自己的责任区里有不俗的表现。很明显的，到你那儿拜访的经验是他这次业务旅行最丰富的收获之一。

衷心拜候

## 19-3

### Thanking a Customer for Courtesies to a Sales Representative

#### **Situation**

As the District Manager of a textile firm, Jan Campbell supervises several sales representatives who travel the assigned territories to call on buyers and purchasing directors. Each time she receives the report of a representative's successful visit with a customer or prospect, she follows up with a letter of appreciation.

#### **The Letter**

Dear Mr. Lewis:

Thank you for the courtesies you extended Jack Raglan when he called on you last week.

Jack is one of our most effective representatives, and he was delighted to have the chance to meet and talk with a person of your background and experience. From his report, I gather that you were very generous with your time, and he came away, in his words, "far more knowledgeable about our own products than when I went in."

The swatches of our new Fashion Sheen drapery fabric that Jack promised are being sent to you today, along with a special brochure that contains complete descriptive information. I hope you will let me—or Jack—know how we can be of service.

Cordially,

### 第三节 感谢客户接待业务代表

#### 事由

身为一家纺织厂的地区经理，贞·坎贝尔辖有数名业务代表，各在指定的责任区内拜访买家与企业的采购主管。每当接到业务代表成功的拜访记录时，她就会很快地去函感谢客户。

#### 范例

亲爱的路易斯先生：

谢谢您在我们杰克·瑞格蓝上周前去拜访时的亲切接待。

杰克是我们最有效率的业务代表之一。而他非常高兴能有机会拜会像您这样深具专业背景与经验的成功人士。从他的报告里，我得知您一点也不吝惜时间，给了他充分的指导，杰克自己都说他离开贵公司的时候，“变得比去的时候还更加了解我们自己的产品”。

杰克提到的“时尚之辉”窗帘布的样品已经在今天随着一册详细的特别说明书为您寄出去了。如果有需要我们服务的地方，希望您能让我或是杰克知道。

衷心问候

## 19-4

### Acknowledging a First Order

#### **Situation**

Alex Kissinger, Sales Promotion Manager for Rhodes Furniture and Fixtures, Inc., has just learned that Ethel Bailey, owner of Nevada Interiors, has placed a big order. This is Rhode's first order from Nevada Interiors, and Kissinger decides to write Bailey a special welcome letter.

#### **The Letter**

Dear Ms. Bailey:

Thank you for your order for furniture and the check that accompanied it. Welcome to our ever-growing list of satisfied customers. The furniture is being shipped today—by special instructions from me.

Our sales representative in Western Nevada, Norman Archer, will call on you within the next couple of weeks to thank you in person. I think you'll like Norm. He is extremely knowledgeable about our line of furniture and fixtures, and he will be anxious to learn how he can be of help to you.

In a separate mailing, I'm sending you our just released pamphlet on our new line of patio furniture, "Outside Living at its Very Best."

Sincerely yours,

## 第四节 确认并感谢新客户的订单

### 事由

罗德家具配件公司业务推广部的经理亚历士·委辛吉刚得知内华达室内设计行的老板爱瑟·蓓丽下了一份高额的订单。这是内华达室内设计第一次向罗德家具配件订货，季辛吉因此决定去函蓓丽，表达感谢与欢迎之意。

### 范例

亲爱的蓓丽女士：

感谢您寄来采购家具的订单与随函所附的付款支票，更欢迎您加入我们不断成长壮盛的客户阵容。我已经特别指示同事在今天就为您将家具装妥付运。

我们在西内华达州的业务代表，诺曼·亚雀将在近日前往拜会，亲自向您致谢。我想您一定会喜欢诺曼的。他对我们公司的家具与配件了若指掌，他一定急着想知道该如何来为您服务。

在另批交寄的信里，我还为您奉上了我们刚出版的手册，“至善至美的户外生活”，介绍新上市的户外阳台家具系列。

诚挚问候

**19-5****Follow-Up After Services Have Been Rendered****Situation**

Shortly after Gold Medal Insurance Company ends its conference at Outer Banks Conference Center (see Letter 11-2, page 87), the Director writes a follow-up letter to the conference leader. Its purpose, of course, is to build goodwill and encourage Gold Medal to return for another stay at Outer Banks.

**The Letter**

Dear Mr. Watson:

I hope you were pleased with your experience at Outer Banks Conference Center and that all the participants returned to work with pleasant memories of their stay here. We certainly enjoyed having you and look forward to seeing you again.

Meanwhile, we're enlarging our accommodations. Soon you will see the addition of an Olympic-size indoor pool, stables for horses to ride, three new tennis courts, and a sauna. Incidentally, if you plan a winter conference, you'll find this area outstanding for all outdoor sports. The Kitty Hawk area (where the fabled Wright Brothers launched their first flight) is only a half-hour's drive away.

If there is anything you can suggest that will help us improve our accommodations or services, Mr. Watson, I hope you will write me.

Yours very sincerely,



## 第五节 感谢客户选择己方服务

### 事由

在金牌保险公司结束于远堤会议中心召开的业务会议后不久(请参阅第十一章第二节),远堤的经理便写信给会议的主办人进行后续的追踪。信的目的当然是表达善意与关怀,鼓励金牌保险公司再度光顾远堤。

### 范例

亲爱的华盛先生:

希望您对我们远堤会议中心的一切服务都感到满意,而贵公司所有的与会者也都带着停留在这里时的愉快记忆重新投入工作。我们当然是很高兴能为贵公司服务,也衷心希望能够再次见到各位。

同时,我们也正在扩充客房与各项设备。很快地,您就会看到我们新添的奥运标准的室内游泳池,供您参观,选择坐骑的马厩,三座网球场,还有桑拿,如果贵公司碰巧要在冬季举行会议,远堤正好提供了各项户外运动的绝佳环境。传说中,莱特兄弟第一次试飞的猫鹰地区离远堤只需半小时的车程。

华盛先生,如果您有任何的建议能让我们的各项服务百尺竿头,请务必来信让我知道。

真诚问候

## 19-6

### Follow-Up on a Previous Order

#### **Situation**

Lomax, Inc., a mail-order distributor of sporting goods, receives a large number of orders for “junior” golf clubs (for golfers, ages 7 to 11) that are often sent to an address other than the buyer’s. Thus it can be assumed that the clubs are a gift for a grandson, niece, nephew, or other young friend. After five years, the Sales Manager writes each customer a letter encouraging him or her to invest in standard-size clubs.

#### **The Letter**

Dear Mr. Heath:

Five years ago I had the pleasure of filling your order for a set of Pinnacle junior golf clubs, which I presume was a gift for a nephew, niece, grandchild, or other young friend.

Years have a way of slipping away from us, and perhaps you haven’t thought much about this gift, but I have not forgotten! It occurred to me that that young person has reached the age of 16 or 18 and graduated to regular clubs. Is this not so? What a wonderful way to acknowledge this youngster’s grown-upness, as well as a certain mastery of the game, to purchase an elegant set of adult-size clubs for this special person in your life.

Christmas isn’t far away, and I think you may be interested in the handsome catalog I’m sending you, which features some of the greatest names in golf—Wilson, Spaulding, Nelson, and Hogan, to name a few. Incidentally, the Wilson clubs that were selling for \$495 are now priced at \$399.95. And there are great savings on other golfing needs—gloves, head covers, balls, and weekend bags.

Just indicate your needs on the order blank/envelope and put it in the mail. If you do it now, I absolutely guarantee delivery no later than December 15.

Very truly yours,

## 第六节 追踪前任客户

### 事由

运动器材邮购经销商，骆美司企业接获为数可观的订单采购儿童(七到十一岁)专用的“二世”高尔夫球杆，而这些订单指定的送货地点多半与买者的地址不同。由此可以推测，这些高尔夫球杆应该是买者送给孙子、外甥、侄女这些亲人的礼物。交货以后经过了五年，骆美司的业务经理认为该是时候写信给客户，鼓励他们选购标准的高尔夫球杆。

### 范例

亲爱的希思先生：

五年前，我很高兴能为您寄上您所订购的“颠峰”二世高尔夫球杆。我想这大概是您为孙子、侄女、外甥，或是其他年轻的小朋友所准备的礼物。

岁月从我们的身边悄悄流逝，也许您不很记得这份礼物了，不过我却没有忘记！我想到当年的那位年轻朋友，现在该是十六还是十八岁的青年了，正适用标准的高尔夫球杆。您不也这样认为吗？为这位您珍爱一生的人选购一套优雅的成人高尔夫球杆，见证这段成长的历程与球技的更上层楼，这会是多美的一件事。

圣诞节的脚步近了，相信您一定会喜欢我寄给您的精美目录。您可以在里面看到不少高尔夫球杆的极品，随手拈来的就有“威尔森”、“斯伯汀”、“尼尔森”及“豪根”。其中原价每套495元的“威尔森”球杆正巧以399.95元的特价供应中。其他各种高尔夫球的配件，像手套、遮阳帽、球和轻便型的高尔夫球袋，也都有相当优惠。

只要在空白订单上注明您所选购的项目，收入信封内掷回即可。如果您现在订购，我保证一定在12月15日以前为您把货送到。

真诚拜候

## 19-7

### Thanking a Customer for a Referral

#### **Situation**

Ralph Miller is the owner of a wholesale business called Centennial Automotive Parts, Inc. One of Centennial's long-time customers is Ithaca Auto Parts, and Miller has just learned that Paul Harmon, owner, has recommended Centennial products to a friend at Binghamton Auto Supply. Miller writes Harmon, thanking him for the referral.

#### **The Letter**

Dear Paul:

Yesterday I received a large order from Binghamton Auto Supply and was told by the owner, Janet Rosenberg, that you were responsible for my getting the business.

I was mighty pleased to have the new business, Paul, but even more pleased that you thought well enough of me to recommend my company to Janet Rosenberg. That's the highest recommendation I can imagine, and I'm grateful for it. Thank you!

Cordially,

## 第七节 感谢客户推荐己方商品

### 事由

罗夫·米勒是批发商百年汽车零件公司的老板。绮色佳汽车零件行则是在百年的老客户。米勒最近刚得知绮色佳的老板保罗哈门向一位在宝罕顿汽车零件供应中心服务的朋友介绍百年的产品。米勒于是写信给哈门，感谢他的推荐。

### 范例：

亲爱的保罗：

我昨天刚从宝罕顿汽车零件供应中心那儿接到一大笔订单。他们的老板珍娜·罗森柏格告诉我，都是因为你的推荐，我们才能做成这笔生意。

我很高兴能有一位新客户，但是让我更高兴的是你这样的肯定我们，愿意把百年推荐给珍娜·罗森柏格。这是我所能想像到的最高荣誉了，我对你真的是无限感激。谢谢你！

殷切问候

## 19-8

### Thanking a Customer for Payment and for an Order

#### **Situation**

A good customer and personal friend, Andrew Hallock, of Midwest Supplies, Inc., has sent a sizable check in payment of an invoice and, in the same letter, placed a large order. It is the policy of Midwest to acknowledge all orders received as well as all payments.

#### **The Letter**

Dear Mr. Hallock:

I really appreciate your order for 200 Gem-Con Plastique motorcycle tanks. These will be shipped at once. Thanks, too, for the check!

Beginning in June, we're offering a special discount on the Gem-Con line. In addition to the trade discount of 33½ percent, we're giving a cash discount with terms of 10/EOM. This means you have an extra month to make payment and still receive the cash discount.

A lot of our customers are switching to the Plastique tank as a replacement for original metal equipment. They report hearty endorsements from participants in motocross competition—that the tanks are very lightweight, but extremely tough. We predict you'll have a similar endorsement!

Sincerely yours,

## 第八节 感谢客户的付款与订单

### 事由

中西器材供应中心相当重视的客户同朋友·安德鲁·哈洛克在接到发货单后立即寄来一张数额可观的付款支票，随信并且附上一张大笔的订单。中西器材依照公司政策，去函确认收讫付款与订单。

### 范例

亲爱的哈洛克先生：

我非常感谢您订购了两百个“震抗”塑胶机车油缸。我们会立刻将订货交运。同时还要谢谢您的付款支票。

从6月开始，订购我们的“震抗”系列将可以享有特别的优惠。除了原来百分之33  $\frac{1}{3}$ 的零售折扣以外，现金订货还有月底付款的特别优惠；也就是说，您不但可以享有既定的现金折扣，还多出一整个月的时间，方便您从容付款。

我们很多客户都开始订购塑胶机车油缸来取代原来的金属设备。从他们那儿，我得知许多机车越野赛的选手都相当肯定这种质轻却异常坚韧的新型油缸。我们相信也将从您那儿听到相同的肯定。

诚挚问候

## 19-9

### Expressing Appreciation for Past Support

#### **Situation**

Tyler Warbucks, President of Warbucks, Inc., in Decatur, Georgia, has been in business for only a short time. On the third anniversary of the company's founding, Warbucks writes a letter to loyal customers to thank them for their support.

#### **The Letter**

Dear Mr. Vargas:

On March 16 Warbucks, Inc. will celebrate its third anniversary. It's a wonderful occasion for us, and we're not so quietly strutting a bit about the progress we've made.

Yet we're fully aware that our accomplishments are not simply attributable to "genius" leadership or hard-working employees. We grew and prospered only because we found some great friends like you who gave us loyal support along the way.

So this is a thank-you note—for buying and pushing our products, putting up with occasional errors due to "growing pains," and just helping to put Warbucks on the map. The future looks bright, and we want to acknowledge your contribution to this rosy outlook. As we say in Georgia, "Preciate it!"

Very sincerely yours,



## 第九节 感谢客户的长期支持

### 事由

泰勒·渥巴可斯是位于乔治亚州迪卡图市，历史不算悠久的渥巴可斯企业的总裁。借公司成立三周年之际，渥巴可斯写信向忠实顾客们的支持表达谢意。

### 范例

亲爱的瓦嘉士先生：

渥巴可斯企业即将在3月16日庆祝成立3周年。在这个可喜又可贺的日子，我们会昂首阔步，兴高采烈地展现一下自己努力的成果。不过我们十分清楚，光靠着管理阶层“天才”般的领导能力与勤奋的同事是无法达到这些成就的。我们得以茁壮成长，完全是因为有像您一样的朋友一路而来的鼓励扶持。因此我写了这张感谢的短笺，谢谢您订购与指正我们的产品，谢谢您体谅我们因为成长过程中的阵痛以及偶而出现的错误，更谢谢您协助渥巴可斯攀登业界的版图。前途一片光明，而我们知道是您的贡献才让我们能够规划出一片美好的远景。正如我们在家乡常说的：“谢谢啦！”。

诚心拜候

## 19-10

### Acknowledging a Large Order

#### **Situation**

The Sales Manager of Revere Publishing Company, Vernon Brownlee, has just received a big order from Mrs. Cynthia Eulan for accounting textbooks. Brownlee writes to Mrs. Eulan about the order.

#### **The Letter**

Dear Mrs. Eulan:

Gary Trout and I were both excited about your large order for Kahn's *Accounting 10/12*. Although the Kahn instruction books have been very popular, I don't believe we've had an order like yours—215 copies!

I think you will find Kahn's materials very easy to teach from, and I predict that you will receive outstanding results—better than any of those of its competitors.

We are now in the process of developing a film for the Kahn program, and I'll see that you get advance information on it. I'm sending you an advance copy of an article which will appear in the October issue of *Business Teacher*, "Bookkeeping and Accounting Are Not the Same." I hope you enjoy it.

Cordially yours,

## 第十节 感谢客户的大笔订单

### 事由

里维尔出版公司的业务经理福隆·布朗立刚接到辛席雅·俞兰女士来信订购数量可观的会计学教科书。布朗立于是写信向俞兰女士致谢。

### 范例

亲爱的俞兰太太：

盖瑞·特劳德同我都十分兴奋能够接到您这份大笔订单。卡恩的《会计学10/12》一向是叫好又叫座，但是我相信我们公司从来没有接过像您这样够份量的订单——1次215本！

我想您会发现卡恩的著作深入浅出，相当便于教学，我也预测您的课程将会有辉煌的成果。卡恩的教科书的确是傲视群伦。

我们目前正在将卡恩的课程拍摄成录像，我一定会让您优先得知进展的情形。我另外还会寄给您即将刊载于10月号商学教师月刊的《簿记，会计：不同的两回事》这篇文章的影印本。希望您会喜欢。

衷心问候

## 19-11      **Congratulating a Customer on a Professional Achievement**

### **Situation**

A food wholesaler learns that one of her long-time customers has just been elected president of a state retail food association. Like many business owners and executives, the wholesaler keeps track of such things by reading the trade journals, and writes congratulatory messages to customers and friends who have received recognition.

### **The Letter**

Dear Curtis:

I was delighted to see in the September issue of *Food Retailer* that you have been named president of the Missouri Association of Independent Grocers. This pleases me for two reasons: first, because I think you will bring dynamic leadership to this important organization, and second, because the honor was bestowed on a longtime friend and customer.

I extend hearty good wishes and, at the same time, an offer of any help our company can give to the MAIG. We're behind you all the way!

Very sincerely yours,

## 第十一节 庆贺客户的专业成就

### 事由

一家食品批发商的老板得知有一位客户最近刚被推选为州内食品业界同业公会的理事长。这位老板向其他的企业主与高级主管一样，都借着阅读业界期刊的方式来掌控类似的动态，并在适切的时机写信恭贺喜获殊荣的客户与友人。

### 范例

亲爱的克梯思：

我很高兴从9月份的食品零售商会会刊里得知，你刚被推选为密苏里州独立食品业者同业公会的理事长。两个原因让我这样高兴：首先是因为我相信这个重要的组织将在你充满活力的卓越领导下愈加茁壮；其次当然是因为领受这份荣耀的人是我自己长久以来的客户及好友。

请接受我衷心的祝福。公会如果有任何地方我们公司可以帮忙的，尽管吩咐。我们永远支持你！

诚挚拜候

**19-12****Writing to a Customer Who Has Stopped Buying****Situation**

Marvin Talese is Sales Promotion Manager of Fenwick Carpet Company. Talese makes it his business to keep track of customers—not only those who are active buyers but those who have stopped buying from him. He really believes the axiom, “Once a customer, always a customer.” Every two or three months, he writes to the people who have not placed an order in recent months.

**The Letter**

Dear Mr. Black:

I’ve just talked with our sales representative, Louise Maynard, who visited you last week. While she was received cordially and had a good chat with you, she wasn’t successful in persuading you to place an order.

Louise reported that you said you have a new supplier of industrial carpeting and that you are satisfied with the company’s products and service. I recall that for many years you and Fenwick had a highly satisfactory relationship. You liked our product, our prices, and our salespeople. Something apparently went wrong, and I’d like to know what happened.

Would you do me the favor of telephoning me (collect) to tell me what happened between us? Or, if you prefer, complete the enclosed sheet headed, “Why I Stopped Buying from Fenwick Carpet Company.” I will be most interested in your response.

Most sincerely,

## 第十二节 询问客户停止下单的原因

### 事由

芬维客地毯公司的业务推广部经理马文·塔历斯随时都很留意顾客的现况，不仅关心常下订单的常客，更是在意停止光顾的老客户。他相信“一日客户，终身客户”这句格言。每隔两三个月，他就会提笔写信给最近没有订货的客户。

### 范例

亲爱的布雷克先生：

我刚和上周前去拜记您的业务代表露忆思·美娜谈过。感谢您的殷切接待与接受访谈，不过可惜的是她没能说服您向我们订货。

露忆思提到贵公司已经采用一家新的厂商供应工业用地毯，而您对他们的产品与服务都颇为满意。这让我想到了多年以来，我们彼此所建立的深厚友谊。您一向对我们的产品、价格，还有业务人员都有相当的评价。我们一定是在哪个地方出了差错，而我真的很想了解原因。

能不能请您帮个忙？打个电话(我方付费)给我，帮助我发现问题的症结。或者您觉得这样方便一些，请填妥随信所附的这张“我为什么停止光顾芬维客地毯公司”的问卷。期待您的回音。

至诚拜候

## 19-13

### Winning Back an Inactive Customer

#### **Situation**

Hoffstедder Sporting Goods has in the past received sizable orders annually from certain customers who, for some reason, have ordered nothing for the last two years. The president sends each of these customers a printed, personalized letter, along with an announcement of a special sale.

#### **The Letter**

Dear Friend:

We've had the happy experience of receiving one or more orders from you every year for several years. But, as I study our list of faithful customers, I note that you haven't bought anything from us for the past two years.

This set me to wondering: Did we goof on a shipment? Was the merchandise you last ordered not exactly what you wanted? Maybe you've been too busy lately to indulge in your favorite sport? Or is it simply because you haven't needed anything?

Whatever the reason, I'd really like to know it, and I hope you'll tell me on the enclosed form, which you can mail in the postage-paid enveloped.

In the meantime, I'm sending you a flier describing our special "rock-bottom prices" sale on all Tru-Flight Golf equipment and Grand Prize tennis gear. Maybe when you see the bargains offered, you won't even need to fill out that form I referred to—just the order blank that's on the flier.

Sincerely,



### 第十三节 问候久未光顾的客户

#### 事由

霍夫思泰德运动器材公司过去每年都会从一些客户那里接到不少的订单，而这些客户，不知道为了什么，已经有两年没有往来了。公司的总裁决定给这些顾客写一封制式 (Printed) 但亲笔署名的问候信，信里同时还提供特别的订购折扣。

#### 范例

亲爱的朋友：

在过去的几年里，我们很高兴每年都能从您那儿接到不少的订单。不过，最近在查阅过我们忠实客户的名单以后，我却发现您已经有两年未曾向我们订购任何产品了。

这不禁让我自问：是不是我们哪次交货出了问题？会不会是您对前次所订购的产品不够满意？还是您最近实在忙得没有时间从事您最钟爱的运动？或者只是因为您并不缺什么？不论是什么原因，我都很想知道。希望您能利用随信所附的卡片协助我找出原因。只要填妥卡片，放入邮资已付的信封里投回给我就可以了。同时，我还寄给您一份简介，说明我们“真翔”高尔夫系列，以及“满贯”网球器材所举办的“到底价”特卖活动。也许在看过我们所提供的价格以后，您填的不是我刚才提到的卡片，而是简介里的订购单。

诚心问候

## 19-14      Thank-You Letter for Sending a Friend

### **Situation**

Pelican Building Supply Center writes a letter to one of its new customers, Peter Ryan, thanking him for sending a friend.

### **The Letter**

Dear Pete:

I am really grateful for your visit to Pelican Building Supply on Tuesday. It was a real treat for me to meet you and discuss our mutual interests. So thank you for dropping in.

This letter, however, is about another important matter: your recommending Pelican Building Supply Center to Frank Donnelly. I have tried a number of times to get Donnelly to give me his business without success, and you, in one conversation with him, succeeded where I failed. I'm as pleased with this as I was when you "adopted us."

Thank you, Pete. If you'll drop in around noon one day, come in and I'll take you to The Fish Place for some of the finest seafood you've ever eaten.

Sincerely yours,

## 第十四节 感谢客户引介新顾客

### 事由

鵝鵝建材供应中心写了封信给新客户彼得·莱恩，感谢他向朋友推荐鵝鵝建材。

### 范例

亲爱的彼得：

我很感激你在周二到我们鵝鵝建材供应中心来；和你讨论我们共同的兴趣实在是人生乐事。谢谢你的来访。不过这封信主要是关于另一件重要的事：你把鵝鵝建材供应中心推荐给法兰克·唐纳立这件事。我自己试了好几次想做唐纳立的生意都没有成功，你却只要一席谈话就敲定了。我现在的高兴只有你当初选定我们的那份欣喜可以比拟。谢谢你，彼得。如果哪天你中午刚好到我们公司附近来，记得来找我带你到“渔家”去享受一下你前所未尝的美味海鲜。

诚挚问候

## 19-15

### Congratulations on Opening a New Store

#### **Situation**

Troy Conley is President of the Brigham City, Utah Chamber of Commerce. Recently Conley saw a piece in the paper about the opening of a new business, Far Western Office Supplies. Although Conley had heard rumors about such a store, it had not been confirmed until today's paper arrived. He decides to congratulate the owner, Elizabeth Lemmon.

#### **The Letter**

Dear Ms. Lemmon:

Congratulations on the opening of your store, Far Western Office Supplies. I have heard people say that such a new enterprise was in the offing, and I was mighty pleased to have the deed accomplished.

I'm sure you already know how enthusiastically local merchants and citizens will be about this new store. I've personally resented having to go to Ogden or Salt Lake City when I needed typewriter ribbons, correction tape, pens, stationery, and the like. How much more convenient to buy these and other office supplies right across the street, so to speak: Congratulations.

I'll be in touch with you about joining the Brigham City Chamber of Commerce—but that can wait. Right now I only want to welcome you to our bustling town and express the hope (and conviction) that you'll succeed handsomely.

Sincerely yours,

## 第十五节 庆贺客户新店开张

### 事由

犹他州布瑞翰市商业公会的主席特罗伊·康力在报上读到远西办公用品供应社的开幕启事。虽然康力曾经听过关于这家公司即将成立的传言，但是一直要到今天看到报纸才终于确认。他决定去函恭贺远西的老板，依莉莎白·丽蒙。

### 范例

亲爱的丽蒙女士：

恭喜您的远西办公用品供应社隆重开幕。我一直听到朋友们提这样一家新企业即将诞生，现在真是十分高兴贵公司终于正式成立。

我相信您已经知道他们当地的市民与商家们对贵公司的热切期盼，我个人就很讨厌为了买打字机色带、修正带和其他的文具，还得大老远地跑去奥格登或盐湖城。能够像过条街那样近就买到这些文具和各种办公用品是多么方便的一件事。恭喜！

我会再同您联络，讨论贵公司加入布瑞翰市商业公会的事宜。可是这个不急。我现在只想好好地欢迎您来到我们这个充满活力的城市；我希望(更相信)您的事业能够一帆风顺。

诚挚问候

**19-16****Thanking a Customer for Receiving a Sales Representative****Situation**

Charles Zoubek, Marketing Director for Dennison Carpet Company, writes a letter thanking a customer for receiving a sales representative.

**The Letter**

Dear Mr. Woodson:

Janice Hurley returned to the office today and told me about her visit with you. She said you gave her a lot of time and were very responsive to her "sales spiel" about our new line of Oriental-type carpets.

I'm very grateful to you for receiving Janice so warmly. I had told her about your thorough knowledge of the carpet business and, just as I expected, she verified my opinion.

As you know, Janice is a new representative and, thanks to customers like you, she is fast learning the business from all angles. Although she wasn't successful in selling you anything, her hopes were not dashed at all. "Just give me one more visit," Janice said, "and I'll guarantee you an order from Woodson Carpets." With my fingers crossed, I hope she's right!

Most cordially yours,

## 第十六节 感谢客户指导业务代表

### 事由

丹尼森地毯公司的营销经理查尔斯·若倍克写信感谢客户接见业务代表。

### 范例

亲爱的伍德森先生：

珍妮思·贺丽今天刚回到公司。向我提起拜访您的情形。她说您抽出了不少的时间接见她，仔细聆听她滔滔不绝地介绍我们新上市的东方地毯系列。

谢谢您如此热诚地接待珍妮思。我告诉过她您在地毯业界阅历丰富，而正如我所期望，她亲自证实了我的意见。

如您所知，珍妮思是我们的新任业务代表，所幸有像您一样的客户热心指导，她得以从各个角度切入，迅速地观察学习地毯这个行业。虽然没能顺利地说服您订货，但是她的热诚一点都没有受挫。“下一次拜访的时候，”珍妮思自己这样说，“我铁定要带回伍德森地毯公司的订单。”我诚心祈祷，希望她能如顾以偿！

衷心拜候

**19-17****Thanking a Person Who Has Been a Satisfied Customer for 20 Years****Situation**

Emily Fawcett, owner of Northfield Audio-Video Center, has been a satisfied customer of National Electronics for 20 years. The Vice President of National Electronics decides to write to Emily Fawcett a warm letter of thanks.

**The Letter**

Dear Emily:

When Harold Crosley returned to the office after visiting you last week, he said to me, "I always enjoy my visits to Mrs. Fawcett. She is so nice!" Then Harold went on to say, "Mrs. Fawcett treats me just like family."

This remark prompted me to haul out my records on the Northfield Audio-Video Center. Do you realize, Emily, that you've been a good customer of ours for 20 years? I know we have done business with you long before I entered the picture, but, with 15 years on the job, I'm a relative newcomer.

Anyhow, it set me to thinking about our stalwart customers, wondering what would have happened to us if there had not been a Northfield Audio-Video Center. I'd rather not think about it. I'm just basking in the realization that it truly happened. Need I say more—except you sound like family to Harold Crosley because you really *are* family!

Thanks a heap,



## 第十七节 感谢老客户20年来的支持

### 事由

北田视听器材供应中心的老板爱蜜莉·法瑟 20年来一直是国际电子的忠实客户。国际电子的副总裁决定给爱蜜莉·法瑟写一封由衷的谢函。

### 范例

亲爱的爱蜜莉：

哈洛德·考斯利上周前去拜访您回来的时候，告诉我说：“我每次去拜访法瑟太太的时候都很愉快。她的人真得好好！”然后他又立刻接着说：“法瑟太太根本就是把我当成自己家人一样。”

听了这句话，我赶紧把北田视听器材供应中心的档案调出来。爱蜜莉，你知道你和我们往来已经有20年之久了吗？我知道早在我进公司前。你就已经是我们的忠实客户了，我这15年的资历，在你面前一比，简直就像新人。

总之。想到这里，我就不禁记起我们那些坚定不移的客户们；如果一路走来没有北田视听器材供应中心的支持，我们真不知道会变成什么样子。这种事还是不想的好，就让我沉浸在庆幸得有如此的幸福中罢。我还能再说什么呢？你把哈洛德当成自家人一样，那是因为我们本来就是一家人！

千恩万谢

## 19-18 Letter to a Customer About the Illness of a Sales Representative

### **Situation**

Dewey Hill, a sales representative for Acacia Foods, Inc., was recently admitted to a hospital with a heart attack. The attack was serious, and the doctor has ordered bed rest for Hill "for the next month or two." The Sales Manager of Acacia Foods, Inc., writes to all of Hill's customers, explaining the situation.

### **The Letter**

Dear Mr. Hines:

I have the sad duty of telling you that Dewey Hill, our sales representative in your territory, recently suffered a heart attack and is now hospitalized. The doctor feels that it is important for Dewey to have bed rest for the "next month or two." You can be sure that Dewey is getting the best of care and, although he is worried about his customers, I've assured him that his territory will be well covered for the next few months.

Which brings me to Diana Whitson, who will be calling on you while Hill is recuperating. She is a fine young lady who has been on our sales staff for the past 18 months. She is thoroughly familiar with all our products and will be of great help to you during Dewey's absence. I hope you will give her the same splendid treatment that you accorded to Dewey Hill. Thank you.

Very sincerely yours,

## 第十八节 告知客户业务代表因病住院

### 事由

阿卡西雅食品公司的业务代表德威·希尔最近因为心脏病发而住院。这次的发作颇为严重，医生因此嘱咐希尔必须留院休养一两个月。阿卡西雅食品公司的业务经理为此去函知会希尔负责的客户。

### 范例

亲爱的海恩斯先生：

非常遗憾地，我必须告诉您我们负责贵公司的业务代表德威·希尔最近因为心脏病的关系，目前已入院接受治疗。医生认为德威得好好地躺在医院修养一到两个月。请您放心，德威有了妥善的照顾，一切都好。只是他一直记挂着自己的客户，不过我也向他保证，一定会在这几个月里，全心全意地服务他责任区里的所有客户。

提到这里，请让我向您介绍黛安娜·惠森，她将在希尔住院期间负责与贵公司的业务联系。这位年青的小姐在我们公司服务了一年半，表现得可圈可点。她对公司产品的了解如数家珍，相信一定能在德威住院期间帮您不少的忙。我希望您能像接待德威一样的给她热诚的协助。谢谢。

至诚问候

## 19-19

### Inviting a Cash Customer to Use Credit

#### **Situation**

Bayside Building Supply in Patchogue, New York has just sold a large order for lumber and other materials to Ernest Lacy, a new contractor in Patchogue. The owner of Bayside Building Supply, Ed Casler, writes Lacy a letter inviting him to purchase building materials on credit.

#### **The Letter**

Dear Mr. Lacy:

Thank you for your check for \$455.90 for lumber and other materials. I appreciate your business and your check too!

Let's get acquainted. The next time you visit Bayside Building Supply, let me know you're in the building. I want to meet you and encourage you to join our large family of charge customers.

We've been suppliers for many contractors for over 60 years and, with the "building boom" in progress, the future looks bright for all of us. I hear you've bought the old Willard place on Shamrock Road. That's great. It's a genuine landmark in these parts—one of the finest buildings on Long Island.

Cordially yours,

## 第十九节 建议客户改用记帐方式付款

### 事由

位于纽约州葩秋葛市的河岸建筑材料公司刚交了一大批的木料与其他各式建材给同样在葩秋葛市营业的新营造商，厄尼斯拉西。河岸建材的老板艾德·卡斯乐写了一封信给拉西，建议他利用先记帐后付款的方式来采购建材。

### 范例

亲爱的拉西先生：

感谢您寄来支付木料与其他建材455.9元货款的支票。我很感激您的光顾，当然还有您的支票！

让我们再进一步认识彼此。下次您到我们河岸建筑材料公司的时候，请务必让我知道。我希望能够见到您，以及邀请您加入我们信贷客户这个大家庭。

60多年来，我们为许多的建筑厂商服务过：眼前“建筑潮”正是风起云涌，你我公司的前景一片美好。我很高兴得知您刚买下了天兰路的卫拉德宅邸。那是我们这里一座名符其实的地标，更是整个长岛最好的建筑之一。

衷心问候

## 第二十章 问题信件

正如我们前面提到过的，客户不见得永远是对的。有些时候，也许该客户自己为各种状况负责，例如收到了并非自己当初订购的货品，寄回来的受损货品变得不堪重新售出，付款的支票发生错误，滥用曲解供应厂商严格的公司政策，以及其他林林总总的问题。虽然供应厂商应该尽可能地避免与客户发生冲突，但是有的时候就是没办法，供应厂商不得不“直言无讳”。

在第二十章，我们收录了供应厂商因应各种问题而写给客户的信件；每一封的措辞虽然都是谨慎委婉，但却坚持要达到预期的效果。

## 20-1

### Delayed Shipment

#### **Situation**

The manufacturer of institutional uniforms and supplies received an order on July 14 from Wichita General Hospital for 20 nurse's uniforms. Fifteen days later, the hospital writes that the uniforms did not arrive. The uniforms were sent to another hospital in Iowa City. In the response, the manufacturer tries to set things right and retain the hospital's goodwill.

#### **The Letter**

Dear Mr. Barrett:

The 20 nurse's uniforms you ordered July 14 are being sent to you today (UPS) and should be at your place by Friday of this week.

When I investigated the original shipment, I was astounded to learn that your uniforms were sent to another hospital (in Iowa City!). It's hard to account for such an error, and the only excuse I can offer is that we've had several part-time warehouse people this month to fill in for some of the regular crew who are on vacation.

I hope, Mr. Barrett, that this special shipment will compensate in part for the trouble I know we have caused you. Please let me know how things turn out. It would be unthinkable for you to be penalized on account of our poor performance.

Best personal wishes.

Sincerely yours,

## 第一节 为延迟送货致歉

### 事由

一家团体制服的承制厂商于 7 月 14 日接获来自威奇塔市综合医院的订单，欲购置 20 件护士制服。15 天后，医院来信指出尚未接获订购的制服。原来制服被错送到衣阿华城的另一家医院。在以下的这封信里，承制厂商试着解决问题并且争取医院这家客户的谅解。

### 范例

亲爱的巴雷特先生：

您在 7 月 14 日所订制的 20 件护士制服已经在今天用 UPS 快递寄出，您应该本周五就可以收到。

当我调查原始的送货记录时，发现您的制服被送到另一家医院(在衣阿华城)，真是十分讶异。这样的错误实在很难解释，我能找到的唯一借口是我们公司这个月雇用了部分的兼职库房员工来暂代休假的全职人员。

巴雷特先生，我希望这次的紧急快递能稍稍减轻我们所带给您的不便。请让我知道后续的一切是否顺利。如果因为敝公司的办事不力而让您受到处分，我们真不知道该如何自处。

诚挚问候



## 20-2

### Unexpectedly Out of Stock

#### Situation

Charles Weaver, a sales representative for Five Star Publishers, has just visited the Downtown Bookstore in Chicago (Mrs. Cleda Maggard, owner) and promised Mrs. Maggard that she would receive 16 copies of *Handbook of Electrical Engineering*. Upon arriving at company headquarters, Weaver learned that there are no copies left due to the unexpected purchase of the entire inventory by a foreign publisher. The Vice President of Five Star Publishers writes to Mrs. Maggard to apologize for Weaver's unfulfilled promise.

#### The Letter

Dear Mrs. Maggard:

When you placed an order with Charles Weaver last week for 16 copies of the *Handbook of Electrical Engineering*, he promised immediate shipment.

I would have made that promise, too, Mrs. Maggard, because our inventory of this handbook seemed adequate for at least six months. However, neither of us was prepared for the news that, just three days ago, a European distributor cleaned us out of stock.

Of course, we immediately put in a large order for the handbook, and have been promised copies by October 22. The same day we get our copies we will send yours to you, and if everything goes right (!) you should have your copies by October 24.

We're feeling very good about our professional handbook series. I'm mailing you today a booklet describing the books in this series. In the meantime, Charles Weaver joins me in wishing you a smashing fall season at Downtown Bookstore.

Sincerely yours,

## 第二节 解释缺货的原因

### 事由

五星出版社的业务代表查尔斯·韦弗最近刚拜访过位于芝加哥的城中书店，并答应寄给书店老板克莱达·马格德 16本《电机工程手册》。回到公司总部以后，韦弗才知道目前并无存货，因为一家国外出版社临时将这本书的库存订购一空。五星出版社的副总裁为了韦弗无法立即履行承诺，写信向马格德太太道歉。

### 范例

亲爱的马格德太太：

您在上周向查尔斯·韦弗订购 16本《电机工程手册》的时候，他答应您我们会立即交货。

我想我自己也会做同样的承诺，马格德太太，毕竟当时这本书的库存量看来还足以维持 6个月。然而，我和查尔斯谁也想不到就在 3天前，一家欧洲的图书经销商一次买走了所有的库存本。

我们当然是立刻请印刷厂大量赶印这本手册，对方也答应在 10月 27日交货。如果一切顺利，我们在收到书的当天就会为您奉上手册。您应该在 10月 24日可以收到。

我们对自己的专业手册系列深具信心。我今天还会寄给您关于这一系列手册的简介。同时，我与查尔斯·韦弗都衷心祝福您的城中书店今年秋天生意兴隆。

诚挚问候

## 20-3

### Mistake in Filling an Order

#### **Situation**

Clifford Sanford, owner of the Trophy House, sells, among other things, trophies and awards. A customer and personal friend, Harlan Kallous, orders 12 watches with a tennis motif, and receives instead watches with a golf motif. The watches are to be presented to the winners of a tournament conducted by Lakeside Tennis Club. Sanford writes Kallous to relieve Harlan's anxiety and seek to win his continued friendship and patronage.

#### **The Letter**

Dear Harlan:

Twelve Gemset wrist watches with a tennis motif were sent today by Priority Mail to replace the watches you received with a golf motif.

You know, Harlan, one would think it would be impossible to make an error like this one. You clearly specified in your order that these watches were to be awarded to winners of the Annual Lakeside Tennis Tournament on August 18. The stock number you supplied was correct. There was no reason for a slip-up at this end, and I can't even guess how it happened.

I am much relieved, however, that you will have the right watches in time for the awards dinner. I really don't know what a tennis player's reaction would be to having a classic golf swing in bas relief on his prize!

When you get around to it, would you please send the golf watches to me? I'll pay the postage.

Yours very sincerely,

### 第三节 为送错商品致歉

#### 事由

奖杯之家的老板克利福德·桑福德以销售奖杯、奖牌与其他优胜纪念品为主业。客户，同时也是好友的哈伦·卡洛斯订购了12只设计有网球图样的手表，收到时却发现手表的图样是高尔夫球。这些手表是湖滨网球俱乐部用来赠送一项锦标赛的优胜者的。桑福德于是去函卡洛斯，解释他的焦虑并试着保住他的友谊与生意。

#### 范例

亲爱的哈伦：

我今天已经用特急邮件寄出12只刻有网球图样的“珍时”手表去替换您所收到的高尔夫球图样的手表。

你知道吗，哈伦，连我自己都以为不可能发生这样的错误。你很明确地在订单里注明了这些手表是要做为奖品，颁发给8月18号举行的湖滨年度网球锦标赛的优胜者的。你提供的货品编号也完全正确。实在没有理由最后会发生这样的错误，我真的无法理解为什么会出现这种疏忽。

不过，你在颁奖晚宴前将及时收到正确的手表，真叫人松了口气。我实在不敢想像，一个网球选手发现领到的奖品上赫然是一幅高尔夫球经典挥杆动作的浮雕时，会有怎样的反应。

在事情都尘埃落定以后，是不是麻烦你把那些高尔夫球手表寄回给我？邮资当然算我的。

至诚问候

## 20-4

### Wrong Size Shipped Twice

#### **Situation**

Sidney Reeb is Assistant Sales Manager for Mid-Continent Distributors, Inc. A building supply dealer, Beth Silver, is a longtime customer of the firm. She places an order for six 48-inch ceiling fans with globes. The fans she receives are 36 inches. When the mistake is discovered, another shipment is made—this time it's 56-inch fans. She writes an angry letter to Reeb with an edge to it—she has customers waiting. Reeb answers the letter that he hopes will pacify the customer and retain her as a loyal customer.

#### **The Letter**

Dear Mrs. Silver:

Six 48-inch Victory fans are on their way to you. I know because I saw them loaded on the truck.

By this time you must think we take special delight in mixing up your orders—two careless errors in a row. I suppose, judging from these mistakes, if we had had a fourth sweep dimension we would have sent that before getting your order right!

It's embarrassing to inconvenience any customer, but unforgivable when that customer is so highly valued as you. Red-faced and contrite, I ask your forgiveness and offer you my personal assurance of better service in the future.

Thank you for your patience, and best personal regards.

Sincerely,

## 第四节 为两次弄错商品规格致歉

### 事由

西德尼·里布担任中陆经销配运公司的业务副理。建材商贝思·西尔弗则是中陆的老客户。她向中陆订购了 6 具球型的 48 英寸天花板风扇，收到的却是 36 英寸的风扇。中陆得知这项疏忽之后，立即补送，却再度弄错规格，这次变成 56 英寸。西尔弗很生气地去函里布，特别强调她还有客户等着交货。里布回信，希望能够平息她的怒气，留住一位忠实客户。

### 范例

亲爱的西尔弗太太：

6 具维克托里式的吊扇已经上路，前往贵处。我之所以知道是因为我自己亲眼看着整批货装上卡车。

连续两次的草率疏忽，您现在一定认为我们对于弄错您的订单情有独钟。目睹这样不可思议的错误，我想如果维克托里吊扇还有第四种规格的话，也许我们还会继续出洋相呢！

让客户不便已经够叫人尴尬的了，给像您这样重要的客户添加麻烦，那简直就是不可原谅。满怀羞愧与歉意，我诚心地请求您的谅解，并向您保证我们以后一定会提供您更好的服务。

感谢您的耐心宽容，并藉此深切祝福。

诚挚问候

## 20-5

### Error in an Invoice

#### **Situation**

Amelia Harper, owner of Harper Lighting Fixtures, sends a special announcement to customers, telling them that, in addition to the usual 15-percent trade discount on lighting fixtures, they will receive an additional 10 percent on certain fixtures. When customers who took advantage of this offer received their invoices, they discovered that the additional discount promised was not deducted. Harper writes each customer a letter of explanation and an apology.

#### **The Letter**

Dear Mr. McDougle:

You're entirely right. In our January 16 statement that you requested, we neglected to deduct the extra discount of 10 percent to which you are entitled.

As sometimes happens, the folks who prepare the statements don't always get the message. And this time for good reason: I simply didn't get the word to them about the additional discount; so I'm the guilty party.

Please deduct \$462 from the statement you received. The net amount due is \$4158 instead of \$4620.

I want you to know that I'm very sorry about this oversight and that I'm grateful to you for pointing the error out to me. I appreciate your business!

Cordially yours,

## 第五节 为发货单上的错误致歉

### 事由

哈珀照明设备公司的老板阿半莉亚·哈珀写信给客户，特地通知他们除了平时15%的零售折扣，特定的设备与配件上还有额外10%的优惠。然而，回应这项优惠活动下订单的客户却在收到发货单后发现，当初承诺的额外折扣并没有在货款上扣除。哈珀为此去函客户解释并致歉。

### 范例

亲爱的麦克杜格尔先生：

您完全正确，在您提及1月16日的那封对帐单上，我们的确是忘了扣除您所应该享有的10%的折扣。

准备对帐单的同仁不清楚其他部门的各项活动，这样的事情时有发生。不过这次的罪祸魁首是我自己，因为我真的忘记把额外折扣的决定通知会计同仁。

请直接在对帐单上扣除 462美元；您的货款总额为 4 158美元，而不是4 620美元。

我希望您能了解我对这次的疏忽真是感到万分抱歉，也非常感激您指正我的错误。谢谢您的支持！

衷心问候



## 20-6

### Wrong Merchandise Sent— Customer Primarily to Blame

#### **Situation**

David Fitzhugh, owner of Southport Marina, places an order with Northeast Boating Supplies, Inc., for eight outboard motors. A number of errors were made in writing up the order, and as a result the dealer is shipped motors that he doesn't really want. The customer is primarily to blame, but the manufacturer must also share some of it. Northeast Boating Supplies writes Fitzhugh a letter of explanation and apology.

#### **The Letter**

Dear Mr. Fitzhugh:

I am very sorry you did not receive the eight 6-hp Sea Serpent outboards you wanted, and I guess both of us share the blame.

Your order (photocopy enclosed) lists the 7.5-hp motor along with its stock number, yet the price indicated is for the 6-hp motor. Since you've regularly ordered the 7.5, we assumed that this one was what you really wanted, and we went ahead and shipped it. We should have checked with you, and I'm sorry we didn't.

We will, of course, ship the eight 6-hp motors immediately. Do you think you might sell the 7.5s? If so, you may wish to keep them awhile, and if they don't move you can return them to us. In any event, we'll pay all shipping charges.

I'm delighted you're having such a good season with the Sea Serpent line. We'll be ready for your next order; I promise no mix-ups!

Very cordially yours,

## 第六节 为送错商品致歉——客户难辞其咎

### 事由

南港游艇中心的老板戴维·菲茨休向东北船舶器材产销公司订购了8具船尾发动机。填写订单时的几项错误导致对方送来的发动机不合要求。整个事情主要错在客户，但是制造厂商应该负担部分的责任。东北船舶器材产销公司还是决定写信给菲茨休解释与道歉。

### 范例

亲爱的菲茨休先生：

我对于您未能收到8具6马力的海蛇船尾发动机一事感到十分抱歉，但是我想我们双方都是难辞其咎。

您的订单(随函附上影印件)在品名这栏填的是7.5马力的发动机及相对的货品编号，但是价格却是6马力的发动机。而由于您向来订购的都是7.5马力的发动机，我们认为这次应该也是如此，于是就直接交货。我们应该事先向您确认才对。没能做到这一点，真是抱歉。

我们当然会立刻补送给您8具6马力的发动机。您认为已收到的7.5马力发动机有机会售出吗？如果有的话，您不妨先留着一阵子，如果买不出去的话到时退货也不迟。不论如何，我们都会负担所有运费。

我很高兴海蛇系列这一季在贵公司的销售状况相当不错。我们随时为您下一笔的订单待命，我保证不会再搞错了！

由衷拜候

## 20-7

### Customer Takes an Unearned Discount

#### **Situation**

David Saunders, Vice President of Northwestern Housewares, Inc., sends a check to Regal Plastics Corporation in payment of an order. However, a cash discount has been deducted from the amount shown on the invoice—a discount to which Saunders is not entitled. Regal Plastics writes Saunders to accept the check, pointing out tactfully that money is still due on the invoice and at the same time retaining Saunders' friendship.

#### **The Letter**

Dear Mr. Saunders:

Thank you for your check dated September 7 for \$927.96. Your check has been credited to your account, leaving a balance of \$48.84.

The terms of sale, you will recall, were 5/10 ROG. Since you received the lamps August 12, you would be entitled to a 5-percent discount only if the invoice were paid within ten days of that date. Unfortunately, these terms were not met.

Although I would like to make an exception in your case, Mr. Saunders, such an action would penalize those who are given the same privilege. I suspect you enforce such a policy in your organization, even though—as in this instance—it isn't a pleasant thing to do.

I think you might be interested in the enclosed reprint of an article written by our own Syna Lee Glasser, which appeared in the September issue of *Scientific Research*.

Sincerely yours,

## 第七节 指出客户折扣计算的错误

### 事由

西北家庭用品公司的副总裁戴维·桑德斯寄了一张付款支票给帝王塑胶工业。西北家庭用品这次的订货并不适用于现金订购的折扣，而桑德斯的支票总额却直接记入这项折扣。帝王塑胶工业去函桑德斯，确认收到支票，委婉地指出根据发货单尚有差额待付，同时也表达善意，希望留住桑德斯的友谊。

### 范例

亲爱的桑德斯先生：

感谢您寄来9月7日所开具的面额927.96美元的付款支票。您的支票已经记入贵公司的帐户，目前尚有余额48.74美元。

我想您应该记得我们的销售条款，汇票的现金付款应该在收到订货后的5到10天内寄达。由于贵公司是在8月12日接到订购的灯具，只有在随后的10天内依据发货单付款的情况下，才能享有现金付款5%的折扣。很可惜，您这次的付款并不适用于相关的折扣。

桑德斯先生，我真的希望能够以特例为您争取折扣，但是这样做对依规定享有优惠的其他客户并不公平。我想您应该也会要求贯彻贵公司的既定政策，即使实际执行起来，像我现在必须做的一样，并不是让人觉得愉快的一件事。

我想您或许会有兴趣，所以为您随信附上我们公司同仁席西纳·李·格拉瑟在9月份科学研究月刊上所发表的一篇文章的影印本。

诚挚问候

## 20-8

### Unauthorized Return of Merchandise

#### **Situation**

The customer relations manager of a paint manufacturing firm receives a report from the receiving department that 34 gallons of paint have been returned by Cabrizzi's Building Supply. There has been no advance warning, but it is assumed that the customer wants full credit for the returned paint. This particular brand was discontinued many months ago, and all dealers were notified, and there is no satisfactory way to dispose of it. The customer must be told that full credit for the returned paint cannot be allowed and a compromise must be suggested that is fair to both parties.

#### **The Letter**

Dear Mr. Cabrizzi:

Early this week we received 34 one-gallon cans of exterior white Dura-Perm paint from you. I assume that you wish us to issue a credit memorandum for \$261.12 (34 gallons @ \$7.68).

I am very sorry, Mr. Cabrizzi, that we cannot allow you full credit on this paint, which you purchased over eighteen months ago. As announced to all our customers, we discontinued the Dura-Perm brand last April, at which time we cleared out our entire inventory. We are now handling only Luxor Sheen house paints.

I have a suggestion that may save time and effort for both of us. At the time we discontinued Dura-Perm, we marked it down to our actual cost of \$5.76 a gallon. We are willing to give you credit for the difference between \$7.68 and \$5.76—or a total of \$65.28. Or, if you prefer, we can return the paint to you for disposal at the price you choose.

Please let me know your decision right away, Mr. Cabrizzi, and I will take immediate steps to handle the matter accordingly.

We've had wonderful success with the new Luxor Sheen line. Dealers are delighted with consumer acceptance—some reporting up to 40 percent increase in paint sales since they took on Luxor Sheen. We'd be mighty happy to have an order from you!

Best wishes,

## 第八节 调解客户擅自退货的行为

### 事由

一家涂料制造厂商的客户服务部经理收到收发部门的报告，指出卡布里兹建材供应公司退回 34 加仑的油漆。客户事前并没有任何的通知，并且似乎要求全额退款。退回来的这个油漆品牌在几个月前已经停止生产了，涂料公司也确实通知过所有的经销商；现在实在找不出任何令人满意的方法来处置这批退货。必须让客户知道无法答应全额退款，只能尽可能找出对双方都公平的折衷方案。

### 范例

亲爱的卡布里兹先生：

这个星期稍早时，我们收到您退回来 34 加仑的“耐久”外墙白漆。我想您是希望我们在您的信用帐户里记入这笔总价 261.12 美元的退款（34 加仑，每加仑 7.68 美元）。

非常抱歉，卡布里兹先生，我们没有办法答应您全额退款的要求。您早在 18 个月前就已经采购这批涂料，而我们也通知所有的客户，4 月起“耐久”系列的油漆已经停产，所有的存货都已出清了。我们现在专营“豪彩”家用涂料。

我们拟出一项建议，应该可以为贵我双方省下许多的时间与精力。“耐久”涂料停产以后，我们以调降到每加仑 5.76 美元的成本价来出清存货。我们愿意在您的信用帐户里记入 7.68 美元与 5.76 美元差价的总额，一共是 65.28 美元的退款。或者您愿意的话，我们可以用您开出的价格将油漆寄回请您处置。

卡布里兹先生，请您即刻让我们知道您的决定，这样我才能够马上采取相对的措施来处理这件事。

我们的“豪彩”系列销路极佳。经销商对于客户的接受程度十分满意，有些公司还说自从引进“豪彩”涂料以后，营业额上升了 40%。我们非常期待接到您的订单。

衷心祝福

## 20-9

### Damaged Stock Returned for Credit

#### **Situation**

Edgewater Interiors has a policy of accepting returns of products within six months of the date of purchase. Customers, however, receive credit only if the product is in salable condition. Ardell Lawrence, a decorating consultant, returns 16 framed art reproductions so badly damaged that they cannot be resold. Ken Murphy, of Edgewater Interiors, writes Ms. Lawrence, refusing to accept the damaged prints for credit, while salvaging as much goodwill as possible.

#### **The Letter**

Dear Ms. Lawrence:

When I talked with you on the telephone about returning the 16 reproductions in our Art Master Series, I said that our policy is to accept for full credit all items returned in *salable condition*.

The reproductions arrived today, and I was shocked at their condition. Apparently, they were stored in a damp place. The pictures are faded and the canvas warped; what's more, the finish on the frames is blistered.

Would you like me to return the reproductions to you? Perhaps you can dispose of them at a special reduction in price. Since we can't sell them to our customers, the only thing we can do is donate them to local hospitals and charitable organizations.

I'm sorry to disappoint you, Ms. Lawrence, but under the circumstances I am confident that you will fully appreciate my position.

Very truly yours,

## 第九节 解释无法接受退货——因商品严重受损

### 事由

依照缘流室内饰材公司的规定，客户必须于订购后 6 个月内退货，但是退款的前提是寄回的商品必须状况良好，可以重新销售。室内设计顾问阿德尔·劳伦斯退回 16 幅裱装的复制画作，全部严重受损，无法重新整理出售。缘流的肯·墨菲写信给劳伦斯女士，尽可能地在不引起敌意的情况下，告知无法接受退款。

### 范例

亲爱的劳伦斯女士：

当我在电话里和您讨论退回那 16 幅“艺术大师”系列仿制品这件事的时候，我提到我们公司的政策是在退回的货仍旧可以销售的情况下才能接受退款。

今天当我收到这批仿制品时，为它们的状况感到相当震惊。很明显地，存放它们的地方太过潮湿。图画褪色、画布卷曲，尤有甚者，连画框边上都起了泡。

是不是让我为您将这些仿制品寄回？也许您可以用特价的方式来处理这些仿制品。由于我们无法将它们出售给其他客户，惟一能做的只有捐赠给当地的医院或是慈善机构。

非常抱歉，让您失望了，不过我相信在这种状况之下，您一定能够了解我的处境。

真诚问候



## 20-10

### Unauthorized Use of Service Personnel

#### **Situation**

Dykstron Computers, Inc. has service contracts with many of the firms that use the company's equipment. These contracts stipulate that the company will provide service on Dykstron computers only. It comes to the Service Manager's attention that at one customer's place of business, Kykstron technicians are being asked to service other brands. The Service Manager wants to put a stop to it and writes the Administrative Services Manager, a personal friend, to tactfully explain the situation and have the practice stopped.

#### **The Letter**

Dear Linda:

I have a knotty little problem that I want to unload on you. As you know, our contract with Great Western Insurance stipulates that we will provide services to all Dykstron equipment over a three-year period. I hope you feel that our service so far has been prompt and professional in every respect; certainly, we have been happy with the arrangement.

Until now. Our service personnel report that lately they have been asked by some of your supervisors to service equipment other than our own. In some cases, our technicians have actually done the work merely to be as helpful as possible. I have asked them to politely decline these requests in the future for two reasons:

1. They are already hard-put to keep up with the job of fulfilling other service contracts.
2. I think those who produce competing computers are in a better position than our people to provide the professional service you require.

I suspect, Linda, that you have known nothing about this, and I bring the matter to your attention only because I believe you, too, will feel it is not a satisfactory arrangement for either of us.

Okay?

Sincerely,

## 第十节 恳请客户停止滥用专业服务

### 事由

戴克斯特朗电脑公司和许多使用他们电脑设备的公司都签有维修服务的合约。合约里说明戴克斯特朗只对自己公司的电脑进行维修。然而服务部经理却得知某位客户要求戴克斯特朗技师同时检测修护其他厂牌的电脑设备。服务部经理希望能停止这样的作法，于是写信给对方的管理部经理（一位熟识的朋友），委婉地说明实况并制止滥用服务的情形。

### 范例

亲爱的琳达：

我有个棘手的小问题得请你帮忙。你知道，根据戴克斯特朗和你们大西部保险公司的合约规定，我们在3年的合约有效期间里必须为所有的戴克斯特朗电脑提供维修服务。我希望你能肯定我们目前各项服务的效率与专业水准；我们自己对合约的安排一向满意。

一向满意，直到今天为止。我们的服务人员最近提及贵公司有部分主管要求他们同时对其他厂牌的电脑设备进行维修。有些时候，我们的技师存着助人为快乐之本的想法也确实照做了。不过我已经告诉他们将来遇到这样的要求时予以婉拒。两个原因：

一、为了履行其他公司的服务合约，他们的工作早已满载了。

二、我认为我们的竞争对手应该比我们更适合为他们自己的设备提供贵公司的维修服务。

琳达，我猜你可能还不知道有这样的情形，而我之所以让你知道是因为我相信你一定不会认为这对我们双方而言都是令人满意的安排。

不是吗？

诚心问候

**20-11****Damaged Shipment—  
Carrier Perhaps to Blame****Situation**

Clark Amend, Director of the Claremont Public Library in Lincoln, Nebraska, placed an order with Wonderbuilt Interiors for six carrels. According to Amend, the carrels arrived in a damaged condition; the finish on four of the panels is badly scratched and there are numerous dents in two of them. Amend telephones Hazel Forbes, Vice President of Wonderbuilt Interiors, and Forbes agrees to investigate the matter. In the meantime, Forbes writes Amend a letter.

**The Letter**

Dear Clark:

Thank you for telephoning me this morning about the damaged carrels you received from us. As I told you, I will thoroughly investigate the matter and get in touch with you when I have some answers. The first thing I will do is talk with the Blue Dart Transport people. I suspect, as you do, that the damage to the carrels was the work of their servicepeople.

I'm very sorry about this incident, Clark, especially because I know how eager you are to complete the library renovation. I really hope the delay will be a short one.

Sincerely,

## 第十一节 为商品受损致歉——可能错在货运公司

### 事由

内布拉斯加州林肯市克莱蒙特公共图书馆的馆长克拉克·阿门特向巧匠室内设计公司订作了 6 座个人阅览隔间。根据阿门特的说法，阅览隔间送到时已经受损了；有 4 座的隔板表面有严重的划痕，两座的隔板出现许多处的凹陷。阿门特于是打电话联络巧匠室内设计的副总裁黑兹尔·福布斯。福布斯答应进一步了解实情，同时还写了一封信向阿门特道歉。

### 范例

亲爱的克拉克：

谢谢你今天早上来电通知我关于我们巧匠公司承制的个人阅览隔间受损的情形。正如我答应你的，我会彻底调查这件事情，得到答案以后再跟你联络。我首先将会约谈蓝标货运的相关人员。因为我和你一样担心阅览隔间的损坏起因于他们工作人员的疏忽。

正因为我知道你非常热切地希望图书馆的整修及早竣工，所以我对这次的事件更觉得抱歉。我衷心希望这次的耽搁不会太久。

诚挚问候

## 20-12

### Damaged Shipment— Customer Definitely to Blame

#### **Situation**

Wonderbuilt Interiors (see Letter 20-11 on the preceding page) receives a copy of the shipper's waybill, signed by a responsible employee of the Claremont Public Library, showing that the carrels arrived in excellent condition. Forbes writes to Amend, giving him a status report.

#### **The Letter**

Dear Clark:

I have finished my study of the "damaged carrels" situation, and what I have to say will not please you, I'm afraid. I talked with the Blue Dart servicepeople, and they are certain that the carrels were in excellent condition when they were unpacked. Therefore, I cannot put in a claim against them.

I have a suggestion: Suppose you hire someone locally to put a new finish on the carrels and repair the dents, and send me a bill. I have no other recourse.

As I mentioned in my previous letter, I am bothered most by the delay in your library renovation. I hope within the next few days this problem will be solved to everyone's satisfaction.

Cordially yours,

## 第十二节 协调商品受损问题——错在客户

### 事由

巧匠室内设计公司(请参阅前页第二十章第十一节)接到货运公司的送货记录,上面有克莱蒙特公共图书馆负责人员的签名,证实所收到的个人阅览隔间状况良好。福布斯再度去函阿门特,报告调查结果。

### 范例

亲爱的克拉克:

我已经完成了“阅览隔间受损事件”的调查工作,我想结果恐怕不会令你太高兴。我和蓝标货运的工作人员谈过,他们确信运去的个人阅览隔间在拆封以前的状况一点问题也没有。我因此无法向他们提出索赔的要求。

我有个建议:你能否考虑在你们那儿找人,重新涂饰隔板的表层及修复凹陷的地方,再将帐单寄来给我。除此之外,我没有更好的办法。

正如我在上一封信里提到的,这次延误了你们图书馆的整修工程,我真的是愧疚万分。我希望在接下来的几天里,问题能够皆大欢喜地圆满收场。

衷心问候

## 20-13

### Suggesting a Substitute

#### **Situation**

Vivian Keller, Manager of the Text-Film Division in a large publishing house, orders six copies of the film "Filing and Finding" from Show-Voelker, a leading manufacturer of office equipment, systems, and related products. Although there are several copies of the film, it is badly out of date. Ernest Dorr, Product Manager for Show-Voelker, writes Keller, asking her if she would accept a new film, "Modern Records Management," since it is more modern and a more complete treatment of the subject of filing.

#### **The Letter**

Dear Mrs. Keller:

The film you asked for, "Filing and Finding," is certainly available, and I'll be happy to send you six copies immediately.

However, you might like to know that we have just released a new 16-mm color film, "Modern Records Management." The new film covers the traditional methods of "paper" filing—alphabetic, subject, numeric, and geographic—along with the procedures and equipment accompanying these methods. But it also presents the many new aspects of records management that have emerged in recent years—in short, "electronic record keeping." As you know, records management has undergone a dramatic revolution, triggered, of course, by the advances in computer technology and the advent of film (microfilm, microfiche, etc.). I think you and your students will find "Modern Records Management" exciting and highly informative. A booklet describing the film is enclosed.

May I send you this new film instead of "Filing and Finding"? I expect a copy to be available within the next ten days, and I will reserve it for you if you wish (use the enclosed postcard). There is no charge, of course, but we do ask that you return it within a week—the demand for the film is very great.

Thank you for writing.

Cordially yours,

### 第十三节 建议客户采用新品

#### 事由

一家大出版社影片教材部的经理，维维安·凯勒向颇富盛名的办公器材、文书系统与相关产品制造厂商肖沃克实业公司订购6卷名为《存档与调档》的教学影片。虽然影片仍有存货，但是内容实在已经相当落伍了。肖沃克实业的生产经理欧内斯特·多尔因此写信询问凯勒是否愿意接受一部同样关于档案管理，但是更加详实也更符合实际需求的新影片《现代档案管理》。

#### 范例

亲爱的凯勒太太：

我们的确备有您所想要订购的影片《存档与调档》，而我也十分乐意立即为您寄出6卷影片。

不过您也许不知道我们最近刚发行了一部16厘米的彩色影片《现代档案管理》。这部影片不但收录了传统的“文件”管理方式，包括以字母、主题、数字、地区等排序的各种方法，以及所需的程序与设备；也介绍了近年来档案管理所呈现的崭新风貌，简单地说，就是“电子存档”。如您所知，电脑科技的进步与微缩影片的问世使档案管理经历了戏剧性的变革。我想您及您的学生将会发现，《现代档案管理》不啻为一部令人激动且蕴含丰富信息的影片。随信谨附介绍手册一份，敬请参考。

我是不是可以这部新影片替代《存档与调档》？10天内我们可以备妥影片的样本，如果您愿意，我可以为您预留一部(请利用所附的明信片)。样本当然是免费的，但请您在一周内将明信片寄还，因为这部影片的需求量着实惊人。

感谢您的来信。

衷心问候



## 20-14

### Returning an Unsigned Check for Signature

#### **Situation**

Mrs. Karen Thresher, a fairly new customer, places an order for calendars, enclosing her check for \$116.30. The check has not been signed, and the supplier returns it for signature.

#### **The Letter**

Dear Mrs. Thresher:

Thank you very much for your order for calendars and the check for \$116.30 that accompanied it.

Through an oversight, the check was not signed, and I am returning it to you for your signature. In the meantime, the order will be sent out immediately.

Sincerely yours,

## 第十四节 寄还未签名的付款支票

### 事由

新客户卡伦·思雷舍太太写信订购月历，并附上面额 116.3 美元的付款支票。不过她忘记在支票上签名，供应厂商因此得将支票寄回，请她补上签名。

### 范例

亲爱的思雷舍太太：

非常谢谢您来信订购月历，还有随信所附那张 116.3 美元的付款支票。

可能是一时的疏忽，支票还没有签名，所以我现在将它寄还给您，要麻烦您补签。同时，我们也会立即为您把月历寄去。

诚挚问候

**20-15****Response to an Irate Customer About Sloppy Record Keeping****Situation**

Refer to Letter 18-15 on page 144.

**The Letter**

Dear Mrs. Shaw:

You are absolutely right—you owe us nothing. I'm enclosing a new statement which provides the details, but the important thing about it is the "00" balance!

As you will see, we made an error in our extension on invoice 763. The figure should have been \$443.40 instead of \$466.40. For some reason, the discount to which you were entitled on invoice 877 wasn't given you; this amounts to \$60. And credit for \$888.80 for the returned shipment was not given because our warehouse didn't notify the accounting department that it had arrived and my department wasn't notified that the return was imminent.

I am very sorry about these mistakes, Mrs. Shaw, and I can't imagine why they all happened to you. Nor can I explain why you got the runaround when you tried to get the matter settled.

We've made such a fuss here about the treatment you received that I think it's safe to say that your future transactions with Elko are going to receive special attention from everyone. In fact, I look forward to your next order so that I can prove that statement.

Thank you for your patience.

Cordially yours,

## 第十五节 为登帐错误向客户致歉

事由 请参阅第十八章第十五节。

### 范例

亲爱的肖太太：

您说的一点都没错，您并没有任何未付的货款。我随信附上了您最新的帐目明细表，上面最重要的是“零欠款”！

正如您马上就会发现的，我们的错误出在第763号发货单的附加部分，正确的金额应该是443.4美元，而不是466.4美元。另外是第877号的发货单，虽然没有办法确认原因，但是我们的确是忘了扣除应该给您的60美元折扣。另外就是我们没有将您那批总价888.8美元的退货记入帐目里。我们的仓库管理部的同仁忘记通知会计部，而我自己的部门也没有接到任何关于您即将退货的通知。

肖太太，我对于这许多的疏忽真是万分抱歉，也难以想像怎么这些错误都会集中在您的帐目里。我更是无颜解释为什么当您联络我们，试着了解状况时，听到的尽是一些推托之辞。

怠慢了您的这件事扎扎实实地给了我们整个公司当头一棒，冲击之大，我敢说您今后与我们的每一次生意往来，将会得到我们上上下下每一位同仁特别的细心处理。事实上，我非常期待您的下一笔订单。这样一来，我就可以向您证明刚才说的一点不假。

谢谢您的耐心宽容。

衷心问候

## 20-16

### Bending Company Policy to Say “Yes” to a Customer

#### **Situation**

Imagine that you are supervisor in the Order Services Department of Fairfield Aluminum Company. You have received a letter from R. F. Follett, manager of the Giant Family Store, saying he is returning a shipment of lawn chairs. Follett claims that the chairs he received are not the ones he ordered, and he requests a credit memorandum for the total of the order, \$477.80, plus shipping charges of \$43.20.

Your investigation shows that the chairs sent to Giant Family Store are the ones that were ordered. Since you do accept shipments returned in first-class condition, there are no problems about giving Giant full credit. At the same time, you do not feel that it is fair for Follett to ask you to pay the shipping charges. It's against company policy to do so unless an error was made by Fairfield Aluminum, and in this case the error is the customer's.

The response letter requires two answers—yes on the credit memo for the returned chairs and no on the shipping charges. But you decide to check on the latter point; company policy is often loosely interpreted, depending on the customer and the circumstances. Giant Family Store happens to be a new customer—a potentially big buyer—and getting Follett on your side could mean several hundred thousand dollars' worth of business per year. Your boss might think \$43.20 is a small price to pay for keeping a customer as large as this one.

#### **The Letter**

Dear Mr. Follett:

Here is our credit memorandum for \$521, which covers the returned shipment of Compac lawn chairs (\$477.80) and shipping charges (\$43.20).

Although the chairs we sent you seem to be the ones listed in your April 7 order, perhaps they are not what you had in mind. I'm sending you a copy of your order, together with a tear sheet of the Compac line, so that you may check. Because we think there might have been some misunderstanding, we are paying the return shipping charges, which we don't ordinarily do.

The important thing, of course, is that you have a stock of lawn chairs to meet your summer needs. Be sure to place another order soon so that you may have them for the first warm day. Separately I am sending you

## 第十六节 破例应允客户要求

### 事由

想像你是良田铝业订单服务部门的主管。你收到了巨人家庭用品中心的经理R.F.福利特来信，说是即将退回一批庭院用凉椅。福利特表示他收到的并非当初所订购的椅子，要求你以书面备忘录的形式，确认会在他的信用帐目中扣除这笔总价 477.8美元的货款及43.2美元的退货运费。

经过调查以后，你发现送往巨人家庭用品中心的椅子正如订单上所注明的，没有出错。你们公司的确接受状况良好的退货，所以依照福利特的要求如数退款并没有问题。可是，你又觉得福利特连退货的运费都要你们付，实在有欠公道。当良田铝业并没有任何失误时，却要负担客户的退货运费，这是违反公司政策的。而这次的情形，显然错在客户。

正常的回信应该同时包括两项要点：从信用帐目中扣除货款——欣然接受；负担退货运费——实难照办。不过，你决定推翻第二点。公司政策经常可以视客户的份量与实际的状况做广义的诠释。巨人家庭用品中心刚好是一位新客户，但是购买潜力十足；争取福利特的好感可能会为公司每年挣回数十万的生意。你的老板也许会认为用43.2美元留住一位这样大的客户非常值得。

### 范例

亲爱的福利特先生：

随信附上了贵公司信用帐户扣款 521美元的备忘录。这笔款项包括了巧实庭院凉椅的货款(477.8美元)，以及您退货的运费(43.2美元)。

尽管应该与您在4月7日寄来的订单相符，我们交货的那批凉椅也许未能符合您的要求。借此我也附上原订单的复印件及巧实系列附有照片的广告，方便您参考对比。由于我们认为这中间或许仍有误解，所以破例负担您退货的运费。

a section from our general summer furniture catalog; you might be more interested in the new Ezy-Fold line (pages 18–22), which is fast becoming our best seller.

Let me know, please, how I can be of further help. By the way, we can ship your next order the same day it is received.

Sincerely yours,

## 20–17

### Saying “No” to a Customer

#### **Situation**

Agatha Covey, a retail customer, writes to the wholesaler asking to return 38 gallons of paint. She contends that one customer returned two gallons of Brand A-1 paint and, suspicious, asks permission to return the unsold paint. The request is denied.

#### **The Letter**

Dear Mrs. Covey:

I appreciate your letter in which you ask permission to return 38 gallons of A-1 paint. You indicate that one customer was not satisfied with this paint, and you are afraid others will feel the same way.

Actually, Mrs. Covey, Brand A-1 has been a very successful product for us, and our other retail customers have reported highly satisfactory experience with this excellent paint. I honestly believe that a single customer's unhappiness with A-1 is not conclusive, and I must deny your request to return the unsold paint to us.

My mind is not closed, however. If we find other customers unhappy with their purchase of Brand A-1, that places the matter in an entirely different light. Let's keep in touch and see what happens. OK?

Cordially yours,

无论如何，最重要的是您的庭院凉椅有足够的存量应付今夏的需求。请记得尽快订购，以便迎接第一天阳光和暖的日子。我还另函交寄了我们夏季家具总目录的一部分，您也许对即将成为我们最畅销商品的易叠系列（第18到22页）感到兴趣。

如果您有进一步的吩咐，请务必让我知道。此外，我们可以在收到您下一笔订单的同一天，立刻交货。

诚挚问候

## 第十七节 婉拒客户的要求

### 事由

零售商阿加莎·科维写信给批发商，要求退回38加仑的油漆。她辩称因为她的一位客户退还了两加仑A-1油漆，她怀疑剩下的油漆会卖不出去，因此希望能将订货退回。这个要求遭到婉拒。

### 范例

亲爱的科维太太：

感谢您来信询问是否能够退回38加仑的A-1油漆。您提到一位您的顾客对这个牌子的油漆不甚满意而退货，您因此担心其他的客户也会有同样的反应。

事实上，科维太太，A-1油漆是我们销售相当成功的涂料品牌；零售商的客户提到这款品质优秀的油漆都深表满意。我十分相信一位客户对A-1的负面评价并不足以断然定论，我因此无法答应您退回油漆的要求。

然而，这并不表示我拒绝沟通。如果我们发现还有其他客户也对A-1不满意，那事情就完全不同了。让我们保持联络，继续观察，好吗？

衷心问候



## 第 7 篇

# 信用交易相关信函 与收款信

毫无疑问，先购物后付款的信用交易已经成为现代生活的一种习惯了。超过90%的商业交易都以信用付款的方式进行；包括在各式的零售商店挂有信用帐户的顾客，使用银行发行的信用卡购物的消费者，利用信贷方式购买营业设备或生产原料的企业，以及买入商品用于转售的经销商。

公司提供信用帐户就是为了提升业绩。买者也把信用交易视为当然，如果某一家公司不提供这项服务，客户自会另寻高明。不过既然有这么多人乐于享受先购物的权益，那么就不难想像也会有人规避“后付款”的义务。遗憾的是，信用交易行之有年，至今却还没有任何万无一失的办法可以在事先判定谁会付款、谁会赖帐。即使是在所谓的信用三“资”(three Cs)标准——资质(character)、资本(capital)、资格(capacity)——考核中突出的顾客也有可能沦落成呆帐客户。素行良好的员工可能突如其来地遭逢裁员，公司也可能自己无法掌控的整体经济景气而必须宣告倒闭。另外当然也有少数不肖的公司或个人，将信用交易视为不劳而获的敛财途径。

## 第二十一章 信用交易相关信函

为客户开立信用帐户其实是蛮碰运气的一件事。不论是小本经营还是颇具规模，不少的公司行号都被积欠贷款的信用客户拖垮，阵亡在倒闭的墓园里。为了减低呆帐造成的损失，负责审理信用帐户的员工都会在批准之前，尽可能地收集关于申请客户的各项信息。

审核的第一个步骤就是请客户填写信用帐户的申请书。申请一般信用帐户的消费者通常必须提供像行业职称、薪资所得、雇主姓名、服务年数、到职日期、前任雇主姓名等基本资料，同时也应该出具可以证明自己信用记录的参考名单或数据，例如已经开有信用帐户的商家，平时往来、贷款的银行，或是概估的个人负债总额。申请商务信用帐户的公司则需提供公司的所有权形态、主要的负责人或股东、保险金额、往来银行，以及已经与之进行信用交易的供应厂商等资料。如果第一笔订单的数额较大，比如说超过一千美金时，申请信贷的客户还可能要提供最近一期的损益表与资产负债表。

除了申请者主动提供的资料以外，审核的供应厂商还可以经由其他的管道取得重要的信息，例如像调查商业信用的邓白氏国际征信，以及收集个人信用记录的当地联合信用中心。

### 核准开立信用帐户

申请一般信用帐户被接受以后，消费者会收到一封表达欢迎之意的通知书，内容还包括信用交易的利率（依法律规定必须告知）以及各种消费额度每月最低的缴费标准等信息。申请商务信用帐户的公司，在核准后接到的资料也大致相同，只是商务往来的信用交易通常并不会收取利息，因此少了利率这项信息，取而代之的是关于信贷规定、折扣优惠、付款方式的说明。

## 婉拒开立信用帐户

对于部份申请信用帐户的公司或个人，有时候必须予以婉拒。这样的通知是最难写的信函之一，因为在拒绝信用交易这项权益的同时，发信人等于在说：“我们还没有信任你到那种愿意让你先购物后付款的程度”。不论措辞如何地委婉，读到这样的信总还是让人有咽不下这口气的感觉。所以写拒绝信的时候，要尽量地把握以下这几项原则：

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1. 感谢对方来函申请信用帐户。
  2. 尽可能委婉地解释拒绝的原因（零售商经常试着让被拒的申请者了解到多开一个信用帐户意味着额外的消费负担）。
  3. 告诉对方将来随时欢迎重新申请，同时鼓励对方以现金方式进行交易。
-

## 21-1

### Requesting Commercial Credit

#### **Situation**

The Computer Place in Wichita not only provides computer services to local businesses, but also sells computer equipment. At a recent business show in Omaha, the owner of The Computer Place, Gretchen Rivers, saw a computer printer that sells for \$1100. She thinks it will be a popular item for the businesses she serves, and she writes to the manufacturer requesting credit terms.

#### **The Letter**

Ladies and Gentlemen:

When I visited the Omaha Business Show last week, I saw your new Harrison-Fisher Laser Jet 4 printer. I think this printer would meet the needs of a number of my customers.

I would like to order three LJ 4s on 60-day credit terms and at the same time establish similar terms for future purchases up to \$2500 monthly. As I understand it, the printer is priced at \$1100, plus \$50 for transportation, terminal checkout, and one ream of paper. This means that my first order would amount to \$3350.

The Computer Place was established two years ago, and since that time we have grown very rapidly. My associates and I are convinced that the services and equipment we offer will be in increasing demand as businesses discover that only by applying sophisticated technology to their operations can they remain competitive.

For information concerning our financial responsibility and promptness in paying our obligations, I refer you to the following:

Rontech, Inc., 6200 Newman Avenue, Huntington Beach, CA 92647  
Allied Data Associates, 4406 Cromo Drive, El Paso TX 79912  
Winthrop Systems, 16536 Stone Avenue North, Seattle, WA 98133

If you would like additional financial information, I will be glad to supply it. Our bank is The First National Bank, 106 West Douglas Street, Wichita 57202.

Very truly yours,

## 第一节 申请商业信贷

### 事由

位于维奇塔市的电脑天地不但提供电脑维修的服务，同时也販售各种电脑设备。电脑天地的老板葛芮倩·瑞佛丝最近在奥马哈市的商展里，发现一部售价 1 100 元的打印机。她认为这部打印机应该会很受客户的欢迎，因此写信给制造厂商，希望能开立信用帐户，进行交易。

### 范例

各位女士、先生：

在上周的奥马哈商展里，我看到了贵公司哈理逊——费雪第四代激光打印机，认为这部打印机相当能够满足我一些客户的业务需求。

我打算以60天的信用付款期限订购三部第四代激光打印机，而为了方便将来的采购作业，我也希望能在贵公司开立每个月2 500元额度的信用帐户。据我所知，打印机每部定价 1 100 元，加收运费与终端机测试费用50元，同时还附赠一令的打印纸。算下来，我第一笔订单的总价应该是 350 元。

自从在两年前成立以来，电脑天地成长得十分迅速。我的合伙人与我自己都深信对我们所提供的服务与设备的需求量将会与日俱增，因为许多的公司都发现只有充分运用电脑这样的高科技才能维护自己的竞争力。

便于各位查询我们的财务状况与付款情形，我提供了下列的参考资料：

朗德科技公司 加州92647杭汀顿湖滨市 纽曼街6200号  
联合信用资料中心 德州79912艾尔巴索市 寇蒙道4406号  
伟硕系统科技 华盛顿州98133西雅图市 北石街16536号

如果贵公司还需要电脑天地进一步的财务资料，我会很乐意提供。我们主要的往来银行是位于维奇塔市 57202 道格拉斯西街106号的第一全国银行。

真诚拜候

## 21-2

### Requesting Information from a Commercial Credit Applicant

#### **Situation**

Upon receipt of the order and credit application from the The Computer Place (see previous letter), the manufacturer responds promptly and with appreciation. However, many computer stores have been opened lately, some of which went out of business very quickly. The manufacturer decides to tactfully ask the credit applicant for additional financial information.

#### **The Letter**

Dear Ms. Rivers:

Thank you very much for your interest in our HF Lasers Jet 4 printer terminal. This instrument was designed with the small business in mind, and I think your assessment of it is right on target; this is where most of our orders are coming from.

I also appreciate your request to purchase three HF Laser Jet 4 on 60-day credit terms and to establish similar terms for future purchases. The references you supplied will be very helpful—thank you.

Would you please send me a copy of your most recent statements of ownership and results of operations? Or, if you prefer, you can use the forms enclosed to supply the required data.

You may be sure, Ms. Rivers, that just as soon as we have the information we need we'll attend to your request. We're eager to have the HF Laser Jet 4 in the hands of your customers, and we'll do our best to expedite shipment.

Very cordially yours,

## 第二节 要求商业信贷申请者提供相关信息

### 事由

制造厂商在接获电脑天地来函订购打印机并申请信用帐户以后(请参阅前一节的范例),立即回信表示谢意。然而鉴于近年来如雨后春笋般成立的电脑公司有不少很快就结束营业,制造厂商决定委婉地向申请者索取进一步的财务资料。

### 范例

亲爱的瑞佛丝女士:

非常感谢您对我们哈理逊—费雪第四代激光机的肯定。这部机器当初正是以中小企业为标准的所设计的,而我认为您对它的评价十分中肯,我们接获的多数订单的确都来自中小企业。

我也很感谢您以60天的信用付款期限订购三部打印机并且希望开立信用帐户便于后续的采购。你所提供的信用佐证参考名单相当有帮助,谢谢您。

是不是能再麻烦您寄给我贵公司最近一期的营运报告与公司所有权证书的复印件?或者,您觉得这样比较方便的话,请将所需的资料填入随函所附的表格。

瑞佛丝女士,请您放心,我们在收齐所有的资料以后会立即审理您的申请。我们急着想把哈理逊—费雪第四代激光打印机交到您客户的手上,因此一定会尽快交货的。

衷心拜候

## 21-3

### Requesting Information from References Supplied

#### **Situation**

Refer to letter 21-1 on page 194 and Letter 21-2 on the preceding page. The manufacturer of the HF Laser Jet 4 printer terminal writes to the references supplied by The Computer Place.

#### **The Letter**

Dear Sir or Madam:

I have received a request for credit privileges from The Computer Store, Wichita (Ms. Gretchen Rivers, owner). Your company was listed as a credit reference.

I would be very grateful if you would supply the following information about this customer:

1. Credit terms extended to the customer, including limits \_\_\_\_\_
2. A brief statement concerning the customer's promptness in meeting obligations \_\_\_\_\_
3. Your reservations, if any, about the customer's financial condition and general reliability \_\_\_\_\_

I assure you that the information supplied will be treated as confidential. Thank you. (A copy of this letter and an envelope are enclosed for your reply.)

Cordially yours,



### 第三节 照会相关公司提供商业信用咨询

#### 事由

请参阅第二十一章第一、二节范例。哈理逊—费雪第四代激光打印机制造厂商依循电脑天地所提供的参考名单，去函照会并请求提供关于电脑天地的信用记录。

#### 范例

亲爱的先生、女士：

我最近接获位于维奇塔市的电脑天地（公司负责人为葛芮倩·瑞佛丝女士）来函申请信用帐户。贵公司列名信用佐证的参考名单上。

我很感谢您能为我们就电脑天地这位客户提供下列的信息：

1. 贵公司给予这位客户的信用条款，包括最高信用额度：\_\_\_\_\_
2. 请简述该客户的付款情形是否准时\_\_\_\_\_
3. 若您对该客户的财务状况与信用程度有所保留，请简述您的意见：\_\_\_\_\_

我可以向您保证，您所提供的资料将以机密处理。谢谢您的协助(附上表格与信封各一份，方便您作答)。

衷心问候

## 21-4

### Accepting an Applicant for Commercial Credit

#### **Situation**

Johnson and Hall, a wholesale auto parts distributor, receives an order and request for short-term credit from Live Oak Auto Parts, a new retail store owned by J. C. Laughlin. The information supplied by Laughlin himself and from various credit references is very favorable. The wholesaler welcomes Laughlin as a credit customer and encourages him to use the privilege frequently.

#### **The Letter**

Dear Mr. Laughlin:

It's a genuine pleasure to welcome you as a credit customer of Johnson and Hall. Your order for four 4-way convertible tops with sun roof (totaling \$799.80) is being shipped immediately by truck on credit terms described on the enclosed sheet.

We look forward to serving you and hope you will call upon us often for your parts needs. In the meantime, we wish you outstanding success in your new store.

Sincerely yours,

PS: I'm placing your name on our list to receive our monthly newsletter, *Auto Spotlight*, which will give you up-to-date information on everything new in automotive parts.

## 第四节 核准商业信贷的申请

### 事由

汽车零件大盘商强森—霍尔公司接到新成立的零售商橡树汽车零件供应中心(负责人为J. C. 拉福林)来函订货, 以及申请短期信用帐户。拉福林本人所提供的资料, 以及其他信用佐证的公司提出的评价都相当令人满意。强森—霍尔公司为此写信欢迎拉福林成为它们的信贷客户, 并鼓励他多利用这项权益订货。

### 范例

亲爱的拉福林先生:

非常高兴地欢迎您成为我们强森—霍尔的信贷客户。我们立刻会用卡车将四套四向遮阳汽车敞篷(总价799.8元)运抵贵公司, 随函另外附上一张信用交易条款的说明供您参考。

我们很期待能为您服务, 也希望您能经常向我们采购需要的汽车零件。同时也借此祝福您的新公司宏图大展。

诚挚问候

附: 我已经将您登录在我们公司月讯聚光灯的读者名单上, 您将可以借此掌控汽车零件业界所有的最新动态。

**21-5****Turning Down an Applicant for Commercial Credit****Situation**

Rhodes Furniture and Equipment receives an order from Premier Career Institute, a vocational school, for classroom furniture in the amount of \$2800, asking for 120-day credit terms. The financial statement supplied by the school, as well as information furnished by credit references, indicates that the school's financial situation is very shaky. The most damaging information shows a current ratio of 1 to 4.7 and less than 1 percent net profit on operations during the past year. The credit manager of Rhodes writes a turn-down letter.

**The Letter**

Dear Mrs. Ashforth:

I appreciate your order for furniture in the amount of \$2800 in which you request credit terms of 120 days.

Unfortunately, Mrs. Ashforth, the information supplied me was not at all favorable concerning the financial condition of Premier Career Institute. Not only are current liabilities far in excess of current assets, but it would appear that the school is experiencing serious difficulties in producing a reasonable profit. Under the circumstances, we feel it necessary to defer credit privileges at this time.

Of course, the situation may change. Indeed I hope so because we would be pleased to be in a position to provide the privileges you request. In the meantime, we will be happy to ship your order immediately on receipt of your certified check for \$2716 (\$2800 less cash discount of 3 percent).

Cordially yours,

## 第五节 婉拒商业信贷申请——之一

### 事由

罗德家具设备公司接获职业学校，领先生涯规划学院来函要求以120天的信用付款期限订购总价2 800元的教室用家具。学校本身的财务报表与信用佐证单位所提供的评价都显示出该校财务状况岌岌可危。1 4.7的流动比率与去年全年不到百分之一的纯利率尤其令人忧心。罗德家具信贷部的经理决定去函婉拒。

### 范例

亲爱的爱许佛丝太太：

感谢您来函建议以120天信用付款期限订购总价2 800元的家具。

很遗憾的，爱许佛丝太太，我们所得到的各项信息显示领先生涯规划学院的财务状况无法令人放心。目前贵校不但负债远高于资产，在维持利润上似乎也是捉襟见肘。鉴于这些情况，我们认为应该暂缓为贵校开立信用交易的帐户。

当然，情况或许会有转机。我尤其希望能够核准贵校开立信用帐户的申请。同时，我们很乐于在收到2 716元的银行本票(2 800元减去3%的折扣)后，立即交运贵校所订购的家具。

衷心问候

## 21-6

### Another Letter Denying Credit

#### **Situation**

Gary Moran, owner of Oakwood Hardware Store, placed an order with Andrew Manufacturing Company for hardware items. The amount of the order is \$1600 and Fields asks for credit. Fields has purchased hardware in the past but always on a cash basis. Stephanie Brown, Credit Manager for Andrews Manufacturing Company, asks Fields for current financial statements as well as a list of firms with whom he has done business on credit in the past year. When Brown receives the material, it is not at all favorable. Current liabilities are three times higher than current assets—a sad situation. The references Moran supplied indicated that Oakwood Hardware Store is not considered a good credit risk; one person said that Fields has owed money for over six months, with no attempt to pay. Brown writes Fields the following letter.

#### **The Letter**

Dear Mr. Moran:

Thank you for supplying the credit information I asked for. I wish I could say, "Yes, we'll be pleased to have you as a credit customer." However, on the basis of the information I have received about the condition of your business and the comments of those whom you owe, I must give you a reluctant no at the moment. We truly believe that it would not be wise for you to take on other obligations at this time.

I say "at this time" because I am hopeful that things will improve for you. If so, please write me again when your financial picture has changed.

In the meantime, I hope you will find it possible to order from us on a cash basis. We are proud of both our products and our services, and will do everything possible to see that you get what you want when you want it.

Cordially yours,

## 第六节 婉拒商业信贷申请——之二

### 事由

橡木五金行的老板盖瑞·莫兰向安得鲁器材制造公司订购了一批总价1 600元的五金配件。莫兰希望能以信用交易的方式付款。莫兰过去曾经多次订货，不过都是现金付款。安得鲁器材制造公司信贷部经理史蒂芬妮·布朗请莫兰提供最近的财务报表与查证信用的参考名单，结果所得到的消息并不令人满意。当期负债比资产高出三倍之多，情况颇为严重。提供信用佐证的往来公司也都认为不宜与橡木五金行进行信用交易；其中一位甚至透露莫兰积欠货款久达半年，而且似乎没有偿还的意愿。布朗于是写了以下这封信给莫兰。

### 范例

亲爱的莫兰先生：

感谢您提供我所要求的各项信息。但愿我能向您说：“是的，我们很高兴能有您这样的信贷客户。”然而，不论是贵公司的财务状况，或是往来商号对贵公司的信用评等，我所得到的信息让我们只能在这个时候很抱歉地向您说不。我们诚心认为您在此时加重付款义务并非明智之举。

我刚才说的是“在这个时候”，因为我希望情况能够好转。请您不妨在贵公司财务状况有所改善的时候，再度来信。

我同时也希望您能安排以现款订货。我们对自己的产品与服务都深具信心，也将竭尽全力让您在需要的时候得到所要的东西。

衷心问候

## 21-7

### Accepting an Applicant for Consumer Credit

#### **Situation**

Mrs. Ming Chin was transferred by her company to Atlanta, and she immediately applied for credit at Fitch's, one of Atlanta's most popular and respected department stores. She easily met all requirements for receiving credit and is welcomed by the credit manager as a "select" customer.

#### **The Letter**

Dear Mrs. Chin:

Enclosed is your Fitch's credit card, which I am delighted to send you. This card gives you the opportunity of virtually unlimited shopping, not only in person but by mail or telephone.

We welcome you sincerely to our large family of select customers and hope you will use your credit card often!

Sincerely yours,

PS: Welcome also to Atlanta! I think you will thoroughly enjoy this area that literally has *everything*.



## 第七节 核准消费信贷的申请

### 事由

勤敏太太在奉调至亚特兰大以后，立即向当地最富盛名也最受欢迎的百货公司之一的飞趣购物广场申请信用消费帐户。她很轻松地通过了各项审核，成为飞趣的信贷经理口中“精选”的信用客户。

### 范例

亲爱的勤太太：

我非常高兴能够为您随函奉上我们的飞趣信用卡。这张卡片让您有机会能够享受无限购物的乐趣，不管是亲自前来，或是透过电话或邮寄来选购。

诚心地欢迎您成为我们这个大家族里的精选客户，更希望您能多多利用我们的信用卡！

诚挚问候

附：同时欢迎您光临亚特兰大！我相信您一定会非常喜欢这个万事万物应有尽有的城市。

## 21-8

### Turning Down an Applicant for Consumer Credit

#### **Situation**

Kermit Greene, 29, is single and lives in an aptment on which his monthly payment is \$375. Greene's take-home pay is just over \$1250 a month, and his monthly payments, exclusive of rent (on a car, a loan, furniture, and credit-card purchases) amount to over \$600 a month. He applies to Richert's, a department store, for a revolving credit account. The Credit Manager at Richert's decides that Green is a poor risk (he has frequently been behind on his bank credit card payments).

#### **The Letter**

Dear Mr. Greene:

I appreciate your interest in establishing a charge account at Richert's.

I have tried very hard to find a way to give your application favorable consideration, Mr. Greene. However, the fact that your present monthly payments are so perilously close to your net monthly earnings leads me to believe that it would not be wise for you to undertake further obligations at this time. If these debts were to be paid off soon, the picture would be more favorable. Yet some of your payments, such as on the car, the loan, and furniture, have from one to three years to go before they are paid off. I think that once you have thought the matter through carefully, you may feel as I do that you have possibly overextended yourself already.

When the situation changes, we will be pleased to have you reapply. In the meantime, it will be a pleasure for us to serve you on a cash basis.

Yours very sincerely,

## 第八节 婉拒消费信贷的申请

### 事由

29岁单身的克密特·葛林住在月租 375 元的公寓里。葛林每个月实得的薪资为 1 250 元，而他每个月除了房租以外的固定支出，包括汽车、贷款、家具、信用卡签帐等等，超过 600 元。她最近向瑞撒特百货公司申请开立回转式信用帐户。评估以后，瑞撒特信贷经理的结论是葛林不宜享有信用付款的权益（他经常延期支付信用卡的签帐）。

### 范例

亲爱的葛林先生：

我很感谢您向我们瑞撒特百货申请信用消费帐户。

我也很努力地想找出有利于您申请的条件。然而，葛林先生，您目前每个月的实际薪资所得与固定支出间那段令人忧心的细小差距，让我们认为您实在不宜在这个时候加重付款的义务。如果您的贷款都能在近期付清，情况或许会更加乐观一些。但是您现在的一些分期付款，例如汽车、银行贷款，还有家具，都还需要一到三年才能完全付清，我相信只要您仔细考虑过这件事，就会像我一样发现您可能已经是过度支出了。

当情况好转以后，我们会很乐意接受您重新申请。此外，我们也很乐于接待您以现金付款的方式前来采购。

诚挚问候

## 第二十二章 收款信

负责信用贷款的人员在催款之初，都预先相信对方绝对有心付款，而通常也都有相当的理由可以支持他们这样的信念。毕竟这些客户的“资质、资本与资格”在当初申请信用帐户时都接受过详细的调查，而售货的一方也认为他们不会出现呆帐的问题。所以说，如果遇到有客户在付款期限刚过而尚未汇来货款的时候，就以尖酸刻薄、语带胁迫的信函炮轰对方，实在是说不过去的一件事。

不过卖方耐性的长短因人而异。有的信贷经理在寄过两三封的催款信却还未收到货款之后，就会去函以诉诸法律途径作为胁迫(特别是对于有拖延付款前科的客户)；有的则会耐心地等到第六封信还无功而返的时候，才寄出“不付款，等着瞧”的最后通牒。

多数的大公司与零售业者都会拟出一套催款的系统，在充分测试，证明有效以后，正式列为常设的程序。这就是我们所谓的系列催款信函，虽然寄出去的不见得一定都是“信函”。全国性的连锁零售商可能备有五到六套的系列催款信函，每一套都是专为不同性质的客户而设计的。

第二十二章所收录的，就是一家颇具规模的公司所使用的系列催款信函。虽然针对的是商务信用帐户，但是也可以适用于一般的消费信用状况。

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1. 信用帐户上有余款待付的客户每个月都会收到一份帐目明细表。
  2. 根据公司催款规定，在接获月结帐单后 10 天到 20 天内尚未付款的客户，会再度收到一张帐单。这次通常会加进去一段写给专人，请求尽快付款的委婉文字，或是贴有一张在文具行可以买到的彩色贴纸，上头亮丽地印有类似“拜托！”，“您忘了吗？”(还画着一双手指上面圈着一条象征承诺的丝线)，二度提醒”，或是“付款期限已过”等等的字样。
  3. 如果第二封催款信还无法请动对方的话，再继续寄出两到三封的月结帐单，每一封语气措辞愈见坚定，但还是维持较低的姿态。

4. 假使还是没有回音(大约三个月过去了), 客户就会被列入特别追踪的名单, 由专人利用电话、电报或私人信函的方式继续催款。
  5. 最后的手段通常都是一封告知即将采取法律行动, 或是已经这样做了的正式信函(如果一般消费信用的欠款数额不大, 比如说在25元上下, 卖方可能决定将款项一笔勾销, 自行消化; 因为花这么多的成本催回这样少的欠款, 实在是得不偿失。在这种情况下, 不会有“不付款, 看着办”的最后通牒出现。零售业者在催款时尤其必须十分谨慎, 避免骚扰客户, 违反公平收款施行条例。
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## 22-1

## First Reminder After Monthly Statement

**Situation**

On February 3, Greenacres Nursing Home purchases supplies and equipment from Walton Hospital Supply Company on thirty-day credit terms. Although the nursing home has been in operation only a short time, the information concerning the enterprise has been favorable and credit was granted. A regular statement is mailed on March 10. When no response is received by March 20, a second statement is sent.

**First  
Reminder**

 <b>WALTON HOSPITAL SUPPLY COMPANY</b> 711 PERRY AVENUE DAVENPORT, IOWA 52001				
CUSTOMER STATEMENT Greenacres Nursing Home P.O. Box 888 Rolla, MO 65401				
Please return this stub with your check				
Date	Invoice No	Articles	Amount	
February 6	Y-211	Wheel chairs	\$ 633.80	
		Walkers	244.25	
		Hospital garments	182.40	
		Blood pressure units	234.90	
		Total	\$1,295.35	

## 第一节 月结帐单寄出后的首封催款单

## 事由

绿亩看护之家在2月3日向华顿医疗器材供应社以30天的信用付款期限订购了一批医疗器材与设备。虽然看护之家成立时间不长，但是关于营运状况的各项信息都颇为令人满意，华顿也就核准了对方信用交易的申请。月结帐单在3月10日寄出以后并没有得到回应。华顿于是在3月20日寄出了第二封帐单。

## 范例 第一封催款信

华顿医疗器材供应社

培立街744号

您忘了吗？

达文波市爱荷华州52803

客户帐目明细表

绿亩看护之家

邮政信箱888号

罗拉市密苏里州65401

请将下列存根随付款支票寄回

日期	发货单编号	订购项目	金额
2月6日	Y-211	轮椅	\$633.80
		助行器	244.25
		医院用服装	182.40
		血压测量组	234.90
		总计	<u>\$1 295.35</u>

## 22-2

### Second Reminder

**Situation**

Greenacres Nursing Home makes no response to the first reminder. Ten days later a second reminder is sent.

**Second  
Reminder**

This is a copy of the regular statement on which the following message appears at the bottom:

Mr. Montgomery: To date, no payments have been received from you, and we're curious to know why. Perhaps it is merely an oversight. If there are other reasons we should be aware of, please let us know. Otherwise, may we have your check for \$1295.35?

## 22-3

### Third Reminder

**Situation**

Greenacres Nursing Home still has not responded to the previous reminders. A third reminder is sent ten days after the second one went out.

**Third  
Reminder**

This is a copy of the regular statement on which the following message appears at the bottom:

Mr. Montgomery: Is there some reason we have not heard from you? The amount you owe us is now long past due and is beginning to concern us. Don't you think we are entitled to an explanation? Please let us hear from you at once.



## 第二节 第二封催款信

**事由** 绿亩看护之家并没有回应第一封的催款信。10天之后，华顿医疗器材供应社寄出第二封催款信。

**范例** 帐单内容与第一封催款信完全一样，多出来的是下面这一段接在帐单后面的讯息：

蒙哥马利先生：至今还未收到您的货款，我们很好奇究竟是什么原因耽搁了您。也许只是您一时的疏忽。如果是其他我们应该注意到的原因，请务必让我们知道。不然，我们是不是可以收到您付款的1 295.35元的付款支票呢？

## 第三节 第三封催款信

**事由** 收到之前的催款信后，绿亩看护之家还是没有任何动作。第二封催款信寄出后的第10天，华顿医疗器材供应社寄出第三封催款信。

**范例** 帐单内容与前两封催款信完全一样，多出来的是下面另一段接在帐单后面的讯息：

蒙哥马利先生：是不是有什么特别的原因让我们一直听不到您的消息？您所积欠的货款逾期已久，我们不禁开始担心。难道您不认为应该给我们一个解释吗？请立刻与我们联系。

## 22-4

### Fourth Reminder—Telephone Call

#### **Situation**

The Credit Manager at Walton Hospital Supply Company has heard nothing from Greenacres Nursing Home and, on April 3, decides to telephone the owner, Mr. Montgomery.

#### **The Telephone Call**

When the Credit Manager reaches Mr. Montgomery, she may start off something like this: "Hello, Mr. Montgomery. I'm Beth Kroll at Walton Hospital Supply Company, and I'm calling to ask about your plans for paying your account, which, as you know, is now over 30 days past due." Montgomery is given an opportunity to tell his side of the story (he has just been so busy putting the nursing home in operation that he has had to let some of his paperwork slide.) At the end of the conversation, Montgomery promises to send his check right away.

## 22-5

### Fifth Reminder—Telegram

#### **Situation**

A week has passed since the credit manager spoke on the telephone with Montgomery, and no payment has been received. She decides that the next step is to send a telegram.

#### **The Telegram**

DURING OUR TELEPHONE CONVERSATION ON APRIL 3, YOU PROMISED IMMEDIATE PAYMENT OF YOUR ACCOUNT. YOUR CHECK HAS NOT ARRIVED, AND IF IT IS NOT ALREADY IN THE MAIL, I URGE YOU TO SEND IT TODAY.

#### 第四节 第四次催款——电话

**事由** 华顿医疗器材供应社的信贷部经理一直没有接到绿亩看护之家的联络，到了4月3日，她决定亲自打电话给看护之家的负责人蒙哥马利先生。

**范例** 当信贷经理打电话找到蒙哥马利先生的时候，她可以用这样的方式来开启谈话：“您好，蒙哥马利先生，我是华顿医疗器材供应社的蓓思·克尔。今天是想请教您关于贵社付款的安排。您知道的，这笔货款逾期已经超过一个月了。”这样可以让蒙哥马利有机会解释他那边的状况（最近为了让整个看护之家的营运步上轨道，他忙得不得不暂时搁置一些公文作业）。在谈话结束前，蒙哥马利答应会立即寄出付款的支票。

#### 第五节 第五次催款——电报

**事由** 自从信贷经理和蒙哥马利在电话里谈过以后，又过了一个星期。华顿医疗器材供应社仍旧没有收到支票。克尔决定再发一封电报，继续催款。

**范例** 根据贵我双方4月3日的电话对谈，阁下承诺立即清偿帐户余款。迄今我方仍未接获支票。若阁下付款支票尚待邮寄，请务必于今日处理。

#### 第六节 第六次催款——正式个人信函

**事由** 蒙哥马利对电报还是无动于衷。华顿的信贷经理决定正式去函催款。

**范例**

亲爱的蒙哥马利先生：

## 22-6

### Sixth Reminder—Personal Letter

#### **Situation**

The telegram has elicited no response from Montgomery, and the credit manager decides to write a personal letter.

#### **The Letter**

Dear Mr. Montgomery:

On February 3, we sent you hospital equipment and supplies in the amount of \$1295.35. You agreed to make payment within 30 days—or by March 4. Now, 60 days later, and after four reminders, a telephone call, and a telegram, you still have made no effort to settle your account or even give us a valid reason why you have not done so.

I had every faith—especially after our telephone conversation—that you would abide by the credit terms offered you. We did, after all, supply you with materials and equipment you needed and which, so far as I know, were entirely satisfactory. Don't you think you have an obligation to reciprocate?

The idea of using other means of collecting the money owed to us has not even occurred to me until now because I know what this can mean to one's credit reputation. I know you value yours just as we do ours.

Please help me avoid other action by sending your check the minute you receive this letter.

Very truly yours,

## 22-7

### Seventh Reminder—The Final Letter

#### **Situation**

When, after a reasonable period of time, say, 10 to 15 days, Montgomery has not sent a check, he is sent a final letter.

#### **The Letter**

Dear Mr. Montgomery:

This is to notify you that unless your check for \$1295.35 is received by May 1, your account will be placed in the hands of our attorneys for collection.

Very truly yours,

早在2月3日我们就已经将您订购，总价1 295.35元的医疗器材与设备付运。您也同意在30天内，也就是3月4日前付清货款。60天以后的现在，历经了四封催款帐单、一次的电话催款，再加上一封电报通知，仍旧不见您有任何的动作准备付款，甚至也吝于给我们一个合理的解释，知会我们拖欠货款的原因。

我深信，尤其是在我们通过电话以后，您一定会遵守我们所规定的信贷条款。毕竟，我们的确如约地提供了您所需要的器材与设备，而据我所知，我们交货的品质完全令人满意。难道您不认为您有义务回应我们的善意吗？

直到现在为止，我从来没有利用其他方式来催收欠款的想法，因为我了解这样做会对一个人的信誉带来怎样的伤害。我相信您重视自己的信誉正如我们珍惜华顿的名声一样。

请在接到这封信的同时，立刻寄出您的付款支票，协助我避免使用其他方式催款。

真诚拜候

## 第七节 第七次催款——最后通牒

**事由** 在经过一段合理的等待期间，大约是10到15天左右，还没有付款的蒙哥马利接到了以下这封最后通牒。

### 范例

亲爱的蒙哥马利先生：

这封信是通知您，除非我们在5月1日以前收到您1 295.35元的付款支票，否则后续的收款事宜将全权交由敝公司律师依法办理。

真诚拜候

## 第 8 篇

# 公司内部信函(备忘录)

许多人写起公司内部的书信远比公司之间的通信还要频繁，而这些自家人的沟通信息经常以备忘录的形式进行：

致：莫爵雷·鲍德温

来自：A.R.艾勒

主旨：员工薪资补助

日期：19 年6月14日

许多公司都有备忘录专用的信纸（通常较一般信纸便宜），印有如上所示的表头。有些作者会加入称谓（像是“亲爱的莎拉”），让信息的传达显得更亲切一些。

公司内部信函所使用的文字措辞大抵和一般信件相同，只是会更直接一些，而且也少了写给客户、供应厂商或潜在买主的信里那种像“点缀橱窗”的装饰性社交用语。

一般商业书信所讲求的“简明”也适用于公司内部流通的备忘录。把握重点，明确而不拖泥带水。第八篇的重点就是要向你介绍几种典型的备忘录。

## 第二十三章 “公布”用备忘录

“公布”用的备忘录包括布达新进同事，通知工作程序与时间表，发布并购、高级主管晋升，成立分公司等各项信息。

**23-1****Announcing a Meeting****Situation**

H. James Montgomery, Vice President, Personnel, of Columbia Products Corporation, writes the Personnel Division employees, asking them to be at a meeting on February 10. The objective of the meeting is to come up with more effective ways to welcome new employees in the company.

**The  
Memorandum**

TO: Personnel Division Employees  
SUBJECT: Employee Orientation  
Workshops

FROM: H. James Montgomery  
DATE: February 2, 19XX

As you know, six times a year Columbia Products Corporation conducts an orientation workshop for new employees. The purpose of these workshops is to acquaint new employees with the company: its organization, its executive personnel, its products, its objectives, and its future.

For some time I have not been satisfied with our present workshops. The meetings seem to be lifeless—even dull. Too many of those who are asked to speak give a singsong presentation, actually humdrum. We must remember that just-hired employees know almost nothing about the company, and these orientation workshops must be organized and conducted so that these new employees feel proud to work for Columbia. The workshops represent a golden opportunity for us to build esprit de corps among our new employees.

The meeting is scheduled for February 10. I hope each of you will come prepared to suggest ways in which our orientation workshops can be more interesting and productive. Please be prepared to suggest a new format for the workshops, including the use of visual aids, employee participation, and possibly “field trips” throughout the building.

HJM



## 第一节 会议通告

### 事由

哥伦比亚产业的人事副总裁 H. 詹姆思·蒙哥马利写了一份备忘录给人事部的同事，通知大家在 2月10日参加一项会议。会议的目的在于研拟出更具成效的方式来欢迎公司的新进员工。

### 范例

致：人事部所有同事                      来自：H. 詹姆思·蒙哥马利

主旨：新进员工研习会                  日期：19    年2月2日

如各位所知，我们哥伦比亚产业每年举办六次的新进员工研习会。这些研习会的主旨在于协助新进同仁熟悉公司，包括公司的组织、高级主管、产品、宗旨与未来展望。

一段时间下来，我对研习会目前的成效并不感到满意。会议内容似乎不具活力，有时候甚至是贫乏沉闷。很多应邀出席研习会的讲者所发表的演说都单调得像在敷衍了事。我们要记得刚被录用的同事对公司几乎一无所知，因此这些研习会应该以让新进员工以身在哥伦比亚产业为傲这个目的，加以仔细地规划，确实地执行。研习会对我们而言，是一个凝聚新进同事对公司向心力的大好机会。

我们的会议订在2月10日举行。希望各位前来与会时，每个人对如何丰富新进同仁研习会的内容与成效都是成竹在胸。请准备好为新的研习会形态提出建议，包括如何善用视效辅助器材，鼓励资深同事的参与，以及实地参观公司“远足”计划的可行性。

詹姆思·蒙哥马利

**23-2****Announcing a Moratorium on Staff Additions****Situation**

The President of Winstead Fabrics Corporation, E. Lillian Hutchinson, is concerned about the poor profit picture during the past six months. Expenses must be cut, and Hutchinson believes that a moratorium (freeze) on staff additions is one place to start.

**The Memorandum**

TO: All Division Managers                      FROM: E. Lillian Hutchinson  
SUBJECT: Moratorium on Staff Additions      DATE: July 9, 19XX

Effective immediately, there will be no staff increases during the third quarter without my personal permission. This decision stems from our dismal profits in the first two quarters of the year: We simply have to reduce expenses wherever possible no matter how much it hurts. (Stand by for announcements of other cuts!)

Employees who leave the company during the third quarter will not be replaced without my approval. I realize this may be a genuine hardship in some divisions, but let's see if we can double up somehow without hiring replacements. All pending requisitions for additional staff are hereby cancelled.

I'll be willing to listen if you believe these restrictions promise catastrophe, but I warn you now that deviations from these rulings will be hard to sell.

ELH

## 第二节 宣布暂时冻结人事

### 事由

温思黛德纺织企业的总裁 E. 莉莲·贺晴逊对公司在过去半年所呈现的营利状况深感忧心。成本必须降低，而贺晴逊认为可以由进行人事冻结这一点做起。

### 范例

致：各部门经理

来自：E. 莉莲·贺晴逊

主旨：人事冻结

日期：19 年7月9日

从第三季开始，未经我个人核可，不得增聘任何新进员工；这项人事冻结的命令即日起生效。我们公司今年前两季叫人不忍卒睹的获利能力是促使这项决定的主因。不管多么令人痛苦，只要有地方可以樽节营业成本，我们就必须动手削减(随时等候进一步删减的通知！)。

同样地，未经我个人批准，第三季离职员工的遗缺一律不予替补。我了解这对某些部门的运作而言，的确造成相当的困难，不过还是让我们试试看自己是否能够不靠替补而渡过难关。原来即将任用的人事也因此一律取消。

如果各位相信这样的措施会使公司陷入困境，我在将来会很乐意聆听意见；不过我必须忠告各位，在目前任何与这项决定相左的意见很难有被接受的机会。

E.莉莲·贺晴逊

## 23-3

### Announcing a New Library

#### **Situation**

Avery Chemical Corporation has decided to establish a company library, to be housed on the fifth floor of the company's building. The library is open to all employees regardless of position or rank. The Vice President for research for Avery Chemical is Eileen R. Burke, and she announces the library and its services in a memorandum.

#### **The Memorandum**

TO: All Employees  
SUBJECT: New Library

FROM: Eileen R. Burke  
DATE: October 20, 19XX

The company library is now completed and available. It is, as you know, located on the fifth floor. All employees are cordially invited to make use of the library, which contains the following:

*Books.* Books of all types are stocked—professional books in many areas, including, of course, chemistry. Books in other areas include biography, economics, philosophy, sociology, philology, natural science, useful arts, fine arts, literature, history, and various dictionaries (including chemical, of course).

*Pamphlets.* There is a complete file of unbound pamphlets, photocopies, clippings, and other resources.

*Technical and Professional Publications.* These are technical and professional society publications (magazines).

*Periodicals.* Several periodicals are subscribed to, including *Business Week*, *Forbes*, *Fortune*, *Newsweek*, *Time*, and *U.S. News and World Report*.

*Manufacturer's Catalogs.* We have a very large file on manufacturers' catalogs, including the catalogs of our largest competitors.

*Company Historical Records.* The library is the logical place for a complete file of the company's historical records, including annual reports.

#### *Additional Library Services*

1. Arranging for interlibrary loans and use of facilities of local and regional libraries
2. Assisting with the preparation of technical publications
3. Keeping records of publications, as well as all talks and lectures, by members of the organization

### 第三节 宣告新图书室成立启用

#### 事由

艾维利化学工业决定在公司的五楼成立一间图书室。公司同事，不分职务或阶级，都有权使用新成立的图书室。负责的研发部门副总裁艾莲·R. 柏克利用公司内部备忘录的形式向全体同仁宣布图书馆成立启用与各项服务。

#### 范例：

致：全体同事

来自：艾莲·R. 柏克

主旨：新图书馆成立

日期：19 年10月20日

公司的新图书室现在已经完成而且即将启用。各位都知道，图书室位于公司的五楼。我们殷切地邀请所有的同事前来使用图书室所提供的一切服务，包括：

**书籍** 图书室收藏了各个专业领域的书籍，当然也包括了化学的参考书。其他领域还有传记、经济学、哲学、社会学、语言学、自然科学、实用艺术、纯艺术、文学、历史及各种字典(当然也包括了化学字典)。

**手册** 图书室也完整地搜罗了各式各样未经装订的手册、照片、简报与其他的信息来源。

**技术与专业出版品** 这一部份涵盖了许多学会社团与研究单位的专业出版品及杂志。

**期刊** 公司订阅了各种杂志，包括《商业周刊》、《福布斯》、《财富》、《新闻周刊》、《时代周刊》，还有《美国新闻》与《世界报导》。

**制造厂商目录** 我们广泛地收集了许多制造厂商的目录，其中还包括了我们最强的竞争对手的产品信息。

**公司历史文献** 图书室是为公司的历史资料建立完整档案的不二人选，所有关于公司的资料，包括年报，都尽在其中。

4. Assisting in preparing monthly reports
5. Answering innumerable questions on technical matters

The head librarian is Martha Lennon, who has the following assistants: Melba Crutchfield, Mike Bryan, and Marie McSpadden. The library will be open only during office hours—9:00 to 5:00.

*Open House!*

All employees are cordially invited to an Open House during the day of November 5. Refreshments will be served.

ERB

图书室除了藏书之外，还为同仁提供以下的服务：

1. 馆际图书借阅的服务，以及使用当地与其他地区图书馆的设备与资源。
2. 协助准备专业与技术出版品事宜。
3. 编撰出版品目录，整理演讲与会议记录。
4. 协助编辑公司月报。
5. 回答各种专业技术的问题。

图书室的主任管理员玛莎·莉农将率领助理梅瑟·克匪德，迈克·布莱安，以及玛丽·麦克史巴顿为各位同事服务。图书室的开放时间与我们公司的办公时间一样：周一至周五，朝九晚五。

开放参观！

我们热诚地邀请各位同事于11月5日白天前来参观即将落成启用的图书室，并且敬备茶点招待。

艾莲·R. 柏克

**23-4****Announcing Final Plans for New Warehousing****Situation**

Hanover Plastics is short of warehousing space and has reached the decision to build three new warehouses. Ben Fisher, Executive Vice President of Hanover, confirms the company plans in a memorandum addressed to the Operations Committee.

**The Memorandum**

TO: Operations Committee  
SUBJECT: Confirming New Warehouse Plans

FROM: Ben Fisher  
DATE: March 22, 19XX

President Falk and I have had three meetings with representatives of Reese, Inc. about our plans to build new warehouses in Schenectady, Pittsburgh, and Fort Wayne. We like their proposal and think we may have found the right people to do the job for us.

Some of the Reese people will be here the week of April 11 to learn more about our specific requirements. They are particularly interested in the procedures for receiving, storing, and shipping our products. To get ready for their visit, we'll need an updated estimate of our space needs in those three locations. Will you please reexamine your earlier reports and, where appropriate, revise your figures? I'll need your new estimates by April 2.

It is very important that you and your principal warehousing specialists be available April 11 to 13 for individual conferences with Reese people. If for any reason you plan to be away from your desk during those two days, please let me know at once.

Distribution

J. Polk  
R. Cranston  
M. Longyear  
G. Crittenden  
O. Kalb



## 第四节 宣布仓库新建计划定案

### 事由

鉴于仓储空间的短缺，汉诺瓦塑胶工业决定兴建三栋仓库。执行副总裁班·费雪发了一份备忘录给公司的作业委员会确认这项仓库新建计划。

### 范例

致：作业委员会

来自：班·费雪

主旨：确认仓库新建计划定案

日期：19 年3月22日

关于公司预定在薛能塔迪、匹兹堡及韦恩堡三处各兴建一座仓库的计划，福克总裁与我曾三度与瑞狮建设的代表开会协商。我们对瑞狮的提案感到相当满意，也都认为已经找到了适当的人选来执行我们的新建计划。

4月11日起一周，瑞狮建设将派员前来公司进一步了解我们的细节需求。他们特别需要熟悉公司进货、储货与出货的程序。为了迎接对方来访，我们必须尽早计算出上述三个地点最新的仓储需求量。是否因此偏劳各位重新检查先前提出的报告，如果有必要，并请修正数据？我必须在4月2日前得知最新的估值。

同样重要的是各位与主要的仓储专员必须在4月11到13日空出时间，方便与瑞狮建设的代表个别会谈。如果各位因为任何理由无法在那两天待命，请立即通知我。

请传阅——

J. 波克

R. 克蓝斯顿

M. 龙亦尔

G. 克立腾登

O. 卡伯

## 23-5

### Announcing a New High-Level Position

#### **Situation**

C. Harold Shipman, President of Butler International, occasionally issues an executive bulletin concerning a very important development within the company. This bulletin announces a new corporate-level position and the appointment of the person who is to fill it.

#### **The Bulletin**

##### **EXECUTIVE BULLETIN 33 Office of the President**

With the rapid growth of Butler International and the prospect of expanding our size substantially in the future, we have had to establish a separate executive function, long-range planning. Long-range planning embraces the following activities:

- Product development
- Market development
- Capital budgeting
- Resources development
- Manager and employee development

These activities will determine largely where we are going in the next several months and years and what we must do to achieve our objective.

I am pleased to announce the appointment of Dr. Hannah R. Mancini to the position of Director of Long-Range Planning. Dr. Mancini comes to us from Martin and Ferrell Management Consultants, where she was consultant to several of the country's corporations on long-range planning. Hanna's responsibilities at Butler will relate directly to the functions of every division in the company. For this reason she will report directly to me.

I know you join me in welcoming Hannah Mancini to Butler International, and will give her your full cooperation as she pursues our important objective.

C. Harold Shipman

## 第五节 公布高级人事任命

### 事由

巴特勒国际事业的总裁 C. 哈洛德·施曼遇有攸关公司整体营运的决策时，会利用发布主管公告的方式知会全体同事。以下这份公告宣布新设一个跨部门的单位，以及相关的人事任命。

### 范例

#### 第三十三号主管公告

##### 总裁办公室

因应巴特勒国际事业的快速成长与未来营运规模的大幅扩展，公司必须成立一个高级且独立运作的单位：长程规划中心。中心将负责下列各项工作：

- 产品研发
- 市场拓展
- 资本管理与预算编制
- 资源开发
- 经理与员工训练

这些工作将有助于决定公司在未来的几个月，甚至几年内的发展走向，并为如何达成公司的目标，订定明确的规范。

我很高兴能在此宣布任命汉娜 R. 曼希妮博士为长程规划中心的主任。曼希妮博士原任马丁·费若企管顾问公司的资深顾问，专责为国内颇具规模的企业研拟长程规划案。汉娜在巴特勒国际事业的职掌与公司的每一个部门都有直接的关系，因此她将直接对我负责。

我相信各位都像我一样地欢迎汉娜·曼希妮加入巴特勒国际事业，并在她实践公司重要目标的过程中给予全力支持与合作。

C. 哈洛德·施曼

## 23-6

### Announcing the Promotion of an Executive

#### **Situation**

Jeffrey C. Elliott, formerly Editor in Chief of the Business Books Division, is appointed Vice President and Editorial Director of Payne-Wyatt Book Company, effective March 1, 19XX. The announcement of this promotion is sent to all executives, managers, editors, and authors.

#### **The Announcement**

TO: All Corporate and Division Executives, Managers, Editors, and Authors

Jeffrey C. Elliott is appointed Vice President and Editorial Director of the corporation, effective March 1, 19XX. This announcement is made with great pleasure and satisfaction.

In assuming this new assignment, Jeff replaces Nelson Hiatt, whose retirement was announced in my memo of December 9, 19XX.

As the Book Company pursues its role as a major factor in the publishing of U.S. and foreign educational materials, it can only maintain its leadership by recruiting and training superior editorial, design, and production personnel. This is critical and underlies our ability to reach our goals. Of equal importance is the absolute need to maintain the high standards of editorial quality that largely accounts for our success. While Jeff's assignment will embrace many functions, his greatest contribution should come in these two areas:

1. Finding and training good people
2. Helping to produce quality books and instructional materials

Reporting to Jeff and assisting him in these objectives will be Mrs. Marie Miller, Manager of Editing Services, Miss Lucille Lawson, Manager of Copyrights and Permissions, and William F. Woodson, Assistant Vice President, Production Research.

Jeffrey C. Elliot grew up in Oklahoma, graduated cum laude from Oklahoma State University and in that state began his professional life as a school teacher. He worked briefly as a sales representative for Payne-Wyatt and was Associate Dean of Beacon College, in Richmond, California. As Editor in Chief of the Business Books Division, Jeff has had a major hand in bringing that division to editorial eminence in business education.

Edward E. Meagher

## 第六节 高级主管晋升布告

### 事由

潘恩—怀特图书公司商业图书部的总编辑杰福瑞 C. 艾略特被提升为公司的副总裁兼编辑部长。公司所有的高级主管、部门经理、编辑与作者都收到了这项自 3 月 1 日起生效的人事任命。

### 范例

致：全体公司高级主管、部门经理、编辑与作者

谨此宣布自 3 月 1 日起由杰福瑞 C. 艾略特晋升为本公司副总裁兼任编辑部长。我个人对这项任命十分高兴与满意。

杰福瑞就任的新职是接替于 12 月 9 日正式宣布退休的尼尔森·海亚特。

为了达到我们公司成为全美乃至全球首屈一指的教育图书出版商这个目标，我们惟有借着征召与训练优秀的编辑、设计与作业人员来维系我们的领先优势。这是一项事关我们能否达到目标的艰巨工作。同样重要的是绝对要让我们赖以成功的编辑水准居高不坠。杰佛瑞的工作幅员确实广大，但是他最能为公司带来贡献的是下列这两项首要执掌：

1. 网罗与训练优秀的人才。
2. 协助编辑高水准的图书与学习器材。

襄助杰佛瑞的麾下大将包括：编辑服务部经理玛莉·米乐女士、版权管理部经理露西儿·劳森小姐，以及负责产品研发的助理副总裁威廉 F. 伍德森先生。

来自奥克拉荷马州的杰福瑞 C. 艾略特以优异的成绩毕业于奥克拉荷马州立大学，随后就在当地执教，开启了他的职业生涯。杰福瑞曾在我们潘恩—怀特任职过短期的业务代表，其后还担任加州毕肯学院的副系主任。在公司商业图书部总编辑在职期间，杰福瑞对提升整个部门在商业教育界的专业编辑声誉尤其功不可没。

爱德华·E. 米贺

## 第二十四章 “程序”的备忘录

但凡事关报告与其他文件的传送，修正公司政策的建议，提出解决公司问题的方案，变更个人、部门或整个公司作业程序的通告，介绍同事公司每天重要事件的报道等等都属于“程序”备忘录的范畴。

这是最常见的一种备忘录，因为它的内容经常会和我们先前讨论过的公司内部通信重叠。

## 24-1

### Writing a Confirmation Memorandum

#### **Situation**

Among the departments in Fodge, Walker, and Taylor is the Sales Training Department, which is supervised by Brent Curtis, the Director of Marketing. Price Voiles, Sales Manager, recently met with Curtis to discuss several changes in the Sales Training Department, which were approved by Curtis. Voiles prepares a memorandum confirming the new organization.

#### **The Memorandum**

TO: Brent F. Curtis  
SUBJECT: Changes in the Sales  
Training Department

FROM: Price Voiles  
DATE: July 7, 19XX

This will confirm our discussion in my office on Thursday in which we agreed on the following:

1. I am authorized to hire two additional people: an instructor and an audiovisual specialist, effective August 1, at a total annual salary not to exceed \$58,000. I may allocate this amount as I see fit, depending on the qualifications of the people hired. I am to talk with Allene Masters to discuss my needs and get information about her department's applications on file.
2. Two additional modular office units are to be installed on the fourth floor, and I am authorized to order these units and the equipment that will be required by the two new employees. We agreed on a total expenditure of \$12,600 for these units and equipment, and I am to prepare the purchase orders for your signature.
3. Hugh Hansfield is to be promoted to the position of Coordinator of Training Materials also effective August 1, at a 15-percent increase over his present salary. I will prepare a memorandum for your signature, announcing Hansfield's promotion, which will be sent to Distribution Lists B and C.

If you have any questions or reservations about these points, please let me know. Otherwise, I will assume that we are in agreement on everything mentioned.

## 第一节 确认会议结论

### 事由

福聚—华克—泰勒联合企业的许多部门涵盖了由营销经理布蓝特·克帝斯管理的业务训练部。公司的业务经理普莱司·富礼士最近刚和克帝斯聚会讨论业务训练部的一些组织更动，而各项结论也都获得克帝斯的首肯。富礼士为此准备了一份备忘录，确认新的组织架构。

### 范例

致：布蓝特 F. 克帝斯                      来自：普莱司·富礼士  
主旨：业务训练部异动情形              日期：19  年7月7日

我借着这份备忘录来确认周四您在我办公室里会谈所同意的几项结论：

1. 经授权得以增聘两名员工：一位讲师及一位视听教育专员。这项人事任命将于8月1日起生效，两位新进同仁的薪金以不超过5.08万元。我个人有权依实际需求与新聘人员的资历分配薪金。我会找爱伦妮·马斯特兹讨论我的人事需求，并调阅她部门的求职者档案。
2. 四楼必须加设两套办公隔间的模组，我同时也被授权以12 600元的预算为两位新进同事订购这两套模组与所需的办公设备。我将备妥订单，送交给您签名。
3. 修·汉思菲德自8月1日起晋升为训练器材调配员，加薪15%。我会拟具一份备忘录，宣布汉思菲德的人事任命；这份备忘录在您签署以后，将寄发给列名传阅名单B与C上的每一位公司同仁。

请让我知道关于上述各点结论，您是否有任何的疑问或建议；如果没有接获你进一步的通知，就表示我们双方对这份备忘录所载明的事项已达成协议。



## 24-2

### Reviewing the Importance of Merit Ratings

#### **Situation**

The Executive Vice President of Car Insurance Company, Donna Kingsley, is not satisfied with the manner in which supervisors and managers handle merit ratings. She issued the following memorandum.

#### **The Memorandum**

TO: All Managers and Supervisors  
SUBJECT: Merit Ratings

FROM: Donna Kingsley  
DATE: May 14, 19XX

Each of you will receive this week merit rating forms for the employees under your supervision.

I think it is appropriate to point out that these ratings should not be taken lightly. As you know, they play a major role in employee promotion, salary increases, and opportunities for advancement.

I am sure you know that you are expected to rate each employee with complete honesty; yet some people insist on giving an "outstanding" rating in all categories. It's hard for me to believe that there are no average or below-average employees in this company. Certainly there are numerous employees who will be given the highest ratings possible, yet when someone puts all his or her ratings in this category, I suspect the rater is taking the easy way out.

Remember, it is your obligation to discuss with each employee the rating you give her or him, pointing out tactfully what you consider to be strong and weak points and suggesting how the employee can improve attitudes, job performance, dependability, and so on.

I intend to do a random sampling of the completed merit ratings each of you turns in, and you can expect to hear from me if I think your ratings are unrealistic.

## 第二节 重申员工绩效考核的重要性

### 事由

汽车保险公司的执行副总裁棠娜·京丝莉对于主管与经理们评定同事工作绩效的方式并不满意。为此她写了以下这份备忘录。

### 范例

致：全体主管及经理

来自：棠娜·京丝莉

主旨：员工绩效评等

日期：19 年5月14日

各位即将在本周收到部门员工绩效考核表。

我认为这正巧是一个好机会提醒各位，对于同事工作绩效的评定不应该掉以轻心。各位都知道，员工绩效考核表对于公司同事晋升、加薪与提升等的机会都有举足轻重的影响。

我相信各位都了解公司期望你们以完全坦承的心态来考核属下每一位同事的工作表现；然而还是有部分主管坚持在每个评等项目都一律填上“优异”这个评语。我实在很难相信我们公司里一位“尚可”或是“有待加强”的员工都没有。当然，有许多的同事都值得给予最高的评价，但是如果有人在每一个评等项目都得到完美的满分，那我不禁要怀疑考核的主管是不是想马虎过关。

请记住，各位有义务与每一位属下的同事一起检讨你给她或他的评等，很有技巧地指出你心目中这位员工的优缺点，并且就如何修正工作态度、提升工作表现、加强别人的信任等事项提供建议给同仁参考。

我计划随机抽验各位交上来的员工绩效考核表，如果发现有不切实际的评等，一定会再找时间与这这样的主管沟通。

## 24-3

### Employee Request to Attend a Convention

#### **Situation**

Beverly Byers, Supervisor of Office Training at Tabor Auto Parts Inc., wants to attend a convention of the American Society of Training Directors (ASTD) to get up-to-date information on training methods. She writes a memo asking for permission to attend this convention.

#### **The Memorandum**

TO: Adam C. Schultz  
SUBJECT: ASTD Convention in New Orleans

FROM: Beverly Byers  
DATE: October 14, 19XX

May I have your permission to attend the national convention of the ASTD in New Orleans on March 12-15?

This year's theme is "The Electronic Classroom" (see program attached). As you will note, there will be various presentations on the uses of the computer and other electronic equipment. Of particular interest to me is the panel "Is the Typewriter Becoming Obsolete?" Equally fascinating will be the forty exhibits featuring hardware and software supplies by most of the leading electronics distributors.

I estimate that my expenses would amount to \$400, for travel, hotel, meals, etc. I honestly think it will be worth that amount if we can get a deeper insight into the applications of electronics to our training program.

Cordially,

### 第三节 呈请核准参加会议

#### 事由

塔伯汽车零部件制造厂的职训部主任蓓芙莉·拜尔思打算参加全美职训主管协会所举办的一项会议，便于学习最新的训练方式。她因此写了一份备忘录，请公司准予与会。

#### 范例

致：亚当C. 舒兹                      来自：蓓芙莉·拜尔思  
主旨：纽奥良市全美职训      日期：19 年10月14日  
主管协会会议

是否可以请您批准我在3月12日到15日前往纽奥良市参加全美职训主管协会所举办的全国年度会议？

今年的会议主题为“电子教室”（请参阅所附的大会议程）。读过议程，您就会发现这次的会议将有许多场演讲，介绍如何将电脑与其他电子设备运用到职业训练这个领域。我尤其感到兴趣的是“打字机行将作古了吗？”这场研讨会。40家知名的电子与信息产品经销商与会展示各项软、硬体设备，相信也将同样的引人入胜。

参加会议所需的旅费、住宿与餐费估计约在400元上下。我相信以这笔经费使公司对如何运用电子与信息产品，来提升教育训练课程的品质有更深入的了解，绝对值得。

衷心问候

**24-4****Requesting Permission to Establish a New Position****Situation**

You are Personnel Director in a large company. You have long felt that employee services are suffering from lack of commitment. Now you want to create a new department in the Personnel Division devoted entirely to employee services such as counseling, recreation, and training. You write a memo to your boss requesting permission to take this step.

**The Memorandum**

TO: Margaret Finch  
SUBJECT: Establishing an Employee  
Services Department

FROM: Your Name  
DATE: February 17, 19XX

Dear Margaret:

When I talked with you last week, you agreed with my suggestion to create a new Employee Services Department in the Personnel Division, and you asked me for my recommendation of an individual in the company who might fill this position.

After careful study and observation, I have come to the conclusion that Paul Moore, now supervisor of recruitment and placement, could handle this position very capably. Paul has been a member of the Personnel staff for five years and has served in various capacities. In each position he showed imagination, enthusiasm, and energy. He is well liked by his coworkers, and I am confident he would have everyone's support in this new assignment. Amelia Sturdevant, now assistant supervisor of recruitment and placement, would fill Paul's present position.

Attached is a revised job description for Paul, which incorporates the suggestion you made when we met.

## 第四节 呈请核准成立新部门

### 事由

你担任一家大企业的人事处长，而你发现公司对员工服务的投入不够积极。现在你打算在人事处理成立一个新的员工服务部，全力为同事提供咨询、休闲与训练课程。你为此写了一份备忘录给你的老板，请她核准这项提案。

### 范例

致：玛格莉特·芬曲                      来自：(你自己的名字)  
主旨：成立员工服务部              日期：19 年2月17日

亲爱的玛格莉特：

上个礼拜我和你讨论的时候，你同意在我们人事处增设一个员工服务部，同时也让我推荐一位适任的人选来主持这个部门。

经过详细的观察与研究，我的结论是目前专责新进同事的召募与部门调派的保罗·摩尔应该能够胜任这个工作。保罗在人事处服务的五年当中，经历过各个不同的职务，而不管担任哪一项职务，他都是那样富有想象力，热诚敬业，精力充沛。同事都很喜欢他，我也相信由他担任新职一定能够得到每个人的支持。保罗目前的职务可以由他的副手艾美莉雅·史特雯胜任。

我同时还附上保罗新职的工作执掌表，表里已经并入了我们上次讨论时你所提出的建议。

**24-5****The Company President Writes About a  
“Grabbag” of Valuable Leftovers****Situation**

Like many large companies, Star Life Insurance Company has a plethora of used desks, chairs, calculating machines, typewriters, bookcases, and other office equipment. The president, Earl T. Zimmerman, writes department managers and supervisors, asking them to look over what's on hand before placing an order for new items.

**The  
Memorandum**

TO: All Managers and Supervisors      FROM: Earl T. Zimmerman  
SUBJECT: Valuable “Grabbag” of Leftovers      DATE: July 11, 19XX

Have you visited Warehouse B lately?

If your answer is “no,” I think you will be surprised at the quantity of “goodies” there. Filing cabinet? We have 16 of those in very good condition. Desks? We have 22 of those. Settees and divans? You’ll find an even dozen of these—some in first-class condition. Want an electric typewriter? Six IBM electrics, all in usable condition, are available. Chairs. Bookcases. Lamps. Pictures. And so on.

I won’t belabor the point. But remember, if you’ll check Warehouse B before ordering something new, you may get a nearly free ride. I’ve already asked our director of purchasing, Betsy Brown, to check all requisitions to see if she might find exactly what you want in our “grabbag.” And with immediate delivery!

## 第五节 呼吁同事旧物利用

### 事由

像许多大企业一样，星生命人寿保险历年来积聚了无数用过的桌椅、计算机、打字机、书柜，以及其他各式各样的办公用品。总裁厄尔·星默曼发了一份备忘录给公司的部门经理与主管，要求他们在订购新品之前先去看看手边是不是还有可以利用的旧物。

### 范例

致：全体经理及主管                      来自：厄尔·星默曼  
主旨：珍贵旧物的宝山                  日期：19 年7月11日

各位最近到过我们B座仓库吗？

如果你们的答案是“没有”的话，那我相信各位一定会对储存在那里的“好东西”的数量而感到惊讶。文件柜？仓库里有16个，个个状况良好。办公桌？22张。各位连靠背长椅同睡椅都可以在那里找到，而且品质仍旧一流。需要打字机吗？6台堪用的IBM电动打字机随时待命。椅子、书柜、台灯、挂图，还有其他许多的宝物。

我不想一一点名了。只是请各位记住，如果能在订购新品之前先到B座仓库逛一圈的话，可能会有意想不到的收获。我已经请采购主任蓓西·布朗清点各位的采购需求，再入我们的“宝山”，看看是否能满载而归。如果是的话，还能立即交货呢！



## 第二十五章 报告用的备忘录

几乎每一家公司都必须经常对各种不同的主题与状况进行研究而后写成报告。多数的报告都是井然有序，清楚地交代收集资料的方式，准备报告的流程，以及研究的结论与相对的建议。大多数的公司只有针对相当重要的事情才会要求正式的研究报告。日常的一般事情，公司内部的备忘录就足以应对了。

**25-1****Reporting on Heavy Turnover in a Regional Office****Situation**

Tina Matthews is Assistant Sales Manager of Hopewell Incorporated. Recently she was asked by the Sales Manager to go to Richmond to investigate the heavy turnover of sales representatives in that region.

**The Memorandum**

TO: Phil Simon

FROM: Tina Matthews

SUBJECT: Rep Turnover in Richmond Region

DATE: February 4, 19XX

Dear Phil:

As you suggested, I spent the past week in Richmond to see what I could learn about the heavy sales rep turnover there.

I was able to get in touch with the six representatives who resigned during the past seven weeks. Each spoke highly of our products and the company as a whole. I found that in every instance the overriding reason boils down to money. All claimed big increases in income in their new jobs—in three cases 25 percent or more. Also, the incentive plans based on increase in sales volume offered by other companies were a powerful inducement. Of the six who left, four went to McAlister, which is our toughest competitor in the Greater Richmond area.

I visited with seven of our present representatives and the subject of money came up constantly. Indeed, there were veiled threats that they may leave soon if our salary-incentive arrangement is not changed.

It seems to me, Phil, that we need to take a close look at our compensation policy, and I suggest we name a task force composed of yourself, me, the personnel director, and three regional managers (my choice would be King, in Indianapolis; Sherron, in Akron; and Rosen, in Pittsburgh). I am sure you know that time is important here, and I hope we can get this task force set up in the next week or two.

## 第一节 调查分所高人事流动率

### 事由

霍普威尔企业的业务副理汀娜·马修思最近遵照经理的指示，出差到瑞其蒙市调查公司在当地分所业务代表的高流动率。

### 范例

致：菲尔·塞蒙

来自：汀娜·马修思

主旨：瑞其蒙分所业务代表流动率 日期：19 年2月4日

亲爱的菲尔：

依照你的建议，我在瑞其蒙分析所呆了一个星期，观察是不是能找出原因解释业务代表们的高流动率。

我和六位在过去七周内离职的前任业务代表取得联系。每一个人对公司的产品以及公司本身都有相当高的评价。但是从每一次的访谈中，我都发现原来“钱”是最重要的因素。这六位前任员工在薪资收入上的确是另有“高”就，其中有三位薪资的提升幅度超过25%。其他同业以销售业绩为准而订定的奖金制度也是一个重要的诱因。六位离职员工有四位进了我们在大瑞其蒙地区的头号对手：麦克亚历思特公司。

在我和七位现任业务代表的访谈中，钱也是一个不断出现的重要话题。事实上，我听得出来这几位分所同仁的意思是，如果公司无法调整现有的薪资与奖金制度，他们可能也会另谋出路。

菲尔，在我看来，公司的确需要好好地重新检讨现行的薪资与奖金政策。我建议成立一个专案小组，成员包括你、我、人事主任和三位分所所经理(我心目中的人选是：印地安拿波理斯分所的金恩，艾克隆分所的雪峦，还有匹兹堡分所的罗森)。我相信你了解时效的重要性，希望我们能够在一到两周内成立这个专案小组。

## 25-2

## Report on Customer Correspondence

**Situation**

At a recent sales conference in Marathon Corporation, a number of complaints were voiced by sales representatives about letters that are being mailed to customers. Sales reps believe that most letters are poor and are losing friends for the company. Fred Ferraro, the Sales Manager, asks Katie Scott to study copies of the letters for the past month and report on her findings.

**The Report**

**MARATHON CORPORATION  
INTEROFFICE MEMORANDUM**

TO: Fred Ferraro  
SUBJECT: Review of Customer Correspondence

FROM: Katie Scott  
DATE: July 7, 19XX

Dear Fred:

I have completed the review of customer correspondence (your memorandum of May 16) for the period May 21 through June 21. As you suggested, I read copies of all outgoing letters written by the four correspondents in the Customer Services Unit. (These were sent to me daily at your request.) During this period, 1079 letters were written and mailed to customers.

**METHOD**

As I read each letter, I assigned a grade to it: A (excellent), B (good), C (passable), and D (poor). The elements considered in assigning these grades were tone (friendliness), helpfulness, accuracy of information, organization, and grammatical correctness.

**Findings**

The findings follow:

Number of Letters	Grade Assigned
146	A
212	B
527	C
<u>194</u>	D
1079	

## 第二节 评核致客户信函

### 事由

马拉松实业最近举行了一次业务检讨会议，会中不少业务代表发言抱怨公司发给客户信函的内容与水准。业务代表们相信因为多数信函的品质低落，使得公司的客户正一一流失。业务经理福瑞德·费拉洛因此指派凯蒂·史考特研读过去一个月来公司发给客户的信函，并提出调查报告。

### 范例

马拉松实业公司

内部备忘录

致：福瑞德·费拉洛                      来自：凯蒂·史考特

主旨：致客户信函检视报告          日期：19 年7月7日

亲爱的福瑞德：

我刚结束研读并评核公司在5月21日到6月21日这段期间寄发给客户的信函(依照你5月16日在备忘录上的指示)。依循你的建议，我仔细读过客户服务中心四位通信员写给客户的所有信件(我请他们每天将信函复印件送来让我参考)。这一个月里，公司致客户信件总共有1 079对。

评等方式

我每读过一封信，就会给一个适当的评等，共计四级：A(优)、B(佳)、C(可)、D(差)。考核的项目则包括语气(亲切程度)、实用性、信息提供的准确度、文章架构及文法的正确性。整体评等作业获得了以下的考核结果：

信件数量	考核评等
146	A
212	B
527	C
194	D
1 079	

Although my evaluations were necessarily subjective, the preceding grade distributions would appear to give credence to the sales representatives' criticism. As they mentioned to you at the conference, there are many examples of indifference, carelessness with facts, repetition and circumlocution, and negativism. It seems apparent, based on the 1079 letters examined, that the standard of customer letters in Permatrax is much lower than it should be.

As might be expected, most of the letters in the C and D categories were written by the same people, and the same is true of the A and B categories. Yet individuals predominantly in the C category, for example, frequently produced good to excellent letters and a few of those whose letters fell mostly in the A and B categories wrote some letters that were barely passable.

### RECOMMENDATIONS

Based on this quick study, I recommend that we set up a special course for all sales correspondents, say, two hours a week for whatever period of time is required—perhaps 12 weeks or so. I believe the logical person in the company to teach the course is Dorothy Fasnacht in Human Resources in Training. She is a communications specialist (last year she organized and taught a course for credit correspondents and, according to the credit manager, Clark Pinson, it was a great success).

#### Procedure

I recommend that whoever handles the assignment might proceed as follows:

1. Prepare photocopies of perhaps 100 letters representing all categories and distribute them to the participants. All names would be concealed so that it would not be readily apparent who wrote the letters.
2. These letters would, in effect, serve as the textbook for the course. Each letter would be examined critically by the class, and everyone would be asked to contribute to a revision of those that contain flaws. In this way, we can get across all the basic elements of good letter writing in the most practical setting possible.
3. During the course the participants would continue to supply the instructor with copies of their outgoing letters to enable the instructor to measure the results being achieved in the course and perhaps schedule private sessions with those who continue to have difficulty.

I will be happy to assist in setting up the course and help the instructor in any way that I can if you think these ideas are feasible.

虽然我的评分不可避免地带有个人主观的成分，但是这份评等表多少说明了业务代表们的批评并非毫无根据。正如他们在会议上向你所反映的，有许多信件的确语调冷漠、怠忽事实、反覆重述、推诿卸责，以及有欠积极的缺点。根据我所研读过的1 079封信，我们马拉松实业写给客户的信函很明显的低于应有的水准。

如所预期的，多数列为C或D等的信件都是出自相同的通信员，而A与B级信函的作者也同样就是那几位。不过我也发现，C或D类的作者也能写出“优”与“佳”的作品；反观A或B级的通信员，他们有时候也会失误写出再差一点就不及格的信函。

### 建议事项

根据这次的研究调查，我建议公司为所有的业务通信员开班特别授课，也许每周两小时，一期视实际需求，大概在12周上下。我相信公司人力资源部的培训专员朵乐思·菲斯娜许是授课讲师的理想人选。朵乐思是人际沟通的专家(她去年为信用帐户管理员所开设的课程，据信贷部经理所说，非常的成功。

课程大纲：

我同时建议负责这项工作的讲师可以采取下列的方式授课：

1. 从各个评等级别里选出一百封信函，复印后分发给学员。作者的名字应该遮蔽起来。这样才不至于立刻就知道是谁写的信。
2. 这些信件的复印件就是课程所使用的教科书。全班一起研读分析每一封信，再由每一位学员就如何修正缺失提出意见。这样一来，我们得以在最实际与切题的情境里，熟悉良好书信写作的每一项基本要素。
3. 上课期间，学员应该继续将自己拟稿后寄出去给客户的信函交给老师参考，借此评量授课效率与检测学习效果；必要的时候，也许还可以针对有学习困难的通信员安排个别授课。

如果你认为这项建议可行，我会十分乐于协助组织这项课程，以及为授课讲师提供各项服务。

## 25-3

### Suggestions for Improving the Company House Organ

#### Situation

The Personnel Director of Whitcraft Metals, Ray G. Archer, has issued an invitation to all employees to send him their opinions of *Tabs*, the company's house organ. Fabio Vargas, an accountant, wrote the following memorandum.

#### The Opinion Memo

#### INTEROFFICE MEMORANDUM

TO: Ray G. Archer  
SUBJECT: Suggestions for *Tabs*

FROM: Fabio Vargas  
DATE: September 26, 19XX

I am pleased to respond to your invitation to offer suggestions for *Tabs*.

First, let me say that there are many good things about *Tabs* that I like, such as the informal style, the editorial quality, the "Shop and Swap" column, the "What's New?" feature, and many other things. But I know you want suggestions rather than praise, and mine follow.

#### TITLE

Although a new title for the magazine has been suggested, I believe it would be a mistake to change it. Everyone recognizes the publication by the name *Tabs*, and it still seems to me to be entirely appropriate.

#### DESIGN

A new masthead would help, and I would like to see us engage a professional designer to do one. Indeed, this designer might be asked to give a new look to the entire magazine.

#### PHOTOGRAPHS

More photographs would help—photographs of employees celebrating anniversaries, participating in athletics and hobbies, receiving special recognition, and so on.

#### FEATURES

1. A "Letters to the Editor" column would be especially popular. It would have good readership and, at the same time, give employees a chance to "sound off" on their pet likes and dislikes.
2. After studying the issues for the past year, I feel that we have too many management stories and too few stories about the typical



### 第三节 对公司内部刊物提出建议

#### 事由

卫德克夫特金属工业的人事处长瑞 G. 亚确向所有公司同仁发出了一封邀请函，请大家就公司内部刊物标示集刊提出改进的建议。会计部的法毕欧·瓦嘉斯回应邀请，写了以下这份备忘录。

#### 范例

##### 公司内部备忘录

致：瑞 G. 亚确

来自：法毕欧·瓦嘉斯

主旨：对标示集刊的建议

日期：19 年9月26日

很高兴回应您的邀请，借此提出我对标示集刊的建议。

首先，我想说的是标示集刊有许多地方我都很喜欢，像它轻松的风格、编辑的水准、“购物易物”专栏、“新讯”报道，以及其他许多优点。不过我知道您要的是改进的意见，并非锦上添花的赞誉。那么接下来就是我个人的建议。

##### 刊物名称

虽然有人建议换一个的刊物名称，我却认为这样的想法有待商榷。大家现在已经是一提起公司刊物就想到标示集刊，而且我也不觉得现在使用的名称有任何不妥之处。

##### 版面设计

我倒是相信新的封面设计能让标示集刊更添风采，很希望能看到公司延请专业设计师，让整份刊物呈现出暂新的风貌。

##### 照片

不妨多刊载一些照片，像是员工庆祝生日、同事欢度周年纪念、参加运动及其他竞赛，获颁奖项等等的照片，和大家共同分享喜悦与荣耀。

worker. It seems to me that this should be principally a publication for and about employees—not a management PR magazine.

3. I recommend that the magazine establish an Employee of the Month Award. A committee of employees would select this person on the basis of recommendations of supervisors and department heads. You might run the employee's picture with a brief biographical sketch and story about that person's special recognition.
4. Finally, I suggest that a monthly gossip column be added. This column would be light and whimsical—nothing scandalous, of course, but fun to read and laugh about.

If you wish, I'd be glad to discuss these recommendations further with you. Certainly, *Tabs* is an excellent instrument for communicating with employees, and I'm all for experimenting with ideas that will help to make it even better.

## 专栏

1. 新设一个“读者来函”专栏应该会广受欢迎。这样的专栏不但会有很不错的“收视率”，还能提供公司同事一个吐露心声的园地。
2. 研究过去年每一期的标示集刊以后，我发现我们刊登过多关于管理阶层的报道，却少有关于基层同事的故事。我相信标示集刊主要是关于并且属于公司全体员工的刊物，而不应该只是管理阶层的公开媒体。
3. 我同时也建议公司的刊物颁发“本月风云员工”荣誉奖。可以有一个员工评审委员会根据部门主管与经理的推荐来选出“本月风云员工”，您也许可以在集刊上刊登获奖同事的照片，再附上个人的简传与介绍得奖事迹。
4. 最后，我建议增设一个“每月闲话”的专栏，刊登轻松、诙谐的故事与报道，当然不是蜚短流长地挖掘丑闻，只是收录一些能够博君一笑的“闲话”。

如果您愿意，我将十分乐于进一步与您讨论这些建议。我们的标示集刊当然是同仁彼此沟通的绝佳管道，我更是赞同实验一些新的创意来让它更上层楼。

## 25-4

### Report About Centralization of a Department

#### Situation

The Controller of Allegheny Leather Products, C. R. Amen, believes the company is wasting time and money with its purchasing system. The 12 divisions in the company do their own buying of supplies and equipment for internal use. Amen wants to see the purchasing function centralized. On her own initiative, Amen analyzes the problem and writes a report to the president.

#### The Report

##### ALLEGHENY LEATHER PRODUCTS Interoffice Memorandum

TO: J. William Hart  
SUBJECT: Centralization of the  
Purchasing Function

FROM: C. R. Amend  
DATE: February 16, 19XX

I have mentioned to you several times recently that I think we should consider centralizing the purchasing function in the company. The following report represents my position.

#### INTRODUCTION

During the past year Allegheny Leather Products made purchases of internal-use equipment and supplies amounting to more than \$380,000. The items purchased included computer equipment, automobiles and trucks, furniture and furnishings, stationery, calculators, books, and dozens of other things for company use. These purchases were made by 33 different individuals in our 12 operating departments.

After careful study I have arrived at the conclusion that under our present set-up we are spending more money than we should to obtain the materials we need. Although there are certain advantages to our present system—flexibility, primarily—it can be extremely wasteful in a large organization. For example, selecting a dozen major purchases made last year, I compared the prices of the suppliers for similar (or better) products and found that in at least seven instances we could have saved from 15 to 20 percent if we had made cost comparisons or obtained competitive bids.

#### PURPOSE AND SCOPE

The purpose of this report is to propose a new system for internal-use purchasing. The discussion that follows, including recommendations, is not intended to apply to purchasing for Manufacturing. The Manufacturing Division would continue to purchase raw materials, equipment, and supplies used in the production process.

## 第四节 建议实行统一采购制度

### 事由

亚勒汉尼皮革工业的财务长 C. R. 雅曼认为公司现行的采购制度，不但浪费时间而且耗损金钱。公司的 12 个部门自行采购所需的内部办公用品与设备。雅曼希望能将这种各自为政的采购方式予以统一，因此主动进行研究分析，并向公司总裁提出报告。

### 范例

#### 亚勒汉尼皮革工业 公司内部备忘录

致：J. 威廉·哈特

来自：C. R. 雅曼

主旨：统一规范现行采购制度      日期：19 年2月16日

最近我曾经多次向你提过，我认为应该考虑统一公司目前的采购制度。这份报告代表了我个人的立场与建议。

#### 前言

去年全年我们亚勒汉尼皮革工业内部所使用的各项器材与设备的采购经费超过38万元。采购的项目包括电脑设备、汽车、卡车、家具与相关配件、文具、计算机、书籍，以及其他各类公司用品。负责这些采购的同事总数达到33位，而且遍及我们12个部门。

经过仔细的评估以后，我的结论是公司现行的制度让我们在采购必须用品时，花费了许多不必要的支出。当然，我们现行的采购方式有它的优点存在主要是富于弹性，但是对于一个大型企业而言，这样的方式可以说是非常的奢侈浪费。举例来说，从去年主要的采购项目里挑选出十二项，再拿它们与同级或更高级的同类产品比较，我发现如

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## ADVANTAGES OF DECENTRALIZED PURCHASING

There are some advantages to our present system of allowing department managers and supervisors to do their own buying. The buyers can tailor their purchases to their own specific requirements, for one thing. Then, too, they may get faster, more personalized service since there are no in-company channels to go through.

## ARGUMENTS FOR CENTRALIZED PURCHASING

I think we should consider centralizing the purchasing function at Allegheny Leather Products for five major reasons:

1. If all purchases were made in a centralized department, we would buy in larger quantities instead of piecemeal. We would therefore get better prices, higher discounts, and lower transportation rates.
2. Concentration of purchasing would allow us to hire specialists—people who know the best sources of supply and the best time to buy. This know-how should enable us to get better quality at lower prices.
3. Centralization would lead to uniformity in purchasing procedures, and at the same time permit us to pinpoint responsibility for effective buying.
4. By centralizing purchases, we would eliminate duplications in buying, overordering, unnecessary varieties, and inflated inventories.
5. Centralization would give us better control over what and how much to buy. Right now many people are authorized to contract for purchases (for which the company is liable), a situation that could be dangerous.

## COST VERSUS SAVINGS

Assuming that Allegheny Leather Products will continue to make annual purchases of at least \$580,000 a year (the amount will undoubtedly be larger as the company grows), and assuming that we can save a minimum of 15 percent of this amount, the saving would be around \$87,000. This figure does not take into account the time of the purchasing people in the various departments, who are required to do a good deal of research to find the things they need.

We should be able to hire a Purchasing Manager for \$40,000 to \$50,000 a year, and a secretary for \$15,000 to \$18,000. Assuming the maximum in each instance, the salary costs would be about \$68,000 a year; fringe benefits about \$35,000. I have assumed that office space and equipment

果公司有衡量过不同厂牌的价差或是利用大量采购的优势，那么其中至少有7项可以省下15%~20%的费用。

### 研究目标与范围

这份报告的目的在于就公司内部用品采购提出一项新的制度。以下的报告内容，包括各项建议，并不适用于制造部份的各种采购。制造部门得继续自行采购生产过程中所需的原料、设备与器具。

致：威廉·哈特先生

备忘录第二页

19 年2月16日

### 现行独立采购制度的优点

公司授权部门经理或主管进行采购的现行制度具备几项优点。比如说，买者可以依据自己特定的需求来从事采购。同时因为无须经过其他公司内部的管理程序，从采购到交货验收的流程也较为便捷。

### 支持统一采购制度的论据

我个人认为，基于以下五点论据，我们应该考虑采用统一采购的制度：

1. 如果由一个专责部门来进行统一采购，我们就可以舍弃小笔购物而就大批进货。这样一来，公司得以争取更便宜的价钱、更高的折扣，以及更低的运输费用。
2. 集中采购的方式让我们得以聘请专家，雇用熟悉供应市场、知道在什么时候、向什么厂商采购最具经济效益的专家。这种专业知识可以为公司买进价廉物美的用品与设备。
3. 集中采购能够整合出一套通行的采购程序，协助公司确认及贯彻采购作业的责任归属。
4. 目前重复订购，超量进货，同一用品过多品牌，以及存

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will cost no more than at present, in view of the expenses now incurred in the various individual departments.

Although the savings of \$58,000 versus \$76,000 in payroll costs would seem to make this a losing proposition, it should be remembered that purchases will increase substantially, perhaps dramatically, while personnel costs will remain relatively static. But, more important, the hidden savings in better products with longer lives, reduced inventories, elimination of "waste" buying, and other benefits could be very substantial. I would estimate that these hidden savings could amount to \$80,000 a year or more.

#### RECOMMENDATIONS

Based on the foregoing analysis, I recommend that we:

1. Establish a centralized Purchasing Department and assign to it responsibility for all major internal-use purchases—that is, anything over \$50.
2. Appoint a Purchasing Director—a person thoroughly trained and experienced in the purchasing function and preferably one who has special knowledge of mechanical and automated equipment. This individual would report directly to you or, if you prefer, to me.
3. Authorize the Purchasing Director to employ an Assistant Manager and one secretary.

#### EFFECTIVE DATE

If this proposal is accepted, I suggest an effective date of July 1. This will give us time to find the right person for the Director's job, set up a tentative operational plan, and issue the necessary instructions to the employees affected.

CRA



货膨胀等等的问题都可以经由统一采购制度加以杜绝。

5. 统一采购制度方便公司掌控采购的种类与数量。目前有太多的人都经过授权，得以直接代表公司与供应厂商签订合约；一旦合约发生问题，对公司可能带来不利的影响。

### 成本支出与费用撙节

假设我们亚勒汉尼皮革工业每年继续花费38万元采购内部用品(这个数值无疑将随着公司的扩展而增加)，同时再假设集中采购每年可以省下15%左右的经费，那么公司一年就能够省下58 000元。这个还没有列入目前每个部门兼任采购的同事因为集中采购而能够省下的时间与人力成本。

公司应该能够以年薪4~5万元聘用一名采购经理，加上一名秘书，年薪15 000~18 000元。如果两位都以优薪录用，每年薪金支出总额为68 000元，再加上35 000元的福利与奖金支出。而他们所需的办公设备与空间，就目前各个部门所支用的花费来看，应该不会在现有的支出外再添加太多的成本。

致：威廉·哈特先生

备忘录第三页

19 年2月16日

虽然58 000元的费用撙节比对76 000元的薪金成本看起来相当得不偿失，我们要记得的是每年采购的费用成长迅速，有时候甚至是戏剧化地激增，相较之下，人事费用就显得相当稳定了。然而更重要的是，使用品质更好、寿命更长的用品，减少库存，削减不必要的采购等等的好处可以让公司节省相当可观的无形成本。根据我的估计，光是这些无形成本一年至少就能省下8万元。

### 建议措施

依据上述的分析，我建议公司采行下列各项措施：

1. 成立采购部，责成该部统筹公司内部主要的采购作业，亦即金额超过50元的各项采购。
2. 任命一位采购主任，聘用人选必须在企业内部采购这个领域里具有专业训练与丰富经验，最好同时具备机械与自动化设备的专业知识。
3. 授权采购主任聘用副理与秘书各一名。

### 生效日期

如果这项提案获得采用，我建议将生效日期定在7月1日。这样我们才能有比较充分的时间寻访采购主任的适当人选，研拟初步的作业计划，以及通知与训练相关人员。

C. R. 雅曼

## 第 9 篇

# 来宾致词演讲相关信函

有时候你可能必须邀请适当的嘉宾出席会议致词或演讲。如果此人选是你自己公司的同事，也许只需要一通电话或是一份备忘录就能完成邀请的动作。但是，如果出席特定会议的演讲人是你公司以外的人士，你就得特地打电话或去函邀请(假使第一次是透过电话与对方联系，你还是必须补寄一封确认用的正式邀请函)。

出席会议致词或演讲有各种不同的形态：大会的主讲人(应邀在开幕时向全体与会人士发表演说，并点出会议的主题与宗旨，方便主题演讲以后的各项研讨会顺利进行)晚宴或其他餐聚的演讲者、研讨会的发言人、研讨会主席等等。

假使你所邀请的是一位职业演讲者(视演说为业，收取可观费用的演讲者)，那么撰写邀请函应该就不会是太有挑战性的任务。对收信人而言，你的邀请函意味着生意上门了。然而，如果你没有经费或是预算有限的话，那邀请函的撰写就成了你销售技巧的考验了。

在演讲者收到并且接受邀请以后，你应该再度去函确认。而在演讲者结束演说以后，记得要写信道谢或是恭贺，而这封后续信函的内容当然得视演讲者实际的表现而定。

## 第二十六章 邀请函

写信邀请演讲者时的注意事项包括：

- 
1. 提供完整的会议信息，包括会议的目的、主题(如果有的话)、预定的听众人数，以及时间、地点。
  2. 如果有特定的演说主题，应该切实向演讲者说明，并且注明演讲的时间长短。如果演说的目的以娱乐听众为主(比如说是在一场大家心情都很愉快，期待笑声或是鼓励的宴会上)，那就不妨让演讲自行选定演说的主题。
  3. 明确地交代你所能提供的财务费用：负责餐宿旅费，负责餐宿旅费及演讲酬劳，或者是没有任何的预算。如果打算邀请的是职业演说者，你应该在正式邀请之前先打听清楚对方的行情，免得谈妥之后才发现对方索费远远超过自己所能负担。
  4. 不用在第一封邀请函里就详述各项细节，旅程的建议、旅馆的安排、餐宿旅费的支付方式等等的这些信息，不妨等到对方有正面的回应以后再谈。
  5. 掌握邀请函的主题，尤其是请人免费演说的时候。不论措辞架构，邀请函的主旨不外乎是：“您是我们这群听众的理想演讲者，如果阁下能够接受邀请，我们全体将备感光荣”。
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## 26-1

### Inviting a Professional Speaker

#### **Situation**

The chairperson of the program committee of the American Association of Travel Agents must find a speaker for the banquet that closes a three-day meeting. The group has asked for a professional speaker, but the top fee that can be paid is \$2000. Several people have mentioned Raymond Strobel as a good choice.

#### **The Letter**

Dear Mr. Strobel:

You have been highly recommended by several of our members as a speaker for the banquet that closes a three-day meeting of the American Association of Travel Agents. The place is the Sheraton Inn in Myrtle Beach, South Carolina; the date is the evening of October 3.

The banquet is a purely social affair, climaxing three days of hard work, and we prefer an address on the light side, but with an inspirational theme. I would leave it to you to select a topic, which I know will be appropriate for the occasion.

May I hear from you by June 14? Please indicate in your reply the financial arrangements you require. Just as soon as we have reached an agreement, I will send you more details, including a tentative convention program.

Sincerely yours,

## 第一节 邀请专业演讲者

### 事由

全美旅行代理商同业公会议程委员会的主席必须找到适当的演说者出席为期三天的全国会议的闭幕晚宴。公会希望能邀请专业演讲者，但是最高的酬劳预算定在两千元。不少会员都认为雷蒙·史特贝尔是很好的人选。

### 范例

亲爱的史特贝尔先生：

我们许多会员都非常热诚地推荐您出席全美旅行代理商同业公会为期三天的全国会议，在闭幕晚宴上发表演说。晚宴的地点是南卡罗莱那州桃金娘海滩市的喜来登旅馆，时间则为10月3日晚上。

这次的晚宴是一项纯粹的社交活动；您的演讲将为三天的辛苦会议划下句号，我们因此希望演说的主题较为轻松而又能够鼓舞人心。我将主题交由您来决定，相信一定会十分适合我们的晚宴。

能否麻烦您在6月14日以前给我回音？请在您的回信里注明必要的费用安排。在这项邀请获得大家的同意以后，我会为您提供进一步的细节，包括一份大会暂订的议程。

诚挚问候

## 26-2

### Professional Speaker's Response to an Invitation

#### **Situation**

See Letter 26-1 on the preceding page.

#### **The Letter**

Dear Mrs. Wood:

I was very pleased to receive your invitation to speak at the closing banquet of the American Association of Travel Agents. I am appearing in Atlanta on September 29, and, as I recall, the airline flight from Atlanta to Myrtle Beach is about one hour. So no problems there!

I have spoken at least twice to regional meetings of the AATA, so I feel that they are old friends. I have a fairly good idea of the talk you want; closing banquets are my specialty! However, I will want more details from you so that I will be sure to be ready for your audience. It's on my mind to label my speech "Who Said Getting There is Half the Fun?"—a gentle spoof of the travel industry with emphasis on travel agents. All in fun, of course.

My fee is \$2000 for such an appearance, Mrs. Wood. I pay all of my expenses, including travel and hotel. Let me know, please, whether this is satisfactory so that I may complete my plans.

Very sincerely yours,

## 第二节 专业演讲者回函

**事由** 请参阅第二十六章第一节。

### 范例

亲爱的伍德女士：

我非常高兴能接到您的邀请，在全美旅行代理商同业公会全国会议的闭幕晚宴上发表演说。9月29日我人会在亚特兰大，而据我所知，从亚特兰大搭机到桃金娘海滩市大约只需一个小时。所以说，时间上一点都没有问题！

我之前曾经两度出席全美旅行代理商同业公会的地区会议，因此感觉大家就像是老朋友一样。我对您所期待的演说主题颇有把握，闭幕晚宴的演说正巧是我的专长！不过我还是要麻烦您多提供我一些会议的细节，方便我为听众们做好万全的准备。我打算将演讲的主题定为“谁说到达目的地就已经享受了一半的旅行乐趣？”善意地嘲弄一下旅游事业，尤其是各位旅行代理商。当然，完全是为了博君一乐。

伍德女士，我出席晚宴，发表演说的收费是两千元，包括旅费及住宿等各项支出都由我自理。请让我知道贵会是否满意这样的安排，这样一来，我就可以着手确定整个计划。

致诚问候



**26-3****Responding to the Letter from a Professional Speaker****Situation**

See Letter 26-2 on the preceding page.

**The Letter**

Dear Mr. Strobel:

I am delighted that you can be with us on the evening of October 3 in Myrtle Beach. The title you suggested for your presentation, "Who Says Getting There is Half the Fun?" sounds just right. The \$2000 fee is perfectly satisfactory.

A rough draft of the program is enclosed. Your name and the title of your talk will be on page 3, and you are scheduled for a 45-minute presentation. Our banquet will be in the Pelican Room in case you want to have a look-see in advance. I assume you will be staying at the Sheraton Inn. If you would like me to make reservations for you, give me a call at the number on the letterhead.

Our social hour begins at 6:30 in the Pirate's Cove. Why not join us and meet some of our officers and others?

I'm sure you know that US Air has a direct flight from Atlanta to Myrtle Beach. According to my schedule, flight number 427 arrives at Myrtle Beach at 4:50 p.m., and it's about a 20-minute ride to the Sheraton by taxi. If you prefer to have someone meet your plane, just let me know.

Cordially yours,

### 第三节 回应演讲者来函——正式邀请

**事由** 请参阅第二十六章第二节。

#### 范例

亲爱的史特贝尔先生：

我十分高兴您能在10月3日莅临桃金娘海滩市，出席我们的闭幕晚宴。您所建议的演讲主题“谁说到达目的地就已经享受了一半的旅行乐趣？”听起来相当适切，而我们对两千元的收费完全满意。

随函附上议程的草案。您的大名与演说主题刊载于议程的第三页，演讲的时间定为45分钟。方便您事前观察场地，我们的晚宴是在鹈鹕厅举行。我想您应该会住在喜来登旅馆，如果需要我们为您预定房间，请打信纸表头所列的电话与我联络。

我们当天从6:30起在旅馆的海盗湾酒吧有一段联谊时间。想不想加入我们，见见公会的干部与其他的朋友？

我相信您知道美国航空公司有飞机由亚特兰大直达桃金娘海滩市。根据我的航程时间表，第427号班机到达桃金娘海滩市的时间是下午4:50分，而从机场搭计程车到旅馆大约需要20分钟。如果您希望我们有人接机，请尽管吩咐。

衷心问候

## 26-4

### Inviting a Panel Participant— Modest Fee Offered

#### **Situation**

As a leader of a panel discussion on advertising media at a convention, you are to invite three people to serve on the panel with you. The topic is media—print, broadcast, and direct mail. The organization that sponsors the convention will pay expenses for panel members plus a modest honorarium.

#### **The Letter**

Dear Cara:

The National Advertising Directors Association will have its annual meeting September 4-6 at the Washington Hilton in Washington, D.C. I have been asked to lead a panel discussion on "Media Trends and Developments."

The panel will concentrate on three media—print, broadcast, and direct mail—and a specialist for each medium will speak for about 15 minutes. These talks will be followed by a question-and-answer period in which members of the audience participate.

Would you serve as our speaker-specialist on direct mail? I can think of no one better qualified to fill this role. NADA is prepared to pay all your expenses, and we can offer you the modest honorarium of \$50 as a panel participant. The media panel is scheduled to begin at 2 p.m. on Tuesday the fifth and end no later than 4 p.m.

I do hope, Cara, that it will be possible for you to undertake this assignment. Let me know as soon as you can, please. If your response is favorable, I'll get more information to you.

Sincerely yours,

## 第四节 邀请研讨会发言人——仅备薄酬

### 事由

身为一项会议的广告媒体研讨会的主持人，你必须另外再邀请三位专家学者担任研讨会的发言人。这次会议的主题是媒体：平面印刷、空中广播与直接邮件。大会的主办单位将负担发言人的食宿旅费，并且提供象征性的酬谢礼金。

### 范例

亲爱的卡拉：

全国广告主管协会即将于9月4日到6日在华盛顿州的华盛顿希尔顿饭店举办年度会议。我应邀主持一项名为“媒体潮流与发展趋势”的研讨会。

这项研讨会将专注于三项媒体的研究：平面印刷、空中广播，以及直接邮件；研讨会将邀请三位专家学者担任发言人，每人就每一项媒体发表15分钟的演讲。接下来的时间则开放给听众，可以提出问题来参与讨论。

能不能请你担任直接邮件这项媒体的专家发言人？除了你之外，我实在想不出更好的人选了。全美广告主管协会愿意负担你的食宿旅费，也为研讨会的发言人准备了50元的象征性礼金。媒体研讨会订于9月5日周二下午2:00开始，应该可以在4:00点前结束。

卡拉，我衷心希望你能接受这项邀请。请尽快给我回音。如果你能成行，我会再寄给你进一步的会议资料。

诚挚问候

**26-5****Panel Participant's Negative Response to an Invitation****Situation**

See Letter 26-4 on the preceding page.

**The Letter**

Dear Ernie:

How I wish I could be on your panel at the AADA convention in Washington on September 4-6. Everything you said in your letter is just right except the date. I simply cannot get away, since I will be at Riverside Press in Hammond to oversee the printing of a massive mailing that has Number 1 priority here. The pressure is on from all the top people in the organization.

I wonder if you know Professor Glenn Lane at the University of Nebraska. A dynamic young man, Lane is a true specialist in direct mail—I often bend his ear for advice, and he always comes up with a good answer. I have not, of course, spoken to Glenn, but you may wish to invite him to be on your program, mentioning that I suggested him. He can be reached by telephone at number 4577.

Have a good conference, Ernie. I'm awfully sorry to miss it.

Sincerely,

## 第五节 发言人婉谢邀请

事由 请参阅第二十六章第四节

### 范例

亲爱的尔尼：

多希望我能够参加全美广告主管协会 9月4日到6日在华盛顿举行的年度会议，出席你主持的研讨会。你信里提到的每一点都没有问题，除了时间之外。我实在是走不开，因为得到汉蒙市的河滨出版社，监督一批大量宣传邮件的印刷作业。领导将这项作业列为第一优先，施加了不少的压力。

我在想，不晓得你认不认识内布拉斯加州立大学的葛伦·连恩教授。连恩这个充满活力的年轻人，堪称是一流的直接邮件专家，我经常向他请教问题，而他每次都提供了绝佳的建议。当然，我还没有问过葛伦，不过你可以直接邀请他出席你主持的研讨会，不妨告诉他是我的提议。他的电话是4577。

祝你的会议成功，尔尼，没有办法出席研讨会，真是让我万分遗憾。

诚心问候

## 26-6

### Inviting a “Second-Choice” Panelist

#### **Situation**

See Letters 26-4 and 26-5 on pages 236-237.

#### **The Letter**

Dear Professor Lane:

The National Advertising Directors Association will hold its annual meeting September 4-6 at the Washington Hilton Hotel in Washington, D.C. I have been asked to lead a panel discussion on “Media Trends and Developments.”

The panel will concentrate on three media—print, broadcast, and direct mail—and a specialist for each medium will speak for about fifteen minutes. These talks will be followed by a question-and-answer period in which members of the audience will participate.

You have been highly recommended by Cara Holt as our speaker-specialist on direct mail, and we would be very pleased if you can accept this assignment. NADA is prepared to pay all your expenses, and we can offer you the modest honorarium of \$50. The media panel is scheduled to begin at 2 p.m. on Tuesday the 5th and end no later than 4 p.m.

I do hope, Professor Lane, that it will be possible for you to undertake this assignment. Let me know as soon as you can, please. If your response is favorable (and I hope it will be!), I'll get other information to you.

Sincerely yours,

## 第六节 邀请研讨会发言人——第二人选

**事由** 请参阅第二十六章第四、五节。

### 范例

亲爱的连恩教授：

全国广告主管协会即将于9月4日到6日在华盛顿州的华盛顿希尔顿饭店举办年度会议。我应邀主持一项名为“媒体潮流与发展趋势”的研讨会。

这项研讨会将专注于三项媒体的研究：平面印刷、空中广播，以及直接邮件；研讨会将邀请三位专家学者担任发言人，每人就每一项媒体发表15分钟的演讲。接下来的时间则开放给听众，可以提出问题来参与讨论。

卡拉·侯德极力推荐你出席研讨会，担任直接邮件这项媒体的专家发言人。如果您能够接受这项邀请，我们将备觉荣宠。全美广告主管协会愿意负担您的餐宿旅费，也为研讨会的引言人准备了50元的象征性礼金。媒体研讨会订于9月5日周二下午2:00开始，应该可以在4:00点前结束。

连恩教授，我衷心希望您能接受这项邀请，同时也希望您能尽快给我回音。如果您能成行(我期待您的出席!)，我会再为您奉上进一步的会议资料。

诚挚问候



**26-7****Inviting a Keynote Speaker—  
No Funds Available****Situation**

The Executive Secretary of a state organization of retired people has been asked to obtain a keynote speaker for the group's annual conference. No funds are available.

**The Letter**

Dear Dr. Burdette:

The Indiana chapter of the American Association of Retired People is holding its annual conference in Terre Haute on June 17-19. The theme of this year's meeting is "The Senior Citizen: A Dynamic Community Resource." As you might guess, most of our discussions will focus on the important role that AARP members can play in community affairs.

Would you be our keynote speaker for this conference? We are well acquainted with your excellent newspaper and magazine articles on the importance to older people of keeping involved. Your remarks as keynoter would set the tone perfectly for our conference. A 30- to 45-minute talk would be fine. We expect an attendance of about 275.

Although our limited treasury does not permit payment of fees or expenses for speakers, we are hoping that your interest in the problems of and opportunities for the aging will be a sufficient incentive for you to be with us.

I look forward to a favorable reply, Dr. Burdette, and just as soon as I receive it, I will send you complete details. Our meeting place is the Best Western Statesman Inn Motel on U.S. 41, just north of Indiana State University.

Very sincerely yours,

## 第七节 邀请大会主讲人——请免费担任

### 事由

某一州成立了一个由退休人士所组成的协会，协会的执行秘书奉命邀请适当人选出席协会的年度会议，担任大会主讲人。协会并没有为演讲编列费用。

### 范例

亲爱的柏帝特博士：

全美退休人士协会印第安那分会将于6月17日到19日在特瑞欧德市举办年度会议。今年的会议主题定为“高龄市民：朝气蓬勃的社区资源”。也许您已经猜到了，会议多项研讨会都将集中讨论全美退休人士协会会员在推动社区事务上所能够扮演的重要角色。

能否请您担任这次大会的主讲人、我们所有的会员对于您在报章杂志上所发表，鼓励老人们积极关心介入社区事务的文章都十分印象深刻。您担纲主讲的演说一定能够清楚地突显出会议的宗旨。演讲的时间约在30~45分钟，届时预计将有275位听众。

虽然我们的财务现况无法为主讲者提供餐宿旅费及酬劳，我们衷心希望您对老人问题的关心足以促使您接受我们的邀请。

柏帝特博士，我期望您能给我们正面的回应。一收到您的回音，我会立即为您奉上完整的会议信息。大会的会址设在印第安那州立大学北边，国道41号沿线的西方最佳旅馆连锁的政治家汽车旅馆。

至诚拜候

## 第二十七章 感谢函

每一位前来致词或演讲的来宾都值得你去函感谢。面对表现得可圈可点的杰出演讲者，感谢函写起来相当容易，你只要恭喜对方优秀的演说，特别指出整个演讲过程中让人印象深刻、感佩良多的地方即可。对于表现平平的演讲者也是要心存感谢。当然，受邀的演讲者可能会令人失望（这样的演讲者通常是在最后才敲定，用来顶替原定目标的后备人选，因此没有时间作充分的准备）。写给表现得乏善可陈的演讲者的谢函就相当难写了。你当然不好直接了当地点出对方的表现有待加强，至少可以做到的是谢谢人家特地抽空出席会议。

**27-1****Thanking an Outstanding Professional Speaker****Situation**

See Letters 26-1, 26-2, and 26-3 on pages 231-233.

**The Letter**

Dear Ray:

Every convention-goer I've known—certainly in the American Association of Travel Agents—looks forward to the final evening banquet as “quittin’ time.” The “painful” celebrations have ended, the lifeless speeches are forgotten, the arguments are mere echoes; now body and soul gasp for something refreshing. That “something refreshing” includes a period of fellowship (with the appropriate elixirs), memorable cuisine, and a good speaker to wrap it all up.

My definition of a first-rate banquet speaker is one who is easy to listen to, witty, and very wise. The eyes of the audience told me how interesting you were; you had our *full* attention. The audience also told you how much they enjoyed your stories; you must remember the number of times you had to pause to continue after an especially funny punch line.

Why do I think you were wise? You had a theme, but you did not reveal it directly: coping with stress. I'm certain no one there felt that he or she was being lectured to about stress (it's Topic A in all the media), yet no one could go away without having felt that something really important—and useful—had been said.

Thank you for a very enjoyable evening, Ray. I hope our paths will cross again; if I'm anywhere near the location of a future speech of yours, they will. Your check for \$2000 is enclosed.

Sincerely,

## 第一节 感谢专业演讲者出色的表现

事由 请参阅第二十六章第一、二、三节。

### 范例

亲爱的雷：

我认识的每一位参加过会议的人，这当然包括我们全美旅行代理商同业公会的会员们，都对闭幕晚宴抱着“久旱逢甘霖”的期待。“痛苦”的脑力运作终于结束，枯燥的演讲被置脑后，研讨辩论也都成为空谷回音。疲惫的身心渴望滋润，而这些“滋润”包括了好友欢聚，畅品醇酒佳肴，再加上一位杰出演说者为晚宴划下完美的句号。

我个人对一流演说家的定义是：一位能够让听众轻松地聆听、幽默诙谐，而且充满智慧的演讲者。那天听众们的眼神清楚地告诉我你的演说是多么有趣，你“完完全全”地掌握住我们的注意力。听众自己也告诉你他们有多喜欢你的故事，你一定还记得每次你提到特别有趣的重点时，总要停下来好一阵子，等大家笑声稍稍静止以后才得以继续演讲。

我为什么认为你充满智慧呢？你没有直接地点出演讲的主题，而是借着模仿将旅行的压力这个主题融入整个演讲里。我相信没有一位听众觉得自己是在听一段关于如何应付旅途压力的谆谆教诲(这个话题是媒体的最爱)，但在你的演说结束之后，都觉得自己大有所获。

非常谢谢你，雷，为我们带来一个愉快的夜晚。希望我们还有机会见面。只要我将来去的任何地方附近有你的演讲，我一定会去捧场。随函附上两千元的礼金支票。

诚心问候

## 27-2

### Thanking a Successful Keynote Speaker

#### **Situation**

Dr. Theresa Worth was asked to be the keynote speaker at a two-day workshop of the National Association of Manufacturing Managers. She did a magnificent job, and the program chairman writes her a thank-you letter.

#### **The Letter**

Dear Theresa:

I'm sure you know from experience that the keynote address at a large conference is extremely important. The hope of the conference chairman is that the keynoter will establish the appropriate tone—a lead-in, if you will—for the various group meetings that follow. You did exactly that in your address, "Dynamic Manufacturing Management." I sat in on each panel group and was pleased to witness the many references made to your address; you obviously widened the perspective of all our members!

I'm convinced that this was the best national conference NAMM has had since I've served as executive director, and much of the credit goes to you. Thank you for being with us.

Very sincerely yours,

## 第二节 感谢大会主讲人成功的演说

### 事由

特莉莎·沃尔斯博士应邀出席全国生产经理协会所举办为期两天的研习会议，担任大会的主讲人。她的表现相当杰出，会议的主席为此特地去函感谢。

### 范例

亲爱的特莉莎：

我相信根据你丰富的经验，你一定了解一项大型会议的主题演讲有多么重要。会议主席都希望大会的主讲人能够奠定整个会议的基调，或者说是为后续的各项研讨会揭开序幕。你的主题演说“动态生产管理”成功地完成这项使命。我出席了每一场研讨会，很欣喜地发现不断有人引用你的演说内容。你真是拓展了我们每一位会员的视野！

我相信这次的会议是自我担任执行董事以来，全国生产经理协会举办过最成功的一场全国会议，而这都是拜你所赐。感谢你莅临我们的会议。

至诚拜候

**27-3****Thanking a Successful Speaker and Requesting Copies****Situation**

Janet Cox was asked to speak at the National Office Management Association (NOMA). Her talk was so well received that several members of NOMA asked for a copy of the talk.

**The Letter**

Dear Janet:

The best way to tell you how well received your presentation was on Tuesday evening is to mention the many requests I've had for a copy of your remarks. I have a feeling that those who heard you want to share with their colleagues back at the office your highly imaginative evaluation of typical incentive compensation plans and your own recommendations.

If you have a copy of your presentation and would be willing to send it to me for reproduction, you'll make a lot of people happy. If this isn't feasible, I'll understand of course.

In any event, Janet, thank you for participating so effectively in our national conference. You played a major role in making it an outstanding event.

Cordially,



### 第三节 感谢杰出的演讲者并索取讲稿影印本

#### 事由

贞娜·可丝应邀出席全国事务管理协会发表演说。她的演讲十分成功，许多全国事务管理学会的会员都希望能够向她索取讲稿的影印本。

#### 范例

亲爱的贞娜：

告诉你上周二晚间你的演讲有多么成功，最好的方法就是让你看看，有多少人催促着我向你索取讲稿的影印本。我想你的听众都希望能够与办公室的同事一齐分享你对一般现行的员工奖励办法的批评，以及你自己所提出的杰出观点与建议。

如果你备有讲稿，同时也愿意将它寄来给我进行复印，许多人都会觉得非常高兴。假使你认为这个提议并不可行，我当然也能体谅你的难处。

不管怎样，贞娜，真的非常感谢你如此热诚地参与我们的全国会议。这次会议之所以成功，你着实功不可没。

衷心问候

## 27-4

### Thanking an After-Dinner Speaker

#### **Situation**

Doug Bryant was recently appointed Program Chairperson of the Oshkosh Lions Club. He has been very critical of the recent programs of the club, saying that there should be better speakers at the monthly dinner meetings. At the first meeting after Bryant's election, the speaker was superb. Bryant writes Phil Denton, the speaker, a thank-you letter.

#### **The Letter**

Dear Phil:

When the Lions elected me Program Chairman this year, I knew darned well it was because the members were tired of my negative comments on some of our past speakers. "OK, Doug," they said, "let's see what *you* can do," perhaps convinced I would fall flat on my face.

Thanks to you, my first selection, I remained upright! Indeed, I felt pretty smug when I got so many compliments on your presentation—several in writing. You not only kept the audience riveted—and at the right time wonderfully amused—you really gave us something to stash away in our heads for later reflection and application. You must have sensed that you had everybody with you, as evidenced by the furious notetaking during your talk and the applause and handshakes that followed.

Thank you very much for giving us such a good evening, Phil. Now if I can come even close to your performance in future selections of speakers....

Sincerely,

## 第四节 感谢晚宴致词的演讲者

### 事由

道格·布莱恩特最近刚被推选为狮子会奥司克许分会的议程委员会主席。布莱恩特对于会议的筹建与执行一向颇有微词，他常说每月的定期晚宴应该邀请更具水准的演讲者。而布莱恩特就任以后所邀请的第一位演说者表现十分杰出。布莱恩特为此去函感谢菲尔·丹顿(应邀的演讲者)。

### 范例

亲爱的菲尔：

当狮友们推选我担任今年的议程委员会主席的时候，我心里清楚得很，他们一定是对我经常批评过去所邀请的演讲者感到十分厌烦了。“好吧，道格，让我们看看你有多行！”他们心里也许都认定了我一定会跌得惨不忍睹。

谢谢你，菲尔，我首次邀请的讲者，由于你的杰出表现，让我可以抬头挺胸。老实说，当我听到、读到这样多的狮友们对你的赞美时，我自己也觉得沾沾自喜。你不但让所有的听众全神贯注地聆听你的演说，在适当的时机让大家会心一笑，更让我们从你的演讲里学到不少东西，日后可以思考运用。从大家在你演讲进行期间，拼命地记笔记；还有接下来演讲结束以后的热烈掌声，以及应接不暇的握手，你应该也感受到听众对你的肯定。

菲尔，十分感谢你带给你们一个美好的夜晚。现在我开始伤脑筋了，要怎样为接下来的晚宴找到像你这样杰出的演讲者……

诚心问候

## 27-5

### Thanking an Ineffective Luncheon Speaker

#### **Situation**

Avery Enright, National Vice President of Toastmasters International, recently spoke at a luncheon meeting of the Houston Toastmasters organization. The topic assigned was "Toastmaster's Goals for the Coming Year."

The talk given by Enright was badly prepared and delivered, barely touching on the assigned topic. In addition, he spoke for over an hour, when he was allotted 30 minutes. He dwelt mostly on a personal history of his role in Toastmasters and the important work he is doing in the national office.

The audience was bored, frustrated about the length of the talk, and only mildly receptive. As program chairperson, Kay Price must write Enright to thank him for his presentation.

#### **The Letter**

Dear Avery:

The Houston members of Toastmasters International have asked me to write you and express our appreciation for your being with us at our May 14 luncheon. It is always a special occasion when a member of the national staff visits our chapter and shares his or her experiences with us. And, of course, it was interesting to hear about your colleagues in the national office.

I know how busy you are and the sacrifice it was for you to share some time with us, and on behalf of the Houston chapter I want to thank you for coming.

Cordially yours,

## 第五节 感谢午餐聚会的演讲者——演说乏善可陈

### 事由

国际敬酒发起人协会美国地区副理事长艾弗瑞·恩莱特，最近应邀在敬酒发起人休士顿分会所举办的一项午宴上发表演说。演讲的题目是“敬酒发起人：新年新目标”。

恩莱特的演讲不但事前缺乏准备，临场表现更是让人不敢恭维。预定三十分钟的时间，他一说就是一个多钟头，而且一语带过主题以后，就开始大谈他自己在敬酒发起人协会的个人历史与丰功伟业。

听众大失所望，对演讲的耗时相当无奈，只能客气地回应恩莱特的演说内容。即使如此，身为协会议程委员会的主席，凯·普莱丝还是得写信感谢恩莱特的演说。

### 范例

亲爱的艾弗瑞：

国际敬酒发起人协会休士顿地区分会的会员们敦促我给你写这封信，感谢你出席我们5月14日的午宴。负责督导全国事务的协会主管来访并与我们分享经验，对地区分会的会员来说，真是一次特别的经验。当然，听你畅谈协会全国总部许多同仁的轶事也颇为有趣。

我知道你一直很忙，也了解你牺牲了宝贵的时间，才得以抽空莅临我们分会。因此，我谨代表休士顿分会的所有会员们，向你致谢。

衷心问候

**27-6****Thanking a Disappointing Substitute Speaker****Situation**

Each spring, Montclair University sponsors an educational conference to which high school and college teachers are invited. One of the three speakers engaged for the conference had to bow out at the last minute, and a substitute had to be found on very short notice. His performance was disappointing, yet he is entitled to the \$100 honorarium promised. The writer wants to transmit the check and express gratitude in a tactful yet truthful manner.

**The Letter**

Dear Dr. Barkham:

Enclosed is a check for \$100, your honorarium for your presentation at the Fifth Annual Conference on Educational Innovation.

We are all very grateful to you for accepting this assignment on such short notice, Dr. Barkham. As a whole, we felt the conference was quite productive, and we thank you for participating in it.

Very sincerely yours,

## 第六节 感谢第二人选演讲者——表现令人失望

### 事由

蒙克莱尔大学每年春季都会举办一项教育会议，邀请全国高中与大学教师与会。本届会议三位主讲人其中一位在最后关头，临时无法出席，主办单位因此必须在极短的时间内找到替代的讲者。虽然这位替代讲者的表现颇令人失望，主办单位还是必须支付他应得的一百元礼金。寄出礼金支票的同时，发信人也希望用委婉但实在的方式向演讲者表达谢意。

### 范例

亲爱的巴克翰博士：

随函奉上酬谢您出席第五届教育革新会议，发表演说的一百元礼金支票。

巴克翰博士，我们非常感激您能够在仓促之间接受我们的邀请。这次会议整体而言，成果丰硕。再次感谢您的参与。

至诚问候

## 第 10 篇

# 公关与人事信函

许多你所撰写的商业书信都可以归类为公关信函。公关，顾名思义，指的是与“众人”的关系；而这个“众人”包括了：你的客户、供应厂商、员工等等。但是在第10篇里，我们所要介绍的重点主要是攸关公司形象的公关信函。

几乎每一家公司都希望人家对它有好感。许多大型企业每年投入数百万的资本，雇用公关专家与聘用专业顾问来建立并维系公司的企业形象，赢取消费大众的支持。企业的公关部门最想与之建立良好关系的对象涵盖了：媒体、各级政府机关、消费者组织、当地的市民团体、职业工会与专业学会，以及其他深具影响力的组织团体。密切注意这些团体对自己公司的态度绝对是有利无弊；不论从事什么样的工作，通往成功的道路，往往因为来自“有力”人士的支持，而愈见平坦宽广。

不管是不是直接负责公司的公关运作，你都很可能有机会接到与回复一些来信，有的是请求赞助，有的要求捐款，有的表达对你公司的支持或反对。



## 第二十八章 一般公关信函

正如我们之前提过的，部分的公关信函，由于主要的目的在于表达善意与提升公司形象，通常都会让收信人读起来觉得轻松愉快。撰写这一类的公关信函，在语气及措辞的风格上，大致与写给潜在客户的推销信件相同，两者都应该掌握相同的原则：亲切、和善、有说服力。

相反的，有些公关信函让收信人读起来大概不会怎么愉快，像是必须婉拒你无法接受或回应的要求，或是回信给怒发冲冠的批评者。遇到这样的情况，你当然还是要尽量地客气委婉，不过你同时也必须坚定地表达自己的立场，即使你的回信很可能得不到对方的掌声。

第二十八章的重点摆在后者这种不讨好的公关信函，不为别的，就只因为这样的信最难写。再不好的信，还是有它应该注意的原则：

- 
1. 如果有的话，先说值得报告的好消息，然后再提不是太好的消息。
  2. 如果有的话，先很客气地感谢对方来函中的恭维与赞许。
  3. 必须说“不”的时候，尽可能地委婉，并且清楚地解释原因。
  4. 面对满怀怒意的批评者，你应该：
    - (1) 感谢对方来函表达意见。
    - (2) 完整地解释己方的立场。
    - (3) 结束信函之前，表明双方意见都已获得澄清，无须再以书信沟通。
-

## 28-1

### Handling a Special Request

#### **Situation**

A graduate student in communications writes the president of Widmark Corporation. She is making a study of the history of corporate annual reports and requests a copy of each of Widmark's reports for the past fifteen years. Only three can be sent, but the president has a suggestion for getting access to the others.

#### **The Letter**

Dear Miss Demeter:

Your study of the history of annual reports sounds very challenging, and I'm pleased that you want Widmark represented.

I'm enclosing copies of our annual report for the current year and the two preceding years. Although earlier reports are not available in hard-copy form, they are on microfilm. If you are in Minneapolis, you are welcome to visit us and spend as much time as you wish examining these films. Just let me know ahead of time, and I will make arrangements with the company librarian (J. C. Schultz) to set up a carrel for you with viewing equipment.

I suspect your study will prove to be quite an ambitious one, but certainly useful to a large number of people. Good luck!

Cordially yours,

## 第一节 处理特殊要求

### 事由

一位研究生目前正在撰写一份研究企业年报历史的论文，她为此写信给威德玛克公司的总裁，希望能取得该公司过去 15 年的年报复印件。威德玛克公司只能提供三年的年报，不过总裁回信时，建议这位研究生以另外一种方式取得其余的资料。

### 范例

亲爱的菰蜜特小姐：

你这份研究企业年报历史的论文，听起来十分具有挑战性，我很高兴你选中我们威德玛克公司做为代表企业之一。

我随函附上我们公司今年及前两年的年报。其余的年报虽然没有书面资料，但是都已经利用微缩影片存档。如果你能够前来明尼亚波里斯，我们欢迎你随时来访，视你所需的时间，在我们公司里仔细地阅读这些微缩影片。只要你事先通知，我就会请我们公司的图书管理员(J. C. 舒兹)为你备妥阅览室及相关的收视设备。

我猜想你的论文完成以后也许会是一部巨著，肯定会对许多人有相当的帮助。祝你一切顺利！

衷心问候

## 28-2

### Refusing a Request to Buy Advertising

#### Situation

Frank Traylor is Sales Promotion Director for Mott-Tillson, a company that manufactures and sells sports uniforms and equipment for schools and colleges. Every spring, Traylor receives letters from high school and college yearbook editors inviting Mott-Tillson to place ads in their yearbooks. It is not a satisfactory advertising medium (the people who see these ads are local business proprietors and other residents). The invitation must be declined.

#### The Letter

Dear Bill:

I appreciate your invitation to purchase an advertisement in *Reminiscence*. Thank you.

Bill, many thousands of yearbooks are published each year, and it is impossible for us to purchase advertising in all of them. I admit that there is probably equipment in your school that was purchased from Mott-Tillson, but that same is true of thousands of other institutions. National advertisers are forced to spend their money where the message gets into the hands of purchasing directors and others who buy in large quantities.

I expect, Bill, that you will have to rely primarily on local community businesses to purchase space in *Reminiscence*. Many businesses feel a strong obligation to support worthy community activities; just having their names associated with a local school project is a strong incentive. Indeed, Mott-Tillson feels that same way about Grand Rapids, which is our home base.

Thank you for thinking of us, Bill, and best wishes for the most successful *Reminiscence* that has ever been published.

Cordially yours,

## 第二节 婉拒提供广告赞助

### 事由

法兰克·崔勒担任莫特—堤森公司的业务推展主任。莫特—堤森是一家运动制服与器材的产销公司，客户集中在国内的各级学校。每年一到春季，崔勒就会收到高中及大学毕业纪念册的编辑们来信，要求莫特—堤森提供广告赞助。鉴于毕业纪念册上所刊登的广告效果有限（广告的读者大多是学校当地的社区住户与企业老板），崔勒必须回函婉拒赞助的邀请。

### 范例

亲爱的比尔：

谢谢你，我很感激你来函邀请我们在怀念毕业专辑上刊登广告。

然而，比尔，每年有数以千计的毕业纪念册——出版，我们实在不可能在每一部上面都刊登广告。我相信也许你们学校的部份体育用品的确购自我们莫特—堤森，但是我们的客户也同时涵盖了其他许许多多的学校。像我们这样的全国性公司在刊登广告时，不得不考虑要将可观的费用投资在最能够接近大量进货的买主与采购经理们的媒体上。

比尔，我认为你可能还是得依赖学校当地社区的公司通过广告，来赞助怀念毕业专辑。很多企业对支持当地社区的各项活动都抱着一份义不容辞的责任感；只要能够看到公司的名字出现在当地学校的活动里，就已经有足够的动机促使他们出资赞助。

谢谢你想到邀请我们，比尔，同时也祝你编出历届最成功的怀念毕业专辑。

衷心问候

## 28-3

### Acknowledging a Request for a Donation

#### **Situation**

Most companies get many requests for donations to various causes; more often than not, they are addressed to the president, for obvious reasons. Although there is usually an amount set aside for contributions, it is almost never enough. To remove the responsibility for decisions from one person, it is standard practice to set up a committee to cull the most worthy causes for support. The first response, however, usually comes from the person addressed. The President of Halpern Associates responds to such a request, explaining the company's position in handling such matters.

#### **The Letter**

Dear Mrs. Mueller:

Thank you for writing about your need for financial support for the Duplin Youth Symphony.

Each year, our company sets aside a sizable sum of money for distribution to various charitable agencies and other groups. The requests for financial aid have multiplied many times in the past few years, and to make sure our budget is distributed in the fairest manner possible, we have established a special contributions committee, whose members have the responsibility of selecting those organizations they consider most deserving in terms of what we can give. It's a difficult job because most of the requests we receive are, like yours, for worthy causes.

I am handing your letter to the head of the contributions committee, and you may expect to hear from her within the next few weeks. In the meantime, I wish you all success in your endeavor.

Very cordially yours,

### 第三节 回应捐款的要求——来函敬悉

#### 事由

很多公司都会接到各种慈善机构来函邀请捐款赞助，而这一类的邀请函通常为了“上达天听”，都会直接寄给公司的总裁或最高负责人。虽然企业通常都备有捐款预算，但是这样的预算似乎永远不够使用。为了避免将捐款的决策重任加诸在个人身上，不少企业都会成立一个委员会，专门负责评选出最值得赞助的对象。然而，应对捐款请求的第一封回函，通常还是要由原收信人具名。以下的范例就是贺朋联合企业的总裁所写的回函，向对方说明公司处理捐款请求的情况。

#### 范例

亲爱的谬勒女士：

感谢您来信让我们了解都普林青年交响乐团的财务需求。

每年我们公司都编列有可观的预算，用来赞助各个慈善机构与其他的团体。然而鉴于邀请财务赞助的来函逐年倍增，同时也为了确保预算发放的公平性，我们公司特别成立了一个捐款委员会，由委员们依照公司的预算负责评选出他们认为最值得赞助的组织。这是一项相当困难的工作，因为大多数我们所收到的邀请，都是像您的一样，非常值得赞助。

我会将您的来函转交给我们捐款委员会的主席，再过几个星期，您应该就能收到她的回音。同时，也让我藉此祝福您的努力一切顺利。

由衷拜候

## 28-4

### Turning Down a Request for a Donation

#### **Situation**

This is a continuation of the situation described in Letter 28-3 on the preceding page. The contributions committee of Halpern Associates decides against a donation to the Duplin Youth Symphony, and the head of the committee writes Mrs. Mueller, who made the request.

#### **The Letter**

Dear Mrs. Mueller:

Our contributions committee has, after careful study of all the requests for contributions, selected those which we think are in greatest need of our support.

Although the members unanimously agreed that the Duplin Youth Symphony contributes much to the community—as well as to the performers themselves—we can't, unfortunately, provide financial support at this time. There are so many projects that need help desperately, and we have chosen to allot our budget to child-care centers for working mothers, drug rehabilitation programs, parental counseling on child abuse, "half-way" facilities for unwed teenage mothers, and various projects for the aged.

Of course, Mrs. Mueller, we realize that any decisions our committee makes are arbitrary, but I assure you that they were arrived at thoughtfully and, we believe, fairly. I do hope that in the future we will be in a position to provide some funds for the Duplin Youth Symphony. In the meantime, we wish you success with your efforts on behalf of this excellent organization.

Sincerely,



## 第四节 婉拒捐款的要求

### 事由

第四节接续了前一页范例所记录的状况。贺朋联合企业的捐款委员会在经过评审之后，否决了都普林青年交响乐团的赞助案。委员会的主席为此去函知会当初来信请求赞助的谬勒太太。

### 范例

亲爱的谬勒太太：

敝公司的捐款委员会在经过对所有邀请赞助的个案审慎的评核之后，选出我们认为目前最需要资助的团体。

虽然我们所有的委员一致同意都普林青年交响乐团对社区以及对团员本身都深具贡献，我们却无法在目前捐款赞助贵交响乐团。主要是因为还有其他急需资助的团体，我们相对地选择将预算分配给专为职业妇女而设的托儿中心、戒毒所、受虐儿父母咨询中心、青少年未婚妈妈中途之家，以及为老年人服务的福利机构。

谬勒太太，我们深知委员会的决定并非绝对客观。不过，可以向您保证的是，每一个决定都经过彻底的讨论与公正的评选。我衷心期望在将来敝公司能有足够的预算资助都普林青年交响乐团。同时，我也祝福您为这样一个杰出的团体所付出的努力，能够绽放出辉煌的成果。

诚心问候

## 28-5

## Responding to a Friendly Critic

**Situation**

You're in the Public Relations Department of Transamerica Technologies, a large conglomerate that sponsors a public-service television series, "American Issues." It is your job to answer letters from viewers who comment—pro and con—on the program. One viewer writes that he likes the series a lot, but takes issue with the segment that dealt with the environment. You write to the viewer to express appreciation for his interest and point of view, present the other side, and retain his good will and support of the series.

**The Letter**

Dear Professor Converse:

It was very thoughtful of you to write about the television series, "American Issues," sponsored by Transamerica Technologies. Our mail from viewers has been much heavier than we expected but, as we had *hoped*, overwhelmingly favorable. Certainly, your general assessment of the series is very satisfying to us.

Your comments on "Environment versus Progress" indicate that you have given much study and thought to this subject, and I appreciate your frank appraisal of it. Several other people wrote that they, too, felt it was biased in favor of industry.

The producers were well aware in the beginning that this a highly controversial subject and were determined not to take sides. Our general mail would seem to indicate that they succeeded, for we received comments from many viewers that the program was biased in favor of the environmentalists!

Indeed, conflicting viewpoints are expected on this series, and as long as they are fairly well balanced (as they have been), we feel that the series is encouraging people to think more intelligently and deeply about the unresolved issues that face our nation.

Thank you for writing. I hope you will continue to watch "American Issues" and that you will let us have your opinions—favorable or unfavorable.

Very cordially yours,

## 第五节 回应善意的批评

### 事由

你服务于泛美科技的公关部，而这家大型企业集团出资赞助制作一系列名为“美国议题”的公益电视节目。你的工作包括回复这个节目的听众来信表达的支持或批评。其中有一位听众来信表示他很欣赏这个节目，但是对讨论环保主题的那一集颇有微词。你写信给这位观众，感谢他的关心与批评，呈现问题的另一面见解，同时希望能留住这位观众的善意与支持。

### 范例

亲爱的康佛思教授：

非常感谢您特地来信评论由泛美科技赞助制作的“美国议题”电视系列。我们从观众那儿收到的信件远比当初所期望的还多，而且正如我们所希望的，绝大多数的来信都是对节目的好评。当然，您对整个系列的总评也令我们感到相当的欣慰。

您对“环境保护与工业发展”这一集节目的评论，显示出您对这项议题有深入的研究与思考，我十分感谢您对节目坦率的建言。部分的观众也像您一样来信指出我们切入议题的角度偏向工业这一方。

我们的制作群在一开始就注意到这是一项深具争议的话题，也因此决定不偏颇任何一方。而就我们所收到的观众来函来看，我们似乎成功地把握住了公正的原则，因为同时也有不少的观众批评我们过度偏袒环保人士。

事实上，这个电视系列会引发互相冲突的意见是意料中事，我们相信只要它能够维持一贯的信念，继续以公平的态度剖析问题，“美国议题”就能够鼓励观众对我们国家所面临的难题做更明智且深入的探讨。

感谢您的来信。我希望您能继续收看“美国议题”，并且随时让我们知道您的意见，正面鼓励、负面批评都是一样欢迎。

由衷致意

## 28-6

### Responding to an Outraged Critic

#### Situation

The president of a large corporation receives a severely critical letter from the owner of a construction business. The writer objects to the corporation's advertising in a magazine called *Bulwark*, which he feels is "militant" and "un-American." He is so incensed at the corporation's "support" of this magazine that he threatens to boycott its products. As Assistant to the President, you are asked to respond, expressing appreciation for the letter and explaining tactfully the company's position.

#### The Letter

Dear Mr. Coughlin:

I appreciate your writing about our advertising in *Bulwark* magazine.

*Bulwark* was chosen as an advertising medium simply because its circulation (about 300,000) is made up mostly of young men and women in the upper-income brackets whom we consider appropriate targets for our videocassette records. Placing advertising in a publication does not necessarily mean that we endorse its editorial views. You criticize *Bulwark* as "militant" and "un-American"—even "dangerous." I expect, Mr. Coughlin, that some people will agree with you. Yet we also receive letters equally vehement about our advertising in magazines that are broadly labeled as "conservative."

We do have a policy of not advertising in periodicals that are prurient in nature or that are essentially scandal sheets. It is our opinion the *Bulwark* does not fall into either of these categories. It is quite likely that the people in our advertising department who chose *Bulwark* do not all agree with its editorial position, but it is their responsibility to place ads where they think our products will get the widest exposure, given the constraints mentioned above. I think most national advertisers use a similar criterion in choosing media. Not one that I know of believes that spending advertising dollars means "support."

Thank you for expressing your views so frankly and for giving us the opportunity to express ours.

Very truly yours,

## 第六节 处理盛怒的责难

### 事由

一家大型企业的总裁接到一位建筑厂老板来信严词批评，建筑商指责这家企业竟然会在《堡垒》这样“挑寡好斗”并且“悖离美国立国精神”的杂志上刊登广告。他对“支持”这份杂志的举动表示愤怒到扬言要对这家企业的产品发起抵制。身为企业总裁的助理，你奉命回信，感谢建筑商来函并委婉地说明公司的立场。

### 范例

亲爱的考夫林先生：

我很感谢您来信就我们公司在《堡垒》杂志上刊登广告一事发表意见。

我们之所以选择《堡垒》做为广告媒体的原因相当单纯，因为它每期30万户的读者群大多数是高收入的年青男女，而他们正好是我们公司出品的音乐卡带的销售目标。在一份杂志上刊登广告并不就此表示我们赞同这份杂志的社论立场。您批评《堡垒》，认为这份杂志“挑寡好斗”以及“悖离美国立国精神”，甚至警告说它很“危险”。我认为，考夫林先生，一定有不少人认同您的观点。但是，我们也收到来信，像您一样地严词指责我们公司在所谓“保守”的杂志上刊登广告。

我们公司的确严守政策，绝不在色情、猥亵与专门挖人隐私的刊物上登载广告。我们认为《堡垒》杂志并不属于上述任何一类期刊。很可能我们选择《堡垒》刊登广告的宣传部根本就无法认同这份杂志的言论立场，但是由于职责所在，他们必须依循我之前提到的原则，选择在收效最广的媒体上为公司的产品进行宣传。我相信大多数全国性的公司也都采用类似的标准来刊登他们的广告。我个人认识的朋友里没有人相信花钱广告就意味着“支持”。

感谢您来信相当直率地表达您的意见，也感激您让我们有机会说明我们的立场。

真诚拜候

**28-7****Turning Down a Request for Confidential Information****Situation**

Walter Whitcraft has seen the annual report of Treadway Industries for the past fiscal year and is greatly impressed. He asks whether he can have the figures for a recently acquired company, Southwestern Synthetics, a company in which he once held stock. These figures can be broken out; however, the Board of Directors has chosen not to release them, or any other division's figures, to the general public.

**The Letter**

Dear Mr. Whitcraft:

I appreciate your writing about our annual report for the past fiscal year. Thank you for your remarks about our over-all showing.

We did not, in our annual report, break down the figures for the eight subsidiary operations. It was the decision of the Board of Directors that this information will not be released to the general public.

Sincerely yours,

## 第七节 谢绝提供机密资料

### 事由

华特·魏科夫特对最近看过的踏石工业去年的年度财报印象相当深刻，于是去函询问是否能够索取西南合成化学公司的财务数据(踏石工业最近收购了西南合成化学公司，而魏科夫特一度拥有西南的股票)。这些数据可以单独整理出来，但是踏石工业的董事会决定不将西南及其他关系企业的财务数据对一般大众公开。

### 范例

亲爱的魏科夫特先生：

感谢您来信关心我们上一个会计年度的财务报表，也很感激您对我们整体营运表现的评价。

我们集团的年度财务报表并没有将八个子公司各自的财务数据加以分列整理，而且经过董事会的决议，我们不便将公司任何财务信息对外公开。

诚挚问候

## 28-8

### Apologizing for Inconveniences

#### **Situation**

When Family Foods, Inc. builds a new store in the suburbs, President Carl Fisk writes a letter to residents in the area, apologizing for the inconveniences they suffer.

#### **The Letter**

Dear Hawthorne Hills Resident:

Building a new store is a messy business—as you undoubtedly noticed from the dust clouds we raise, the rerouting of traffic on Old Town Road, and the noise and general confusion we create.

Although things are still unsettled, we are doing everything we possibly can to eliminate inconvenience and discomfort for our friends. The good news is that we expect to finish the “dirty” part of the job by April 10 and then get back to normal.

Thank you for your patience. Although we regret being a nuisance, we think you will be proud of this new Family Foods outlet—a full acre of shopping pleasure—which is scheduled to open September 8 of this year.

Cordially yours,



## 第八节 为公司所带来的不便致歉

### 事由

家庭食品公司在市郊与建新的营业据点，总裁卡尔·费斯克为此写信给附近的居民，向大家为公司所带来的不便道歉。

### 范例

桑丘附近的居民，您好：

兴建新店不免劳师动众，相信您也注意到了因为我们而起的尘土、旧城路的车辆改道，以及恼人的噪音与混乱。

虽然还未完工，我们一直尽可能地在减低为您与各位好邻居所带来的不便。还好，我们在4月10日以前应该就可以结束整个工程最“见不得人”的部分，让大家的生活回归正常。

感谢您的耐心担待。我们实在不愿意这样麻烦您，不过相信您届时一定会为预定在今年9月8日开幕的家庭食品中心感到十分骄傲。整整一英亩的购物空间，任您悠游其中。

衷心问候

## 第二十九章 人事书信

大公司每天都会收到许多的求职信，而大多数的这些求职信，不是因为资历符合却没有空缺，就是因为有缺待补却资历不符，必须予以婉拒。

不论是什么原因，写信回绝应聘者的时候，一定要相当委婉谨慎，因为收信人很容易把婉拒视为对个人能力否定。

第二十九章收录了一些婉谢求职的范例，以及其他与求职有关的信函。

## 29-1

### Responding to a Qualified Applicant— No Position Available

#### **Situation**

Alice Bennett, Personnel Director of Fairchild Book Publishers receives an application from Glen Rowe for Fiction Editor. There are no openings; however, Bennett is impressed with Howe's qualifications and wants to leave the door slightly open for later consideration. Bennett writes to Howe to express appreciation, explain the job situation, and compliment the applicant on his qualifications.

#### **The Letter**

Dear Mr. Howe:

Thank you for your application for the position of Fiction Editor.

At the moment, Mr. Howe, there are no vacancies in our Trade Department. Of course, the situation may change at any moment, and I would like to keep your resume handy in case there is a staff expansion or a resignation. Certainly, it would appear that you have excellent qualifications for the position you seek.

Even though I'm reluctant to "turn you loose" on the job market, in all fairness to you I recommend that you submit applications elsewhere. I would not want you to pass up an opportunity in the hope that our situation will change soon. You may be sure, however, that, if a suitable opening does occur here, I will get in touch with you at once.

Sincerely,

## 第一节 给合格应聘者的回函——目前并无空缺

### 事由

斐彩出版社的人事主任爱丽丝·班奈特接到葛伦·郝威的来信，应聘小说编辑一职。出版社目前并无空缺，但是班奈特对郝威的资历印象深刻，希望能够在日后有机会录用他。班奈特因此写信给郝威，感谢他的来函，解释目前的职缺状况，并嘉许他的完备资历。

### 范例

亲爱的郝威先生：

感谢您来函应聘小说编辑一职。

但是，郝威先生，目前我们公司的畅销书编辑部并没有空缺。当然，情况随时都有可能改变，我会收好你的履历表，以便在人员扩编或有员工离职的时候，与你联系。这自然是因为你拥有杰出的资历足以胜任你所应聘的职务。

虽然我并不愿意将你“放”回就业市场，但为公平起见，我还是要鼓励你继续向其他公司递交求职信。我不希望你因为期待我们公司会很快空出职缺而错失良机。不过你可以确定的是，只要这里一有适当的空缺，我一定会立刻与你联络。

诚挚问候

## 29-2

### Responding to an Unqualified Applicant— Position Available

#### **Situation**

Andrew Hamm, Manager of Sales Promotion at Field Enterprises, receives an application for the job of Advertising Copywriter, which was advertised in the *Oakland Tribune*. The applicant is poorly qualified in comparison with others who applied. Hamm writes the applicant to express appreciation for the application and explains the situation without giving a definite “no.”

#### **The Letter**

Dear Mr. Huffman:

I appreciate your application for the position of Advertising Copywriter that we advertised in the *Oakland Tribune*.

The response to our ad has been very gratifying, and we have had applications from several people who appear to be highly qualified for the job. However, we shall want to wait until all applications are in and then study each one carefully before making a decision.

Our plan is to fill this position no later than June 10. If you have not heard from us by that time, you may assume that the job has been filled.

Sincerely yours,

## 第二节 给应聘者的回函——资格不符

### 事由

菲尔德实业的业务推展部经理安得鲁·汉恩接到有人来信，回应公司在奥克兰论坛报所刊登的广告，应聘广告撰稿人一职。这位先生的资历与其他的求职者相较，显得略逊一筹。汉恩回信感谢对方来函应聘，说明甄选的现况，但是避免以直接的方式拒绝。

### 范例

亲爱的贺夫曼先生：

非常感谢你来信应聘我们刊登在奥克兰论坛报的广告文案撰稿人一职。

这次征才广告所引起的回响相当令人满意，我们目前已经接到好几封资历看来颇为完备的求职者来信。但是，我们希望等到接获全部的来信以后，在仔细审核后，再作决定。

我们计划在6月10日前补足这个职务的空缺，届时如果你还没有接到通知，那应该表示这个工作已经完成替补了。

诚挚问候

## 29-3

### Writing to an Applicant Who Failed to Qualify

#### **Situation**

Five-Star Insurance Company needed two secretaries and advertised the vacancies in the *Denver Post*. Ten applicants showed up, and each was given a proficiency test, including typewriting, shorthand, simple math, and business English. The top two scorers were hired, and the remaining eight applicants are notified by letter.

#### **The Letter**

Dear Ms. Tilton:

Thank you for coming to our office to take the proficiency test for the position of Secretary.

All the tests from the ten applicants have been graded, and, unfortunately, your score was not in the top two (the number of positions open). According to the grader, you did well in typewriting, shorthand, and math; however, your score in business English brought down the total score considerably.

If you are interested in taking another test when vacancies are announced, I suggest that you continue to keep your shorthand and typewriting skills sharp and that you undertake a thorough review of business English. A book that I think you will find helpful is *Programmed Handbook of Business English*, by Mark Stewart, published by Unity Press.

Good luck!

### 第三节 回函未能通过考试的应聘者

#### 事由

五星保险公司在丹佛邮报上刊登求才广告，甄选两名秘书。公司总计收到十份的求职信。每一位应聘者都接受了职能测验，项目包括打字、速记、基础数学，以及商用英文。公司录取了测验成绩最优秀的前两名，而写了以下这封回函给其他八位求职者。

#### 范例

亲爱的缇尔森女士：

谢谢你为了应聘秘书一职，前来我们公司接受测验。

所有的测验成绩都已经计算完毕，很遗憾的，你并未晋入前两名(我们这次录取的人数)。据我们负责评分的同事称，你在打字、速记，以及基本数学的表现都有相当优异的成绩。可惜，商用英文将你的成绩拉低了不少。

如果你有兴趣在我们下一次征才时再度前来接受考试，我建议你继续保持速记与打字的水准，同时彻底地温习商用英文。我想有一本不错的参考书值得推荐：马克·史都华所著，统一图书公司出版的《渐进式商用英文学习手册》。祝

好运



**29-4****Responding to a Partially Qualified Applicant****Situation**

Recently, Cent-West Corporation advertised in *Power* magazine for a cost and scheduling manager. An applicant met one of the two experience requirements described in the ad, but did not mention the other. You write to point out to the applicant the experience requirements of the job, leaving the matter open to further consideration in case the ad was misread.

**The Letter**

Dear Mr. Jacobi:

Thank you for applying for the position of cost and scheduling manager at Cent-West Corporation, which was advertised in the November issue of *Power*.

Certainly, Mr. Jacobi, your educational qualifications are superb, and your 12 years' experience in general power-plant projects is most impressive. I do not, however, find any mention in your résumé of coal power-plant experience, which is mandatory for this position (four years minimum).

If I am incorrect in my assessment of your credentials, I would be pleased to hear from you—immediately, please, since we must make a final decision within the next two weeks.

Very sincerely yours,

## 第四节 回函资格部分符合的应聘者

### 事由

西方世纪工业最近在《动力》杂志上刊登求才广告，招聘负责成本规划的经理人材。一位应聘者的资历符合了公司两项关于工作经验的要求之一，却没有在履历表上提及另一项经验。你为此去函点出公司经验需求，避免这位求职者因为误解广告内容而错失录取机会。

### 范例

亲爱的杰柯比先生：

感谢您回应我们刊登在11月份《动力》杂志上的广告，来信应聘西方世纪公司成本规划经理的职务。

杰柯比先生，您的背景着实杰出，在规划一般电力发电厂这项专业12年的丰富经验尤其令人印象深刻。然而，我在您的履历表上并没有读到关于燃煤发电厂的经验（我们要求至少四年的经验）。

如果是因为我的疏忽，对您的履历评估未尽完整，请立即通知我，因为我们必须在两周以内就这项人事作出决定。

诚心拜候

## 29-5

**Requesting Information About a Job Applicant****Situation**

Angela Wheaton was employed for five years in the Personnel Department of a pharmaceutical manufacturer. At the time she left the company (her husband was transferred), she held the position of Director of Clerical Training. She has applied for a similar position in a large insurance company, listing her former boss as a reference. As Personnel Supervisor for the insurance company, you write Wheaton's former boss for information about her employment record.

**The Letter**

Dear Mrs. Eller:

Mrs. Angela Wheaton has applied to us for the position of Director of Office Training, and your name was given as a reference.

I would appreciate your answering the following questions about Mrs. Wheaton:

1. How long was she under your supervision? \_\_\_\_\_
2. What was her position at the time she left your company? \_\_\_\_\_  
\_\_\_\_\_
3. What reason was given for leaving? \_\_\_\_\_  
\_\_\_\_\_
4. How would you rate her overall competence? (Check one.)  
Outstanding \_\_\_\_\_ Good \_\_\_\_\_ Average \_\_\_\_\_ Fair \_\_\_\_\_ Poor \_\_\_\_\_
5. Please state briefly what you believe to be her greatest strengths and weaknesses (if any):
  - a. Strengths \_\_\_\_\_  
\_\_\_\_\_
  - b. Weaknesses \_\_\_\_\_  
\_\_\_\_\_
6. If you had an opening for which she is qualified, would you rehire her?  
Yes \_\_\_\_\_ No \_\_\_\_\_. If no, please state why.

I assure you, Mrs. Eller, that any information you supply about this applicant will be held in strict confidence. If there is ever an opportunity for me to reciprocate, I will be pleased to do so. Thank you.

Very sincerely yours,

## 第五节 去函应聘者前任雇主——请提供相关信息

### 事由

安姬拉·惠顿曾经在一家药厂的人事部门服务五年。她在因为配合先生调职而离开药厂时的职衔为员工培训主任。惠顿目前向一家保险公司应聘类似的职务，并将她的前任主管列为工作表现的佐证对象。身为这家保险公司的人事主管，你去函惠顿的前任主管，请求提供相关信息。

### 范例

亲爱的艾勒女士：

安姬拉·惠顿女士应聘敝公司员工训练主任一职，并将您列为她工作表现的咨询对象。

我很感谢您能抽空回答以下几个关于惠顿女士的问题：

1. 她在您属下工作有多久？\_\_\_\_\_
2. 她在离职时的职衔？\_\_\_\_\_
3. 她所提出的离职原因？\_\_\_\_\_
4. 您对她个人整体能力的评价(请择一回答)  
 相当优秀\_\_\_\_\_ 值得肯定\_\_\_\_\_ 一般水准\_\_\_\_\_  
 尚可接受\_\_\_\_\_ 极待加强\_\_\_\_\_
5. 请简述她最大的优点与缺点(如果有的话)：  
 优点\_\_\_\_\_
- 缺点\_\_\_\_\_
6. 如果贵公司有适当的空缺，您会再度雇用她吗？  
 是的\_\_\_\_\_ 不会\_\_\_\_\_ 如果“不会”，请简述原因。

艾勒女士，我们向您保证，对您方才所提供的资料绝对保密。如果有提供类似资料的机会，我将十分乐意为您服务。

至诚问候

Very sincerely yours,

## 29-6

### Offering an Executive Position to a Qualified Person

#### **Situation**

Mills-Froman Corporation, in San Francisco, is establishing a new department in the company, to be called Organization Planning and Manager Development, and is searching for a director. The Executive Vice President, C. J. Bouchard, has interviewed several people in various parts of the country and has decided to make an offer to Lawrence A. Margulies in Cleveland, who is extraordinarily well qualified. Bouchard gave no definite promises when he met with Margulies in Cleveland, but is now ready to make a written offer.

#### **The Letter**

Dear Larry:

The day I spent with you in Cleveland was very enjoyable and stimulating, and I appreciate your taking the time to meet with me. Getting acquainted with Sara was a special treat; I am indebted to her for joining us at dinner on such short notice.

I am pleased to offer you the position of Director of Organization Planning and Manager Development of Mills-Froman Corporation. As I mentioned, this is a new position that we are most anxious to fill. The growth of our company makes it essential that we centralize this function, rather than leave the responsibility with individual executives, committees, and outside consultants. President Froman and all other top executives support this idea enthusiastically. As mentioned, the person who holds this position will report directly to me.

We are prepared to offer you an annual salary of \$85,000 at the outset, along with what I think is a very attractive array of fringe benefits. Our personnel policy manual is being sent to you separately, along with Executive Memorandums 14 and 26, which describe various financial incentives for which you would be eligible.

Although we discussed the responsibilities of this new position briefly, I want to outline in broad terms the function as we see it. Obviously, our principal objective is to develop managers for executive responsibilities. At the same time, we are well aware that the first step is to create the appropriate climate in which candidates for leadership can grow and

## 第六节 告知合格应聘者业经聘用担任高级主管

### 事由

位于旧金山的密尔斯·弗洛曼企业即将成立一个定名为“组织规划与经理培训”的部门，目前正在寻访一位适任的主管人选。副总裁C. J. 鲍恰德在周游全国，约谈过多位人选后，发现目前住在克里夫兰的劳伦斯 A. 马古利思十分优秀，决定延聘这位人材。鲍恰德在克里夫兰与马古利思晤谈时，并没有很明确的提出承诺，现在则准备正式去函邀请他加入公司。

### 范例

亲爱的莱利：

我呆在克里夫兰那天，不但与你相谈甚欢，而且还受益良多，非常谢谢你抽空同我见面。能够认识莎拉更叫我喜出望外，真是难为她在那样仓促的通知下还能与我们共进晚餐。

我十分高兴能够借此邀请你担任密尔斯·弗洛曼企业，组织规划与经理培训处的处长。正如我所提过的，这是我们一直急着想要找到适当人选来担任的一项新职务。随着公司急速的成长，我们必须统筹行使组织规划以及经理培训这样的权责，而不再是将这些工作分散交给高级主管、委员会，或是外聘的顾问各自为政。弗洛曼总裁与公司所有的高级主管都相当支持这样的构想。我同时也提过，担任新职的人员将直接对我负责。

我们准备在一开始的时候提供你85 000元的年薪，再加上我个人认为非常优渥诱人的各项福利。我已经另函为你寄出我们公司的人事政策手册，还有第16与第24号高级主管备忘录，方便你查阅各项适用于你的奖励措施。

虽然我们曾经约略地讨论过新职的责任，我还是要在这一从公司的角度再概述一次。很明显的，公司的首要目标是希望培养经理人材担任高级职务。不过我们同时也十分清楚要达成这项目标的第一步，就是要营造出一个适当的环境，

flourish. At the outset, this means intelligent organization planning, which includes the following:

1. Establishing company objectives.
2. Establishing the critical success factors that affect the attainment of those objectives.
3. Developing an ideal organization structure that will favor the activities related to the critical success factors.
4. Modifying the ideal structure to achieve a satisfactory compromise between the existing structure and the ideal structure.

Only when these steps are taken will we be in a position to construct and implement a sound manager development program. As you know, the scope of such a program can be very broad, including on-the-job-training, special task force assignments, seminars and conferences, business gaming, university-sponsored courses, and so on. The director of this new department will be given wide range in selecting the most effective methods of achieving the ultimate goals.

I hope, Larry, that this opportunity sounds exciting and challenging to you. After our conversation in Cleveland, I'm convinced that you have the depth and experience in this area to perform the duties of this position highly effectively.

Please let me know your decision within the next two weeks. The starting date we have in mind is January 15, but of course that date is flexible, depending on your circumstances. Certainly, we would want you to wind up things at Corcoran amicably.

Sincerely yours,

PS: Although we touched briefly in Cleveland on such matters as moving expenses, per diem allowances for you and your family while you are being settled in the Bay Area, and certain real estate adjustments, I will provide specific details when I have your acceptance. I assure you that our company policy in these matters is very generous.

让公司未来的领袖人选得以茁壮成长。而这项工作又有赖于卓越的组织规划来开展，逐一完成下列各项任务：

1. 确立公司的营运目标。
2. 确立赖以达成营运目标的关键成功因素。
3. 研拟有利于确实掌控关键成功要素的理想组织结构。
4. 修正理想组织结构，调整公司现行结构，进而确立兼顾两者的可行组织制度。

只有在这几项工作落实完成后，我们才得以着手建构与实施健全的经理培训计划。正如你所了解的，这样的计划可以涵盖许多不同的活动，包括在职训练、专案执行工作、研习会与正式会议、商务竞技、大学课程等等。负责这各个部门的主管有权由种种丰富的资源里，评选出最能够有效达成目标的养成方式。

莱利，我希望你会觉得这份工作机会听起来相当富有挑战性。我们在克里夫兰谈过以后，我就深信你在这个领域里所拥有的丰富经验与专业深度，能够让你工作起来游刃有余。

请在两周内让我知道你的决定。到职日期订在 1 月 15 日，不过这当然得视你的情况做弹性调整。我绝对希望你离开柯尔克峦企业的时候一切圆满顺利。

诚挚问候

附：虽然我们在克里夫兰时提过了你和家人们的搬家费用，以及在湾区安顿下来之前的每日生活津贴等事项，我会在接到你的好消息之后再提供 你进一步的细节。我可以向你保证我们公司对这些安排一向相当大方。



**29-7****Announcing an Important Appointment—  
News Release****Situation**

DeWitt J. Fuller has just been appointed senior consultant in small business management at Harlan Thomas Associates. As Assistant to the Personnel and Public Relations Manager, you are to prepare a news release, which will be sent to local newspapers and broadcast stations. (The same information, in slightly different form, is also sent to all employees by means of an executive memorandum.)

**The News  
Release**

HARLAN THOMAS ASSOCIATES  
Management Consultants  
1379 Madison Avenue  
New York, NY 10028

For immediate release

**DEWITT J. FULLER JOINS HARLAN THOMAS ASSOCIATES**

DeWitt J. Fuller, former manager of New Orleans Small Business Administration Field Office, has joined Harlan Thomas Associates as Senior Consultant in small business management and will assume his duties April 16, 19XX.

According to President R. B. Myers, Fuller will establish a new small business management department at Harlan Thomas Associates for the purpose of providing special counsel to those who are considering starting a business, as well as those who are already operating a business and need assistance in financial planning, marketing strategies, and general management techniques. "Small business owners have largely been neglected by management consulting organizations," Myers said, "and we are convinced that an enormous contribution can be made by our company, not only to the owners themselves, but to the business community as a whole. We feel very fortunate in having a person with Fuller's experience to head up this important new service."

Prior to joining the SBA in 1947, Fuller was owner-operator of a small electronics manufacturing firm near Phoenix and for many years taught courses in small business management at Arizona State University. He is the author of *Successful Small Business Management* (Poughman Press) and numerous articles in various trade journals.

## 第七节 公布重要人事任命——新闻稿

### 事由

德威 J. 富乐最近应聘担任哈林·汤玛斯联合企管顾问中心的中小企业资深顾问。身为公司的人事公关助理，你奉命撰写一份新闻稿，向当地报纸与广播电视媒体发布这项人事任命（同一篇文章，稍做修改以后，也同时以高级主管备忘录的形式发给事务所的各位员工）。

### 范例

哈林·汤玛斯  
联合企管顾问公司  
麦迪逊大道1379号  
纽约市纽约州10028

德威 J. 富乐加入哈林·汤玛斯联合企管顾问中心

德威 J. 富乐，前任纽奥良市中小企业管理处作业部经理，受聘为哈林·汤玛斯联合企管顾问中心，担任中小企业资深顾问，即将于19 年4月16日履新。

中心总裁R. B. 麦耶思透露，富乐将主导成立哈林·汤玛斯联合企管顾问公司中小企业部，针对有意成立中小企业的客户与现任中小企业主，提供各项专业咨商，包括财务、企划、营销策略与一般企业管理技巧。“中小企业多数都不受企业管理顾问公司的青睐，”麦耶思表示，“但是我们深信哈林·汤玛斯联合企管顾问公司能同时为中小企业主与企业界整体带来巨大的贡献。我们非常幸运，能够延聘像富乐这样深具经验的专业人士来主持一个重要的新部门。”

在1947年加入纽奥良市中小企业管理处之前，富乐本身就是凤凰城附近一家电子产品产销的中小企业主。他并且曾经在亚利桑纳州立大学开授中小企业课程多年。富乐著有《成功的中小企业管理》（帕夫曼出版社）一书，并在各种专业期刊发表过文章。

**29-8****Writing a Valuable Worker Being  
Discharged Because of Unfavorable  
Economic Conditions****Situation**

Cosbro Corporation is cutting its staff because of unfavorable economic conditions. Agnes Russon is a good worker, and the manager of the department in which she works writes a letter on the occasion of her dismissal.

**The Letter**

Dear Agnes:

I am sorry to tell you that on May 15 you will receive your last check from Cosbro Corporation.

As you know from our previous talk, this action is taken because of unfavorable economic conditions and our increasing costs in a declining market. We simply are not producing a reasonable profit, and profit is the "name of the game" in American business. No matter how much was cut from expenses other than salaries, it simply wasn't enough; therefore, we are forced to dismiss a large number of employees. As to the future, who can say? We are not optimistic; we must somehow struggle on.

I very much hope that you will be able to find employment elsewhere, Agnes. You have been a good worker, and your immediate supervisor, Beth Southerland, speaks well of you. If in your search for another job you need a recommendation, then I invite you to use my name. You may be sure that I will say the right thing in your behalf.

Thank you for your loyalty to Cosbro, and best wishes for a fine future for you and your family.

Very sincerely yours,

## 第八节 因经济原因被迫辞退员工

### 事由

由于经济不景气，科司布罗实业必须裁减人事，不得不辞退像艾格妮丝·鲁森这样表现良好的员工。她的部门主管为此写了以下这封通知书。

### 范例

亲爱的艾格妮丝：

非常遗憾的，我必须通知你，5月15日你将接到科司布罗实业给你的最后一张薪水支票。

从我们上次的谈话，你应该了解这次的决定，完全是为了因为经济的不景气，以及公司在一片低迷的市场里仍旧居高不下的庞大开销。我们实在没有办法维持基本的利润，而利润正是在美国做生意的每一家公司所追求的共同目标。公司已经想尽办法减低薪金以外的各项支出，仍旧还是杯水车薪。因此，我们不得不进行大量的裁员。至于将来会是怎样的一番景况，谁也不敢说。我们不敢过于乐观，只能一步一步地奋力向前。

艾格妮思，我非常希望你能够找到新的工作。你在公司一向表现良好，你的直属上司，蓓思·蓟泽兰对你也有相当的评价。如果你在求职期间需要推荐人选，不妨直接使用我的名字。你可以放心，我知道该怎样来为你争取新职。

谢谢你为科司布罗实业的付出，更衷心祝福你与家人能有一个美好的将来。

诚挚拜候

**29-9****Demotion of a Field Sales Manager Because of Economic Conditions****Situation**

Because of unfavorable economic conditions, Henderson Electronics is abolishing the position of Field Sales Manager. Those holding this position are asked to return to the field as sales representatives. The Sales Manager, Leon Hendricks, writes Milton Boone, telling him of the decision.

**The Letter**

Dear Milton:

As discussed in my office yesterday, effective October 20 the position of Field Sales Manager will be abolished.

As you know, Milt, our profit picture is not at all healthy, and the company is forced to cut expenses to the bone. One of the positions we felt could be eliminated without undue hardship is that of Field Sales Manager.

I offer you the opportunity to travel for us as a representative in Connecticut and Massachusetts, your old territory in which you made such a fine record. As a sales representative, your salary will be \$25,000 a year plus commissions on the sales in your territory. This should just about equal your present salary of \$35,000, assuming your sales hold up.

I hope you will accept this assignment, Milt. You have many friends in the two states mentioned, and I know they'll be glad to see you again. (Our present representative in Connecticut and Massachusetts will be transferred to New York, and she is pleased with the decision.) If this new assignment does not sit well with you and you decide to reach out for another position, please feel free to use my name as a reference. You can be sure that I'll say the right thing in your behalf.

Cordially yours,

## 第九节 通知员工因经济原因予以降职

### 事由

由于景气萧条，韩德森电子工业决定裁撤外勤业务代表。目前担任这项职务的同事将回到责任区域，转为一般的外勤业务代表。业务经理李昂·韩德瑞克写信给密尔顿·波恩，告知他公司的这项决定。

### 范例

亲爱的密尔顿：

正如昨天在我办公室所讨论的，公司自10月20日起将裁撤外勤业务经理这项职务。

密尔，你也知道我们目前的营利状况并不理想，公司被迫要彻底减少成本支出。我们认为在各项现有的职务里，外勤业务经理应该是可以裁撤而不会造成过度作业困难的一项职务。

我借此提供你一项新职，担任我们的业务代表，负责的区域是你曾经有过杰出表现的康乃狄克与麻隆诸塞这两州。作为业务代表，你的年薪为25 000元，外加你在责任区里成交业务的佣金。如果你的业绩正常，这个数目应该与你目前35 000元的年薪不相上下。

我希望你能够接受这项职务，密尔，毕竟你在刚才提到的那两州有许多的老朋友，而我相信他们一定十分高兴能再看到你(公司目前负责康乃狄克与麻隆诸塞这两州的业务代表将转战纽约，她对这项决定相当满意)。如果你认为这项安排不尽理想而决定另就高职，不妨直接将我列为你工作表现的佐证对象。你大可以放心，我知道该说些什么来帮你争取新职。

衷心问候

## 第 11 篇

# 高级主管助理的 书信职责

这个职务有各种不同的名称——高级助理、董事长助理、总经理秘书、执行副总裁助理、营销副总裁助理、行政助理、执行秘书——然而不管用的是哪一个名称，担任这项职务的人都是企业高级主管的左右手，帮老板写信、拟备忘录、准备报告、出席会议。简单的说，这些左右手的任务就是尽量地让老板不用操心太多的日常行政事务，而有足够的时间去主导重要的活动与决策。

在第11篇里，你将读到一位大型食品连锁企业的总裁秘书在老板外出远行时，如何代为处理各式信函。这位总裁秘书名为柔佩塔·希克丝，她的老板是食品家庭公司的总裁，肯尼士 R. 波顿。

## 第三十章 “老板不在家”的书信应对

高级主管助理有一项相当重要的职责，就是在老板长时间出差的时候，代为处理信件。虽然那些不怎么需要特别注意的信函可以留待老板回来以后再回覆，还是不妨事先去函表示接获来信。不过，一般高级主管接到的来信经常都是有必要尽快回应的。了解状况，知道老板会如何回应的行政助理就可以在这个时候代为回信；而在替高级主管代笔时，一定要记住的是“谨慎”二字。



## 30-1

### Using Discretion in Writing for the Executive

#### **Situation**

Silas J. Monk, who represents a property management firm in Lowell, Massachusetts, writes Burton that he has learned that Food Family, Inc. is in the process of selecting a site in the suburbs of Lowell for a new store. He says he has an “ideal parcel of land in a very strategic location” on which to build a new store. He wants Burton to fly to Lowell “immediately” to inspect this “valuable” property. Roberta Hicks knows that three possible sites are being studied, with the strong possibility that one will actually be selected (not Monk’s). Hicks writes Monk an appropriate letter.

#### **The Letter**

Dear Mr. Monk:

Your letter of July 10 arrived when Mr. Burton is on an extended trip and will not return until August 10. At the moment I have no idea how to get in touch with him. He calls in from time to time, and it may be that I can talk with him about your interest in the Lowell Project. If he does call, I will discuss your letter with him and let you know his reactions to your proposal.

Thank you for writing.

Very truly yours,

## 第一节 谨慎地运用个人判断代老板回信

### 事由

席拉斯J. 蒙克是一家房地产公司在麻萨诸塞州洛威尔市的代表。在得知食品家庭公司目前正在洛威尔市郊择地兴建新店以后，蒙克去函给波顿，宣称他知道一块深具策略发展潜力的理想土地，可以提供食品家庭公司设立营业据点。他希望波顿能够“立即”搭机前来参观这一块“宝贵”的地产。柔佩塔·希克丝知道公司目前正在评估三处地点，而其中最可能雀屏中选的并非蒙克所推介的那块土地。希克丝为此回覆蒙克如下。

### 范例

亲爱的蒙克先生：

接获您7月10日来信时，波顿先生正巧在商务旅行的途中，要到8月10日才会回到公司。目前我无从联络他。不过，波顿先生偶尔会打电话回公司，届时我也许可以向他报告您对我们洛威尔分店成立计划的兴趣。如果接到他的电话，我会向他转达您来信的要旨，并知会您他对您提案的看法。

谢谢您的来信。

诚心问候

**30-2****Handling a Request to Participate in a Convention Program****Situation**

Ernest Steele, a longtime friend of Burton's, writes from Bangor, Maine, that he is attending the Young Presidents Club convention in Miami Beach on July 27-28. He wants to know if Burton is going to the convention (Steele is this year's president). If Burton plans to go, Steele would like him to give a luncheon talk on the second day.

Burton will not be attending the Miami Beach convention since he has a stockholders' meeting on July 27 and a Board of Directors meeting on the 28th. Hicks writes an appropriate letter.

**The Letter**

Dear Mr. Steele:

Mr. Burton is away on a business trip for the next few weeks, and I hasten to respond to your letter inviting him to speak at a luncheon of the Young Presidents Club in Miami Beach on July 28.

Mr. Burton has a stockholders' meeting on July 27 and a Board of Directors' meeting on the 28th. You know how much he enjoys the meetings of your organization and especially seeing many old friends. I also know how pleased he will be at your invitation to give a talk at the luncheon, which, of course, he must decline.

Just as soon as I am in touch with Mr. Burton I will mention your letter. I'm sure he will write or telephone you in Bangor as soon as he "catches up with himself."

Very sincerely yours,

## 第二节 代老板婉谢参加会议的邀请

### 事由

波顿的老友厄尼思特·史题尔从缅因州班谷市来信，提及他将出席7月27日在迈阿密海滩市举办的青年总裁俱乐部年会。他想知道波顿是不是也会参加这次的会议（史题尔是今年的理事长）。如果去的话，史题尔希望能请波顿在会议第二天的午宴上发表演说。

波顿这边没有办法前往迈阿密海滩市参加会议，因为他必须出席公司7月27日的股东大会及28日的董事会。希克丝为老板写了一封贴切的回信。

### 范例

亲爱的史题尔先生：

波顿先生目前出差在外，恐怕还要几个礼拜才会回到公司。关于您邀请他在7月28日参加于迈阿密海滩市所举办的青年总裁俱乐部午宴并发表演讲一事，请容我在此代为回复。

波顿先生他必须在7月27日出席公司的股东大会及28日的董事会。您知道他一向非常热衷于参与贵会的活动，尤其高兴能有机会与老友欢聚。我相信他也一定很高兴接受您午宴演说的邀约。然而，十分遗憾地，他不得不婉谢您的盛情。

一和波顿先生取得联系，我就会向他转达您的来信。我相信只要事情告一段落，他一定会亲自写信或打电话到班谷市给您的。

诚挚拜候

## 30-3

### Referring Problems to Others

#### **Situation**

For several weeks Harriet Evers, Vice President of Operations for Food Family, Inc. and a committee have been mulling over the problem of fixtures in the firm's new delicatessen center at the Lowell operation. None of the other stores in the chain has such a center. Evers and members of her committee have been consulting suppliers' catalogs in which such fixtures are pictured, described, and discussed.

One supplier, Springfield Equipment Corporation, writes Burton asking if a decision can be made soon so that the company can gear up to order or produce the fixtures. Hicks turns the matter over to Mrs. Evers.

#### **The Interoffice Letter**

TO: Mrs. Harriet Evers  
SUBJECT: Delicatessen Fixtures

FROM: Roberta Hicks  
DATE: July 14, 19XX

Attached is a letter from C. F. Bowman, of Springfield Equipment Corporation, asking about the company's decision regarding the delicatessen fixtures. Apparently he wants to know whether he should begin to place orders and/or produce the required fixtures.

I believe Mr. Burton told you that he would go along with the decision reached by you and your group studying this matter. If you are ready to commit yourselves to Springfield Equipment, perhaps you will want to write to Bowman. However, if there is still some doubt about a manufacturer, just return the letter to me and I'll write Bowman a "holding" letter.

Thanks!

### 第三节 转交来函请他人处理

#### 事由

由于公司计划在即将成立的洛威尔分店创设一家整个连锁企业前所未有的简餐中心，食品家庭公司的作业副总裁荷莉叶·艾芙思所主导的一个委员会，几个星期以来都在研究中心各项设备的问题。艾芙思与委员会的成员们多方参考了每一家厂商所提供的产品目录。

其中一家供应商，春田设备公司写信给波顿查询该项事宜是否已经有所决议，这样他们公司才可以着手订购或生产所需的设备。希克丝将来函转交给艾芙思女士处理。

#### 范例

##### 公司内部信函

致：荷莉叶·艾芙思

来自：柔佩塔·希克丝

主旨：简餐中心设备案

日期：19 年7月14日

随函附上春田设备公司C.F. 包曼先生询问简餐中心设备案是否有所决议来信。很明显的，他想知道是不是应该着手订购或产制所需的各项设备。

我相信波顿先生告诉过您，他将尊重您以及审议委员会所达成的结论。如果准备采用春田设备公司，也许您会想写封信通知包曼先生。不过，如果公司目前尚未决定承制厂商，请将包曼先生的来信掷回，我会去函告知对方，该案仍在审议当中。

真谢谢您！

**30-4****“Holding” Letter About a Purchasing Decision****Situation**

See Letter 30-3 on the preceding page. Roberta Hicks must write to Mr. Bowman.

**The Letter**

Dear Mr. Bowman:

Excuse my delay in answering your letter of July 10. I wanted to discuss the matter fully with Mrs. Evers (whom you know) and her group to learn where the “delicatessen” matter stands. Mrs. Evers feels that we should withhold a final decision until Mr. Burton returns to the office on August 10.

I am sure that Mr. Burton will write to telephone you within a day or two after his arrival.

Thank you for your patience, and be assured that you’ll have our decision shortly.

Very truly yours,

#### 第四节 告知对方交易有待老板回来后亲自决定

**事由** 请参阅第三十一章第三节。柔佩塔·希克丝必须回信给包曼先生。

#### 范例

亲爱的包曼先生：

延迟回复您7月10日的来信，敬请见谅。我必须先与艾芙思女士(您认识她的)与审议委员会详细讨论简餐中心设备案目前的进度。艾芙思女士认为该案最好留待波顿先生8月10日返回公司以后再作决定。

我相信波顿先生回来后的一两天内就会与您电话联系。

感谢您的耐心等待。请放心，我们会很快地知会您结果。

真诚拜候



## 30-5

### Follow-Up Letter to a Company Executive

#### **Situation**

When Mr. Burton telephone the office on July 24, he asked what had been done about the automobile leasing study that was undertaken by Curtis Watson, the Purchasing Director, and Ray Robertson, the Controller. Burton is surprised that the report has not been received, and he insists that it be completed by the time he arrives on August 10 when the national sales conference takes place. In any event, he wants Watson's and Robertson's conclusions and recommendations immediately. Roberta Hicks writes the required memo.

#### **The Memorandum**

TO: Curtis Watson  
Ray Robertson  
SUBJECT: Car Leasing Study

FROM: Roberta Hicks

DATE: July 24, 19XX

When I talked on the telephone yesterday with Mr. Burton, he asked me whether the automobile leasing study has been completed. If so, please send it to me and I'll get it to him by Priority Mail. In any event, he wants your conclusions and recommendations in his hands tomorrow so that he can study them on the plane en route. Please see that I get them today.

RH

## 第五节 转知老板的指示给相关主管

### 事由

波顿先生在7月24日打电话回公司的时候，问起交由采购处长克帝斯·华生与财务长雷·罗柏森共同研讨的汽车租赁案的进度。波顿对尚未收到报告一事颇为讶异，因此坚持报告一定要在8月10日他返回公司主持的全国业务会议之前完成。同时他也要要求华生与罗柏森无论如何要立刻让他知道商讨出来的结论与建议。柔佩塔·希克丝依照指示拟了一份备忘录。

### 范例

#### 公司内部备忘录

致：克帝斯·华生

来自：柔佩塔·希克丝

雷·罗柏森

主旨：汽车租赁案

日期：19 年7月24日

我昨天和波顿先生通过电话，他问到汽车租赁案的报告是否已经完成。如果是的话，烦请转交给我，以优先邮件寄给波顿先生。无论如何，波顿先生希望明天之前能够收到两位对该案的结论与建议，便于在商务旅行途中研究。请务必让我在今天之内收到资料。

柔佩塔·希克丝

## 30-6

### Disavowing a “True” Rumor

#### **Situation**

One of the reasons for Mr. Burton’s trip east was to look into the possible acquisition of a small chain of delicatessens called The Pickle Jar. A newspaper reporter picks up the rumor that Food Family, Inc. has purchased the delis and telephones Burton’s office for confirmation. Mr. Burton has not yet returned from the trip, and Roberta Hicks decides to write the reporter a letter.

#### **The Letter**

Dear Ms. Kaneer:

As I mentioned on the telephone, Mr. Burton, President of Food Family, Inc., is out of the office, and I can give you no information concerning the company’s acquisition of The Pickle Jar delicatessen stores.

I’m sure you know, Ms. Kaneer, that acquisitions and mergers are very common these days. For all I know, Food Family, Inc. may be in the process of studying profitable acquisitions of a dozen different companies. Pending acquisitions are hush-hush even among employees, and nothing is announced until a particular deal is a *fait accompli*. I assure you that nothing has been said here about The Pickle Jar, and I believe I would be among the first to know of our company’s plans.

Yours very truly,

## 第六节 代老板否认外界传言

### 事由

波顿先生这次的东岸商务之旅有一项主要的目的，就是参观一家公司有意收购，名为“泡菜之家”的小型简餐中心连锁企业。一家报社的记者得知食品家庭公司的收购传言后，打电话到波顿的办公室求证。波顿尚在旅行途中，柔佩塔·希克丝决定先行回函给记者。

### 范例

亲爱的坎妮女士：

正如我在电话里提到的，我们食品家庭公司的总裁波顿先生目前不在公司，我无法就收购“泡菜之家”连锁简餐中心一事，为您提供任何信息。

我相信坎妮女士您也了解，企业间的收购与合并在今天已是十分寻常的事。就我所知，食品家庭公司现在可能就有十数个不同的购并案有待评估。尚未决定的收购案即使在公司内部员工之间，也是天机不可泄漏。任何一项特定的交易在完成以前都是无可奉告。我可以向您保证，我们公司至今都未曾听说过任何关于收购“泡菜之家”的消息，而我相信如果公司有什么重大的营运计划，我一定会有一手的信息。

诚挚问候

## 第三十一章 拟备信稿待老板 签名

当老板指示助理拟妥信稿，等候签字的时候，那就表示这位助理已经拥有上司完全的信任。当然，这样的默契只有在双方共事了相当长的一段时期，助理熟谙主管的写作风格以后才会发生。第三十一章为你收录了几封等待老板签名，颇具难度的信稿。

## 31-1

### Accepting a Speaking Invitation

#### **Situation**

Professor Marvin Klein writes Kenneth R. Burton inviting him to speak to his graduate marketing class (University of Chicago) on Tuesday, November 14. At the dinner meeting, an award will be presented to the outstanding graduate marketing student of the year. Klein suggests a relatively brief talk on "New Marketing Strategies in the Food Industry," followed by a question-and-answer period with participation by the students.

Professor Klein is getting ready to print the program and would like an immediate response. On his way to a meeting, Burton says to Hicks, "Answer that with a yes, and I'll sign it."

#### **The Letter**

Dear Professor Klein:

I am pleased—indeed honored—to accept your invitation to speak at the dinner meeting of graduate marketing students on Tuesday evening, November 14.

I am especially enthusiastic about the topic you suggested for my remarks. The need for sound market research and strategies in all phases of business, including the food industry, cannot be overemphasized.

By all means go ahead with your printing of the program. In the meantime, I assume you will send more details—place, time, length of my presentation, and the number you expect to attend. Might I ask for the name of the outstanding student selected and a brief "history" of her or his achievements?

Cordially yours,

## 第一节 接受邀请发表演说

### 事由

芝加哥大学的马文·克莱恩教授写信邀请肯尼士 R. 波顿于11月14日周二出席行销研究班的毕业晚宴，发表演说。在毕业晚宴上，将会颁奖给今年表现杰出的同学。克莱恩建议波顿就“食品工业的新营销策略”为题，做一次简短的演讲，随后并有同学参与的问答时间。

克莱恩教授即将印制晚宴的议程，因此希望波顿能立刻回复。波顿在参加一项会议的途中，交代希克丝：“回信接受邀请，让我签名。”

### 范例

亲爱的克莱恩教授：

我非常高兴，更感到光荣，能够接获您的邀请在11月14日周二晚间参加贵校营销研究班的毕业晚宴，并发表演说。

我对您所建议的演讲主题尤其深感兴趣。完整的市场分析与策略拟定，对于各行各业(包括我们食品工业)的确有着无以复加的重要性。

请直接将您的议程付印。同时，我想您也会寄给我像晚宴的时间、地点，以及我演讲的长度与贵班预计的出席人数等等的详细资料。此外，我是否可以知道这一届优秀毕业生的姓名，以及她或他获奖的杰出成就？

衷心问候

## 31-2

### Saying “No” to a Request for Support

#### **Situation**

A letter to Kenneth Burton arrives from Theodore Dennison, who represents an organization called Parents for Library Censorship. Dennison wants permission to show Burton’s name in the organization’s letterhead and other printed materials as a supporter.

Roberta Hicks knows how Burton feels about strict censorship of various institutions and organizations. Indeed, Burton recently spoke out hotly about the evils of censorship to a parent-teachers group. To save Burton’s time, Hicks answers the letter for Burton’s signature.

#### **The Letter**

Dear Mr. Dennison:

No, Mr. Dennison, I emphatically refuse to give you permission to use my name as a supporter for Parents for Library Censorship. Obviously you and your members feel justified in your attempts to ban from the public library books with which you quarrel. At the same time, I feel just as strongly that no one person or organization has the right to determine what is “suitable” literature for other people.

I spoke out very strongly against library censorship at a recent parent-teachers meeting, and I will do likewise when I have the opportunity.

Very truly yours,



## 第二节 拒绝提供支持

### 事由

图书审禁制度家长促进会的代表希奥多·丹尼森致函肯尼士·波顿，希望能够征得同意在该协会的信纸表头以及其他的书面资料上，将波顿列为支持者。

柔佩塔·希克丝深知波顿对于一些提倡严格审禁制度的组织与协会的观感。事实上，波顿最近刚在一次家长与老师的联谊会上演说时，严词批评了审禁制度的弊端。为了替老板省时间，希克丝拟好了回函，等待波顿签名。

### 范例

亲爱的丹尼森先生：

抱歉，丹尼森先生，我必须严正地拒绝被列名为图书审禁制度家长促进会的支持者。很明显，查禁各位认为有问题的公立图书馆藏书，对您及贵会的会员而言，是一件理所当然的举动。然而，我个人同时深信没有任何一个人或是一个组织团体有权力为其他人决定什么才是“合适”的书籍。

我最近在一次家长与老师的联谊会上，很坚定地表明了我个人反对图书审禁制度的立场；如果以后还有机会，我将继续发表同样的意见。

衷心拜候

## 31-3

### Writing a Major Stockholder

#### **Situation**

Mrs. Estelle Weems, a major stockholder in Family Foods, Inc., writes Mr. Burton (addressing him as “Ken”), requesting that the company match her contribution of \$200,000 toward a center for the performing arts in Russellville, Arkansas. She describes the need for such a center and the contribution it would make to the community.

Of all business letters, none is more difficult than one in response to a major stockholder, especially when the stockholder asks for money for various causes. Knowing this, Roberta Hicks prepares a rough draft of a response, double spaced, and not set up in pure letter form, to make it easy for Burton to edit the letter.

#### **The Rough Draft Letter**

Dear Estelle:

I'm grateful for your letter, which arrived today.

Regarding your suggestion that Family Foods, Inc. match your \$200,000 in behalf of a center for the performing arts in Russellville, Arkansas, I will have to delay a definite response. As you may know, we have a Donations Committee that has the responsibility for distributing monies to worthy causes, and usually top management defers to the judgment of this group. In this particular instance, I suspect the Committee will suggest that the matter be taken up by the Board of Directors, since the amount is so large.

I will take the first step immediately with the Donations Committee. If their reaction is what I predict, I will pursue your proposal with the Board of Directors, which meets September 5. I am sorry there will be some delay in getting back to you, but I have no recourse.

My best wishes to you, Estelle. I do hope you plan to attend the stockholders' meeting on September 25. If so, I look forward to seeing you there.

Very sincerely yours,

### 第三节 给主要股东的回函

#### 事由

食品家庭公司的大股东爱思特丽·卫茵斯写信给波顿先生（称呼他为“肯”），要求公司效法她，捐款 20 万元给阿肯色州罗苏城的一家表演艺术中心。她在信里描述了这家中心的重要性，以及它能够回馈社区的贡献。

所有的商业书信里，最难的大概就是应对公司大股东的回信，尤其是这位大股东要求各项名目的巨额捐款的时候。知道这一点，柔佩塔·希克丝代波顿拟了一封回信。为了方便波顿修正，信稿以双行间距打成，并未遵照正式的书信格式。

#### 范例

亲爱的爱思特丽：

很谢谢你的来信，我已经在今天收到了。

关于你的建议，希望食品家庭公司追随你，捐出 20 万给阿肯色州罗苏城的表演艺术中心，这件事我恐怕没有办法立刻给你一个肯定的答复。你知道的，公司设有捐款审议委员会，专责将捐款预算分配给各个值得支持的组织团体；公司的高级主管经常都得把捐款的要求转交给委员会决定。你这次的提案，由于款项相当可观，我想委员会应该会建议由董事会负责。

我会马上进行第一个步骤，与捐款审议委员会联系。如果委员会的回应一如我所预期，我会在 9 月 5 日的董事会上提出并支持你的建议。很抱歉，要过一段时间才能回你消息，不过我实在没有别的办法。

祝你一切顺心，爱丝特丽。我希望你计划出席 9 月 25 日的股东大会，期待到时候能够在会议上见到你。

诚挚拜候

## 31-4

### Suggesting an Alternate Speaker

#### **Situation**

The Distributive Education Clubs of America (DECA), an organization of students who are preparing to enter the field of distribution, is holding its national convention in Boston on September 3-5. The young president, Jeanette Mills, writes Mr. Burton, inviting him to be the banquet speaker at the convention on the topic, "Distribution in the Electronic Age." Burton is well acquainted with DECA and has a high regard for the organization. He is honored at the invitation, but he will be in Canada the week of September 3 and cannot accept the invitation. He suggests, however, that the Director of Long-Range Planning for Family Foods, Clarence Wharton, might be a good choice. Wharton is a dynamic speaker and is deeply involved in market research. Burton has talked with Wharton, and he is available on September 3. Roberta Hicks writes Jeanette Mills, for Burton's signature, sending Wharton a blind copy of the letter.

#### **The Letter**

Dear Miss Mills:

I am greatly honored to be invited to be the banquet speaker at DECA's annual convention on September 3-5. I am very familiar with the work of DECA and have great admiration for the organization (I have spoken before numerous DECA groups). Unfortunately for me, I will be out of the country the entire week of September 3 and will not be able to be with you.

May I suggest an alternate? Our Director of Long-Range Planning, Clarence Wharton, with whom I have spoken about your invitation, would be delighted to address your group. I can assure you that Mr. Wharton is a fine speaker and knows as much as, if not more than, I about distribution in the electronic age. If you are interested in pursuing this suggestion, I recommend that you write directly to Mr. Wharton at this address. If you have someone else in mind, he will understand, as will I.

I hope your convention is the best you could possibly hope for!

Sincerely yours,

bcc: Clarence Wharton

## 第四节 回函建议替代的演讲者

### 事由

由有志从事分销流通业的学生们所组成的美国分销教育俱乐部，即将于九月五日在波士顿举办全国会议。年青的理事长珍娜特·密尔斯写信邀请波顿先生出席宴会，就“电子时代的分销流通业”这个主题发表演说。波顿不但熟知而且相当推崇美国分销教育俱乐部这个组织。对于能够受邀演讲，波顿感到十分荣幸，但是在9月3日这个星期，他必须到加拿大出差，无法接受演讲的邀约。不过，波顿建议了一位理想的替代人选：食品家庭公司长程计划处的处长，克拉伦斯·华顿。华顿是一位充满活力的讲者，对市场研究有深切的体验。波顿已经先向华顿提过演讲的邀请，确定他在9月3日有空。柔佩塔·希克丝拟妥了一封给珍娜特·密尔斯的回信，等候波顿签字，同时也准备了一份未署名的副本给华顿参考。

### 范例

亲爱的密尔斯小姐：

你来信邀请我出席美国分销教育俱乐部9月3日到5日的全国会议，担任宴会的演讲者，真是令我备感光荣。我非常熟悉并且相当敬重美国分销教育俱乐部的工作（我曾经多次出席贵部的分会演讲）。很可惜的，9月3日这整个礼拜我人都会在国外，无缘参与盛会。

我是不是能推荐您一位替代的演讲者？我们公司长程计划处的处长克拉伦斯·华顿，在我知会他以后，很高兴能有机会出席贵部大会，发表演说。我可以向你保证，华顿先生不但是一位杰出的演说家，而且他对电子时代的流通分销策略的了解，比起我个人来说，真是有过之而无不及。如果你认为这项建议可行，我想你不妨直接写信到我公司与华顿先生联系。如果你另有理想人选，华顿与我也都能理解。

祝福贵部今年的大会能如你所希望的空前成功！

诚挚问候

信稿副本致：克拉伦斯·华顿

**31-5****Responding to a Letter of Praise  
About a Speech****Situation**

Marilyn Garvey is Administrative Assistant to the President of Keystone University, Pamela Moore. Moore gave a commencement speech at the University of Fort Lauderdale in May. Shortly thereafter, Dr. Moore received a highly complimentary letter about the speech from the Dean of Students, along with a check for \$500. Garvey writes a response for Pamela Moore.

**The Letter**

Dear Betha:

You were very generous in your comments about my address at the University of Fort Lauderdale Commencement. To tell you the truth, I enjoyed expounding on my "learning is forever" theme much more than anyone in the audience could have enjoyed hearing about it from me. A great group of graduates (how proud you must be of them!), a distinguished faculty, and overwhelming hospitality—what more could a commencement speaker ask for?

I am returning your check for \$500, not because I don't appreciate the generous gesture, but because I think the money can be put to much better use—in one of your scholarship funds, perhaps. But I'll leave the decision to you.

Thank you for the many courtesies while I was in Fort Lauderdale. It was an experience that I will long remember.

Sincerely yours,

## 第五节 回应感谢演说的来函

### 事由

玛里琳·葛薇担任楔石大学校长潘密拉·摩尔的行政助理。摩尔曾于5月间应邀在罗德岱堡大学的毕业典礼上发表演说。不久之后，对方的教务长来信盛赞摩尔博士的演讲，并附上了一张500元的支票作为谢礼。葛薇为此代潘密拉·摩尔拟好了回信。

### 范例

亲爱的蓓莎：

你真是太大方了，那样地赞美我在罗德岱堡大学毕业典礼上的演讲。老实说，比起当天的任何一位听众，我自己更高兴能有机会阐述(学习是一生的志业)这项我所坚信的理念。一群优秀的毕业生(你一定非常为他们感到骄傲！)、许多杰出的学者教授，以及盛情的款待，对一位应邀在毕业典礼上致词的演讲者来说，真是夫复何求！

我随函寄回你那张500元的支票，当然不是因为我不懂得感激你的好意，而是我相信这笔钱可以做更有效的利用，比如说用作你们学校的奖学金经费。不过，怎么运用就交给你决定了。

谢谢你对我在罗德岱堡期间的种种招待。那真是一次叫人长久惜取的美好经验。

诚挚问候

## 31-6

### Thanking a Reader for Favorable Comments

#### **Situation**

Edward Benjamin, Director of Public Relations for Capital Cities Forest Industries, recently ran a series of advertisements in several national publications. The responses to these ads have been highly favorable. Benjamin decides to write a form letter to answer the accolades that have been received. He asks his assistant, Edwin Coulter, to draft a reply for his examination.

#### **The Letter**

Dear Ms. Parkinson:

You were very thoughtful to write praising our series of ads in several national magazines. I am delighted, of course, that you enjoy these pieces and find them provocative and stimulating. This is exactly what we and our advertising agency had in mind when the series was planned.

Your suggestion that we give more emphasis to creatures of the wild is very appropriate. We are now planning six ads that will emphasize the importance of protecting our wildlife, especially endangered species. Watch for them, and, if you have time, give us your impression of these ads.

Thanks for writing. Your letter boosted our spirits!

Cordially yours,



## 第六节 回应读者的好评

### 事由

首都林业的公关处长爱德华·班哲明最近在几份全国性的刊物上登载了一系列的广告，收到了相当的好评与回响。班哲明因此决定写一封制式的谢函，回复读者赞许的来信。他指示助理艾德文·考勒拟好草稿，方便他修改。

### 范例

亲爱的帕金逊女士：

感谢您如此周到地来信赞许我们在全国性刊物上所刊登的广告系列。我实在非常高兴您喜欢广告所传达的信息，认为它们相当的发人深省与鼓舞人心，因为这正是我们与广告代理商在企划之初所希望达到的目标。

您希望我们加强野生动物保育这项议题的建议相当的中肯。我们目前正在着手制作一式六份的广告系列，强调保育野生动物，特别是濒临绝种的野生动物的重要性。敬请期待，如果您有时间，更希望能让我们知道您的观感。

感谢您的来信，让我们的士气大振！

衷心问候

## 第 12 篇

# 处理公司与员工关系的信函

在我们急于讨好客户与其他具有影响力的人士时，经常疏忽了一项事实，那就是公司的员工才是公关经营最重要的对象。高级主管们都懂得要把握机会，经常赞美、恭贺与感谢外界人士，却极少想到对待自己公司的员工也应该一般地殷切。

员工所能得到的最佳奖赏其实不费分文，只是希望自己的努力与成果能够得到公司的认同或嘉许。这样的事，主管大可以向员工面对面地大方表达（能当着大家的面更好）。不过有些时候，能从老板或是同事那里接获来信，赞许自己的表现，对一位员工而言别具深意。经由彼此交谈的赞许或是公开的表扬，都同样会让人心存感激，这当然是毋庸置疑的。不过口头的嘉奖毕竟一闪即逝。书面的文字不但具体，而且永恒，可以和家人以及亲朋好友共同分享，收信人在需要鼓舞的时候，还可以借着读信来提振士气。

## 第三十二章 恭贺信与谢函

当然，主管们不必因为员工尽职尽责、做好分内工作就特意去函感谢或嘉许。这样的信函应该用在员工有特殊成就或是杰出表现的时候。提到这点，问题就出现了，什么才是特殊？怎样才算杰出？有一些员工常有创新的企划与优秀的工作效率让主管印象深刻。如果这样的员工一有值得称许的表现，主管就写信道贺感谢，那么很快地，原本意义深重的鼓励就会质变为平淡无奇的公式了。因此，主管们可以在员工的表现让人欣赏的时候，给予口头嘉许，而只有在员工有“非凡”的成绩时，才提笔写信。

收到嘉许的信函对于一般员工才是最具意义的鼓励。在有值得嘉奖的表现时，接到一封来自上级恭贺致意的信函，对于那些工作努力却不常受到公司高层注意的基层员工而言，别有一番不同凡响的效果。主管们必须根据员工本身的能力来调整自己对“值得嘉奖”的定义。一项对于一位十分有才能与效率的员工而言易如反掌的工作，对另一位能力普通的员工来说，可能需要像满垒全垒打那样的天时地利人和。写封信恭喜一位不起眼却脚踏实地的员工能够达到双重效果：写信的人会因而心情愉快，收信的人则是士气大振而以加倍的工作效率回应。

然而，的确有些时候公司的全体员工都值得收到老板的谢函，比如说公司的周年志庆、外界对公司有所肯定，或是部门主管获得重要的晋升。

撰写恭贺信函谢函所应该掌握的要点如下：

- 
1. 语气必须亲切、温馨。
  2. 必须明确地叙述同事的特殊成就。
  3. 必须要信而有据，不要过度夸张。
-

## 32-1

### **Congratulating an Employee on a Job Well Done**

#### **Situation**

Louise Kemper, Personnel Vice President, writes a letter of appreciation to Christopher Langan, an employee in the Data Processing Division who has served effectively as chairperson of the New Employee Orientation Committee during the past year.

#### **The Letter**

Dear Chris:

Thank you for serving as head of the New Employee Orientation Committee during the past year.

Under your leadership, our employee orientation program has become the most effective instrument we have for educating new people about the company—its past, present, and future; its people, policies, and procedures; its high standing in the industry. I'm confident that new people now adapt more quickly to their new environment and bring to their jobs a good feeling about Boughton's—so important to morale and productivity.

I have been especially pleased at the variety of your programs, the professional yet interesting manner in which the speakers brought off their presentations, the effective use of visual devices, and your allowance for participation by the new employees themselves.

You ran a good show, Chris, and I am deeply grateful.

My best to you,

cc. J. R. Dykman

[Christopher's boss]

## 第一节 恭贺并感谢员工杰出的工作表现

### 事由

一家企业的人事副总裁路易斯·坎柏写信给资料处理中心的同仁克力斯多福·蓝根，感谢他去年一年来担任新进员工培训委员会主席时的杰出表现。

### 范例

亲爱的克力斯：

谢谢你去年一整年担任新进员工培训委员会的主席。

在你的领导之下，我们的员工培训课程成为公司教育新进员工最有效的方式，让大家清楚地了解公司的过去、现在与未来，熟悉我们的人力资源、经营理念、工作流程，以及在业界的地位。我相信新进员工们现在都能以更快的步伐来适应新的环境，怀抱着一份对我们包顿企业的信心，投入工作，这对整个公司的士气与生产力的提升是何等的重要。

我尤其喜欢你所设计的课程的多样性，讲师们专业而活泼的授课方式，还有你充分运用可视化的辅助教材的巧思，以及提供新进员工主动参与的空间。

克力斯，你的表现无需再说，让我向你深深致谢。祝

事事顺心

副本致：J. R. 戴克曼(克力斯的直属上司)

## 32-2

### Congratulating an Employee on a New Management Concept

#### **Situation**

In visiting the suburban warehousing and distribution center located about 30 miles from the home office, the company president is impressed by the way in which the operations Vice President (also housed in the home office) has established communication between headquarters and suburban-based employees. The president writes to compliment the Operations Vice President on the idea and tell him how well it is working.

#### **The Letter**

Dear Morrie:

I enjoyed sitting in on your new Joint Management Group get-together at Industrial Park on Tuesday.

I learned a lot from the experience. I realized perhaps for the first time how important it is for home-office brass to make themselves available to employees who labor in warehousing and shipping—miles from the home office—and have up to now been sort of invisible.

Surely this new committee, with its monthly get-together, smooths the lines of communication and gives those in the hinterlands a feeling of importance and belonging. It was easy to see that a lot of problems can be quickly solved when there is complete candor in an informal setting. Everyone seemed to feel free to unload his or her pet peeves without fear of recrimination. Now *that's* communication!

The plant tour was a treat, too. After it was over, I came away feeling that the employees at Industrial Park know we know what they are doing and how well it is being done.

Congratulations, Morrie, on this idea. I hope you'll invite me another time. Can we have pizza and beer again for lunch?

Yours sincerely,

## 第二节 恭贺并感谢员工优秀的管理理念

### 事由

一位企业总裁在巡视了离公司总部三十多里，位于市郊的仓储分销中心以后，对同样在总部办公的作业副总裁联系总部与分支机构员工间沟通的方式相当欣赏。总裁因此写信赞许副座与他实行管理理念的成效。

### 范例

亲爱的莫瑞：

我很高兴能参加你们新设的联合管理小组星期二在工业园区举办的聚会。

这次的经验让我学到许多东西。这大概是我第一次了解到，在总部高级主管与仓储分销中心之间维持流畅的沟通渠道是多么重要的一件事。远离总部，负责进货、出货的员工过去一直被忽略了。

这次的小组，每个月定期聚会，有效地活络了双方的沟通，让据守外地的员工感受到一份归属，肯定自己的重要。在毫无拘束的环境里，大家都比较愿意开诚布公，很快地把问题解决。每个人都能轻松地说出长久压抑的心声。这样才叫沟通！

实地参观整座中心也是一大丰收。离开的时候，我感觉园区的同仁们终于知道总部的上司不但知道他们在做什么，更知道他们做得很好。

恭喜你，莫瑞，想出这么好的点子。希望你改天能再邀请我参加聚会。中午还是叫比萨，喝啤酒，你说怎么样？

诚挚问候

**32-3****Congratulating an Employee for an Outstanding Report****Situation**

The executive vice president of Engineering Resources, Inc. receives a very impressive report from a fairly new employee (an engineer) in which she proposes a new potential market for the company. He writes to offer congratulations for the excellent report and emphasize its importance to the company.

**The Letter**

Dear Clarissa:

Congratulations on the report, "Energy Management—A New Market for Engineering Resources, Inc."

Although I have been seeing a good deal in the trade press recently about the growth of building energy consulting, I was not really aware that the demand was so explosive. Yet your report makes perfectly clear that this is a logical development in a period of economic slowdown and escalating fuel costs. I especially enjoyed the reprints you supplied of articles from leading business papers and professional journals.

The conclusions and recommendations in your report deserve very careful study, and I am sending copies to all the members of the development and planning group for their reactions. Later this month I will schedule an all-day meeting with these people at the Olympic Club. I want you to be there, and I will let you know the date and time. For the moment, I suggest that you jot down October 26 on your calendar as a tentative date.

Sincerely,



### 第三节 恭贺并感谢员工出色的报告

#### 事由

工程资源公司的副总裁收到一位新进员工（一位工程师）的报告，十分精辟地分析一处值得公司开发的潜在市场。副总裁为此去函嘉许她的表现，并强调报告对公司的重要。

#### 范例

亲爱的克莱芮莎：

恭喜你写出“能源管理——工程资源公司的新市场”这样出色的报告。

虽然我最近在业界的出版品上读到不少文章，提及建筑物能源管理这项业务的勃兴，但是我并不知道原来市场上的需求是如此的殷切。你的报告清楚地点出，因应经济的不景气与不断攀升的燃料费用，发展能源管理的确是颇合逻辑的对策。我特别要谢谢你所提供，刊载于权威专业与商业期刊上的文章影印本。

你所提出的结论与建议值得深入研究。我会把你的报告影印分送给研发与企划小组的每一位成员，详细地阅读、评估。稍后在这个月底，我会于世运俱乐部召开一次全天的会议，与小组成员共同讨论。我希望你也能出席。详细的日期与时间，我会再联络。不过，现在你不妨在日历上26日那格打上记号，作为暂订的日期。

诚挚问候

**32-4****Congratulating an Employee on an Anniversary****Situation**

Martha Olson joined Atlantic Mills 15 years ago as a Secretary to the Director of Purchasing. After five years she was promoted to Assistant Director, and when her boss retired four years later, she was named Director. On the occasion of her fifteenth anniversary, a special luncheon is being held in her honor and hosted by the president. Immediately following the luncheon, the president wants to congratulate Olson again, this time by means of a personal letter (not a memorandum).

**The Letter**

Dear Marty:

I meant what I said at the luncheon yesterday: I really can't remember when Marty Olson was *not* our director of purchasing. Six years isn't that long, but you have filled your role so competently and all of us have relied on you with such confidence that it is hard to separate the name from the function.

But you have won our esteem for personal as well as professional attributes. You have that wonderful gift of gaining friends and loyal supporters while maintaining the highest standards of purchasing management, and few are blessed with it.

As we continue to grow, the purchasing function will have an increasingly important role at Atlantic Mills. I hope you anticipate the challenge; certainly, there's no doubt that you will rise to it.

Warm personal regards,

## 第四节 于就职周年纪念日感谢员工长期的服务

### 事由

玛莎·奥森在 15 年前进入大西洋面粉厂担任采购处长的秘书，五年以后升任为副处长。再过四年，玛莎的直属上司退休，她接任了采购处长。在任职届满 15 周年那天，由公司总裁主持，为她特别举行了一次午宴。第二天，总裁决定再次向玛莎致谢，这次用的是私人信函(并非备忘录)。

### 范例

亲爱的玛莎：

我昨天在午宴上说的句句实话：我真的不记得有哪天玛莎·奥森不是我们的采购处长。六年虽然不算太长，不过你这角色扮演得那么称职，以至于我们完全放心地依赖着你，紧紧地把你的名字与工作连在一起。

大家尊敬你，不只是因为你的个人魅力，也因为你的专业能力。你拥有那种只有少数人才有幸具备的天分，能够很快地交到朋友，赢得忠实的支持，同时还能维持高水准的采购管理能力。

随着公司不断成长，采购的功能对我们整个大西洋面粉厂也将愈显重要。我希望你能预见未来的挑战，当然，我更相信你会迎向前去，漂亮出击。

亲切祝福

**32-5****Congratulating a New Member of the Twenty-Five-Year Club****Situation**

Robbins Metals Corporation honors employees who have worked for the company for 25 years by inducting them into its Twenty-Five-Year Club. It's a gala occasion, held in a hotel ballroom, at which inductees are presented with an engraved silver bowl. Just as soon as an employee's eligibility is announced—prior to the dinner and induction ceremonies—the president writes a letter of congratulation to honor the employee and express appreciation for loyal service.

**The Letter**

Dear Sidney:

I consider it a distinct privilege to congratulate you on the completion of 25 years at Robbins Metals Corporation and to invite you to become a member of the Twenty-Five-Year Club.

As far as I am concerned, there is no group as important, for it is they who have contributed the most to our growth and our good name. I hope you look back on those years with great satisfaction and pride. It's a grand achievement, and I want you to know how much I personally appreciate your loyalty and confidence.

Shortly you will receive an invitation to the annual Twenty-Five-Year Club Dinner at which you will be formally inducted. I look forward to seeing you there and congratulating you in person on becoming a member of this very exclusive group.

Sincerely,

## 第五节 恭贺并感谢员工服务届满25周年

### 事由

为了向资深员工致敬，罗宾斯金属工业都会邀请年资满 25 年的同仁加入二五人俱乐部。新人入会是一项庆典般的盛会，一定是在饭店的大礼堂举行，新进会员还会获颁一只刻字的银杯。最近公司刚有一位员工年资届满 25 年，总裁于是赶在人会议式举行前，先致函道贺并感谢员工多年来的忠诚服务。

### 范例

亲爱的希德尼：

能够在这里恭贺你在我们罗宾斯金属工业服务届满25周年，并成为二五人俱乐部的一员，真是我无比的荣幸。

对我来说，公司没有任何其他的团体比二五人俱乐部来得更加重要，对公司的成长与商誉有更多的贡献。我希望你在回首过去这段岁月的时候，内心充满了满足与骄傲。这是一项非凡的成就，而我希望你知道我个人对你的忠诚与支持有多么地感激。

很快地，你就会收到正式的邀请函，出席二五人俱乐部的年度晚宴，正式被接受入会。我期待在晚宴上亲自恭贺你成为这个独一无二的俱乐部的生力军。

诚挚问候

**32-6****Congratulating an Employee for  
Community Recognition*****Situation***

The owner of a small manufacturing company in a resort area learns that an employee has been elected president of the local Chamber of Commerce. The owner writes the employee to extend congratulations and offer support.

***The Letter***

Dear Julie:

I've just heard the good news that you have been elected president of the Ocean Isles Chamber of Commerce. Congratulations!

During the few years the Chamber has been in existence, it has done a remarkable job of attracting new industry, professional people, tourists, and retirees to this community. And now that you're president, I expect the Chamber to achieve even bigger things during the next three years.

The Chamber has always had our support, but our resolve is now stronger than ever to contribute to its growth and success. Best wishes and good luck.

Sincerely,

## 第六节 恭贺员工杰出的社区服务

### 事由

位于一处游览胜地的一家小型制造商的老板，在得知自己有位员工获选为当地商会的主席以后，特别写信向员工道贺并表达支持之意。

### 范例

亲爱的茱莉：

我刚得知你被推选为我们海岛市商会的主席，这是多么值得庆贺的好消息！

商会成立以来，成果卓著，为整个社区引进了许多新的工商企业、专业人才、观光客与退休人士。现在由你担任主席，我相信商会在接下来的三年里一定能呈现出更加傲人的成绩。

公司一向支持商会，不过现在我们与商会共同茁壮成长的信念更加坚定了。祝你一切顺利。

诚挚问候

## 32-7

### Writing a Letter of Congratulation to the Boss

#### **Situation**

Stanley Fontana, formerly Assistant Personnel Manager of Consolidated Supply Corporation, was recently promoted to the position of Vice President and Personnel Director. He received several letters of congratulation, and the following is typical. It came from the Supervisor of Recruitment and Placement in the Personnel Division.

#### **The Letter**

Dear Stan:

Your elevation to Vice President and Personnel Director was great news! Although the announcement was no surprise, count me among those who yelled "Hallelujah!" when the news became official.

I'm not only pleased about this advancement for you. I'm also happy that the Personnel Division has come to mean so much to the company that its new titular head has been awarded the title of Vice President.

You must know how I feel about this, Stan. I really enjoy working with you; you're one in a million when it comes to imagination, ideas, and human relationships. You're responsible for my being in the company, and I've never regretted the decision to join you.

Sincerely,



## 第七节 恭贺上司荣升

### 事由

联合器材供应公司的人事副处长史丹利·方谭那最近荣升为副总裁兼人事处长。他为此收到了许多道贺的信函，以下就是一则范例。写信的是人事处的员工招训主任。

### 范例

亲爱的史丹：

你升任副总裁兼人事处长真是一则好消息。虽然这一点都不意外，但是当人事任命正式公布以后，许多人都高兴地喊着“哈利路亚”，我当然也是其中之一。

我不但为你的升职高兴，更为我们人事部门感到欣慰，因为公司对人事处的重视程度高到授予我们的部门主管副总裁的职衔。

你一定知道我现在的心情，史丹，我真的很高兴能与你共事。不论是想像力、创造力，还是人际关系，你都是百万选一的顶尖高手。你是吸引我进入公司的一项主因，而我一点也不后悔加入你的行列。

诚挚问候

**32-8****Responding to Congratulations  
on a Promotion****Situation**

See Letter 32-7 on the preceding page.

**The Letter**

Dear Pauline:

I can't think of anyone I'd rather have a letter from on my promotion than you.

You mentioned my influence that led you to join Overstreet-Wilson in 1990. Well, I'm very proud that I can claim credit for that valuable acquisition. I don't honestly know how I could do without you.

Thank you, Pauline, for your very thoughtful letter.

Yours,

## 第八节 感谢员工来函道贺

事由 请参阅第三十二章第七节。

### 范例

亲爱的宝玲：

在所有祝贺我升职的信里，最让我欣喜的就是你的来信。

你提到我的影响，促使你加入我们联合器材供应公司。老实说，能为公司举荐像你这样优秀的人才，我更是感到兴有荣焉。我真不知道长久以来少了你的协助该如何是好。

谢谢你，宝玲，谢谢你亲切的来信。祝

顺心

## 第三十三章 给退休员工的信函

对多数人而言，长期服务以后，退休是令人欣喜的期待。这并不是说这些人不喜欢工作，而是他们盼望能在没有工作压力，没有完成期限与没有机械化例行公事的环境里，开拓一种全新的生活方式，自由自在地率性而为。

有的人却是终其一生都希望能够执守工作岗位，他们深爱自己的工作，相信自己一如40年前一般的精力充沛，无法想像不必工作以后的无所事事。有的人则是因为健康的关系，被迫提早退休。

不论如何，所有待退的人都喜欢收到员工来信肯定自己的成就，知道大家都会想念即将退休的自己。

## 33-1

### **Congratulating an Employee on Retirement—A Happy Occasion**

#### **Situation**

The financial Vice President of Watson-Ferguson Corporation, an employee for 45 years, retires. He is honored at a special retirement party. The president of the company wants to follow up with a personal letter to offer congratulations and express warm appreciation.

#### **The Letter**

Dear Herb:

I was a mite surprised at the gift presented to you on the occasion of your retirement party—a really beautiful set of golf clubs. I happen to know that you are not a golfer, and when I asked someone about the gift, the answer was: “That’s what Sheila said Herb wanted most of all. He doesn’t play now, but he’s determined to learn.”

Of course, I shouldn’t be surprised. You’ve been constantly pursuing new challenges throughout your 45 years at Watson-Ferguson, and I can’t think of one that you didn’t master. It’s that fierce determination—tempered with a delightful Hoosier wit and practical-mindedness—that has made you such an outstanding financial executive. Why not golf, indeed!

We will miss you, naturally, but our gloom is brightened somewhat by our vision of your chasing the little white ball all over Hilton Head Island. That, by the way, sounds like a lot more fun than juggling debentures and arguing with security analysts.

Muriel joins me in wishing for you and Sheila many happy years in the Sun Belt. Be sure to drop in on the folks here at W-F when you get to Cleveland.

Best personal regards,

## 第一节 恭贺与祝福——员工荣退

### 事由

华生—富格森实业的财务副总裁在服务了 45 年以后即将退休，公司特地举办了一场宴会向他致敬。会后，总裁亲自去函再度恭贺副座荣退，并借此表达个人深切的谢意。

### 范例

亲爱的贺柏：

你在退休晚宴上所收到的贺礼，那套非常漂亮的高尔夫球杆，有点让我讶异，因为我知道你是不打高尔夫球的。结果问了别人才知道答案：“雪拉说贺柏最想要的就是一套高尔夫球杆。他现在不会打，不过却下定决心要学好。”

这个答案倒是一点都不令我惊讶。在我们华生—富格森实业45年来，你每次都是勇往直前，迎向挑战，而就我记忆所及，一次也没有失败过。是你那份坚定的决心，平易近人的机智与实事求是的精神，让你超越挑战，成为杰出的财务主管。高尔夫球，那有什么问题！

我们一定会想念你的，不过只要一想到你在希尔顿岛峰球场上追逐着小白球的那幅景象，少了你在我们身旁的那份怅惘似乎也不是那样难耐了。追逐白球，想必要比核算公司债券或是激战股市分析师来得有趣许多。

慕芮儿和我祝你与雪拉在光环市的生活一切平安愉快。记得有空到克里夫兰来的时候，不要忘记到公司来探探老友们。

亲切祝福

## 33-2

### Extending Good Wishes to a Reluctant Retiree

#### **Situation**

Edwin Millspaugh, 70, is being retired by his company. It is not a happy event for him; he is one of those who believe that no one should be forced to retire as long as he or she is productive. However, company policy requires this action. His immediate boss, the Controller, writes a letter to express appreciation for past service and extend warm wishes for the future.

#### **The Letter**

Dear Edwin:

I know that you're not especially thrilled to be retiring at the tender age of 70, so I won't congratulate you. But I do want to express my appreciation to you.

You can always look back with pride and satisfaction on your 47 years at Gemstrand. No one knows more about manufacturing cost control than you, Edwin, and I can recall hundreds of occasions when your sharp pencil and keen mind guided us in making intelligent decisions. You have been a valuable ally and friend.

I hope you will find new and exciting ways to use your know-how, Edwin. We will certainly miss you, and I extend to you every good wish for health, happiness, and satisfaction in the years ahead.

Cordially,

## 第二节 感谢与祝福——仍有心服务的退休员工

### 事由

70岁的艾德文·米尔斯帕福最近依公司指示，必须退休。对他而言，这并不是一个让人关心的好消息，因为他是那种相信只要员工仍有效率，就不该轻言退休的人。然而，公司的政策还是必须加以贯彻。他的直属上司，也就是公司的财务长，为此写信给他，感谢他长年以来的贡献，并祝福他未来一切顺心如意。

### 范例

亲爱的艾德文：

我知道你对于在人生70才开始的时候就要退休，并不感到特别兴奋，所以我也不便恭喜你。不过，我却一定要表达我对你的感谢。

你大可以心怀骄傲与满足地回顾你在我们简史垂德实业47年来的表现。艾德文，没有人比你还要更了解生产事业的成本控制，我记得公司有无数次都是靠着你的利笔与锐眼，才得以做出明智的决策。我一直将你视为重要的工作伙伴与好友。

艾德文，我希望你能找到让自己的专业能力得以尽情挥洒的新舞台。我们一定会想念你的，我更祝福你在未来身体健康，平安喜乐。

亲切问候



## 33-3

### Writing an Employee Retiring for Health Reasons

#### **Situation**

Patricia Brogden has been in charge of the library at McKinsey and Knoblett ever since it was set up 22 years ago. Recently she has been in poor health, and she has been advised by her doctor to seek a dry climate. She has resigned and plans to live in Arizona. Her immediate superior, the Director of Personnel Services, writes her a letter shortly before her departure to express regret on the condition of her health, review her accomplishments, and extend best wishes for the future.

#### **The Letter**

Dear Patricia:

I have already told you how distressed I am that, because of health, your doctor has persuaded you to move to a mild, dry climate. The only satisfaction I can get from this development is that where you're going, you'll be a lot more comfortable and stand a good chance of full recovery. That's the important thing; the great void your leaving creates here must not even be considered.

Some people say that those who leave a company are quickly forgotten, and I guess that's true in some instances—but *not* in your case, Patricia. You've made such an imprint here by establishing and operating one of the most respected professional libraries in the country that your presence will be felt for many years to come. My association with you has been one of the genuine rewards of working at McKinsey and Knoblett.

I hope and expect that you will find living in Arizona truly delightful. I have a suspicion that when your health permits, you may look for an opportunity to use your expertise in librarianship in that area. If you do, I would be honored to have you use my name as reference.

Warmest personal wishes,

### 第三节 感谢与祝福——员工因病退休

#### 事由

自从麦肯锡—诺柏列特联合事务所在 22 年前成立以来，派翠席雅·伯登就一直负责管理公司的图书室。最近，她的健康情形并不理想，医生建议她最好搬到天气较为干燥的地区居住。她因此决定辞职，搬到亚利桑那州。她的直属上司，事务所的人事部长，在她出发的前夕特地去函关心她的健康，回顾她的事业成就，并祝福她将来一切顺利。

#### 范例

亲爱的派翠席雅：

我说过，为了你的健康，医生建议你搬到气候温和干燥的地方居住，这件事真的让我感到十分难过。不过，你决定退休，还是有令人欣慰的一面，那就是你即将搬去的地方会让你过得更加舒适，更有希望让你的身体完全康复。这是对我来说最要紧的事；你离职以后留给我们的遗憾同空虚，相较之下，显得微不足道。

有人说，离开公司的人很快就会被遗忘。我想这句话有些时候是真的，不过，绝对不适用你的情形。派翠席雅，你一手建立与管理的专业图书室，水准之高，在全国堪称首屈一指，这样的成就，在所有员工的内心留下深刻的印象，让大家在未来都会时时想念你的身影。我自己在麦肯锡—诺柏列特联合事务所服务期间最大的收获之一就是与你共事的经验。

我希望，同时也相信你在亚利桑那的日子会过得十分愉快惬意。我也在猜想说，一旦健康情形好转，你大概又会想找一份工作，好好地发挥你图书管理的专长。如果真是这样的话，将我列为你工作表现的佐证人选之一，将是我个人的一项殊荣。

衷心祝福

## 第三十四章 慰问信

最难適切表达的信函之一就是写给经历巨大创伤的朋友的慰问信。几乎所有我们能想到的安慰话语都显得平凡而无助，因为不论我们多么地诚心，悲伤终究还是属于个人的体验，唯有时间能够化解。然而，我们还是没有办法完全无视好友的伤心悲痛，无情地冷眼旁观。

今天，大多数的人都借着亲自探访遗属来表达同情之意，不管是在公司或是到家里，实际的殷切关怀比起纸上的文字更能够抚慰人心。有的人会体贴地送给遗属一些像盆栽植物或书这样的小礼物，附上一张的短笺，写着“我们同样深爱着她”或是“杰克的友谊对我别具深意，我会想念他的”这样的信息。卡片加上亲笔的慰问也是时有所见的方式。

但是，还是有一些特殊的场合，只有私人信函得以传达慰问之意。情况因人而异，只有当事者自己知道什么时候该提笔写信。

撰写慰问信有四点应该把握的原则：

- 
1. 简洁地表达你的悲悼之意；滔滔不绝的同情慰问有时候反而会弄巧成拙。
  2. 回想与逝者相处的快乐时光，叙述时避免引人伤怀。
  3. 谦虚地点出自己愿意提供的帮助。
  4. 记得用私人的信纸，而不是印有公司名称的公务用纸，同时要亲笔手写。
-

## 34-1

### Death of an Immediate Supervisor and Close Friend

#### **Situation**

Assume that your immediate supervisor passes away. His death was not unexpected—he had been seriously ill for months. You felt very close to him for many reasons, and you feel compelled to write a letter of condolence to his widow, also a personal friend.

#### **The Letter**

Dear Sarah:

Larry's death has saddened me beyond words. Although not totally unexpected, it is still hard for me to accept.

I'm sure you know, Sarah, the enormous influence Larry had on me personally and on my career. He was the first person every to say to me: "Carl, you have a special gift. I'm going to do all I can to see that it is developed to its fullest." He then proceeded to do just that, and during our eight years together, he never lost faith in me and was, of course, largely responsible for the success I have achieved.

I suppose most successful people somewhere along the line were singled out by a wise and generous mentor who guided and shaped their careers. Mine was Larry. I shall miss his counsel. Indeed, I do already. Every time I have a hard problem to solve, I ask myself, "What would Larry have done?"

I hope, Sarah, that Emily and I can continue our friendship with you. If ever you feel the need to get away for a quiet rest, our little cottage on Sequoia Lake (which I'm sure you remember) is always open to you. I've had a key made for you, and it is enclosed.

Affectionate regards,

## 第一节 慰问家属——直属上司过世

### 事由

假设你的直属上司不幸过世。他的去世来得并不突然，过去几个月来他一直是缠绵病榻。由于各种原因，你觉得与他生前十分亲近，应该写信安慰他的遗孀，他的太太也是你认识的朋友。

### 范例

亲爱的莎拉：

赖瑞过世带给我的悲伤，实在无法以言语表达。虽然不是晴天霹雳，我还是没有办法接受这个事实。

莎拉，我相信你了解赖瑞对我个人与我的事业有多么深远的影响。“卡尔，你有一种特别的天分。我一定要尽我所能，让你的天分完全展现出来。”赖瑞是第一个对我这样说的人。而他也信守承诺，在我们共事的这八年当中，他对我的信心从未稍减。我今天的成就无疑有一大半要归功于他的支持。

我想大多数的成功人士，在他们的职业生活中，一定受过慷慨、睿智的伯乐的赏识，引导他们迈向成功之路。赖瑞就是我的良师。我将会永远记住他的教导，事实上，我现在就已经开始想念他了。每次我遇到难题待解的时候，我就会问我自己：“赖瑞会怎么做呢？”

莎拉，我希望你愿意同我和爱蜜莉继续维持友谊。如果你有需要离开城市，独自静思的时候，我们在杉湖的别墅(我相信你还记得它)永远为你开放。我为你复制了一份钥匙，随函附上。

深情祝祷

## 34-2

### Sympathy on the Event of a Serious Illness

#### **Situation**

Robert Harrell, age 45, is assistant to the president of a medium-size company. Rob is a demon for work—one of those who burn the candle at both ends. Recently he has had a heart attack and is in the hospital. Early reports seem encouraging, but Rob's condition remains serious. The president writes Mrs. Harrell both to express concern and try to ease some of the worries she may be experiencing.

#### **The Letter**

Dear Kitty:

I was shocked and distressed to learn of Rob's heart attack, and I won't rest easy until I learn of his full recovery.

Knowing Rob, I suspect that when he surmounts this crisis, he will be champing at the bit to get back to his job here. But you mustn't let him. Although his presence will be sorely missed, we'll find a way to cover his desk while he is away—perhaps not nearly as well as he would like, but as best we can. Please insist that he follow the doctor's prescribed routine for convalescence, with no thought for any other responsibility he may feel. We want him back, of course, but not until the doctor says he *should* return. In the meantime, Rob will remain on full salary and benefits.

Kitty, please let me know when it is permissible for Rob to have visitors. I want to see him. Now, is there anything I can do for *you*?

Affectionately,

## 第二节 慰问家属——员工病重

### 事由

罗柏特·哈若是一家中型企业的总裁助理。罗柏特是一位典型的工作狂；不分昼夜，全心投入工作的他最近因为心脏病发作而住进了医院。虽然初步的检查报告还算乐观，但是他的病情仍旧不能掉以轻心。总裁为此特地写信给哈若太太，表达他的关切，同时试着平息她内心的忧虑。

### 范例

亲爱的凯蒂：

罗柏特这次心脏病发作的消息，真的让我相当讶异与心痛，我想在他完全康复之前，我都会坐立不安的。

正因为了解罗柏特，所以我猜想只要渡过这次的难关，他一定又会蠢蠢欲动，想要立刻回到工作岗位上，不过你千万不能让他这样做。虽然他不在公司的期间，大家都会记挂着他，但是我们会想办法找人来暂代他的工作，找来的人表现也许不如他所期望，不过我们一定会尽力而为。请你务必要罗柏特遵守医生的嘱咐，进行定期的复健，一点也不要担心其他的事情。当然，我们希望他能回到公司，不过一定要医生点头才算数。另外，罗柏特不在的期间，薪水与其他各项员工福利一律照旧。

凯蒂，请让我知道医生说什么时候罗柏特可以开始接见访客。我是一定要去看病的。此外，是不是还有什么我可以帮得上忙的地方？

衷心祝祷

## 34-3

### Serious Injury of a Close Friend and Employee and Her Family

#### **Situation**

Myra Biggers has just learned of an automobile accident involving her good friend, Frances McKinsey, and her parents, and writes a letter of sympathy.

#### **The Letter**

Dear Fran:

I was greatly shocked by the news of the automobile accident involving you and your parents. Of course, I wouldn't be writing this letter if I thought you were too incapacitated to read it, but the word I get is encouraging for your family and Emily and Claude. Triple good news!

Since you're going to be in traction for quite a spell, I'm gathering an armload of paperbacks that I think you'll enjoy and delivering them to the hospital for you. I'll be seeing you in person as soon as the hospital staff will let me.

You are missed at the salt mines, but we're doubling up to handle your work. I hope you can straighten out our goofs when you get back! All your friends are asking about you, and I plan to keep in touch with the hospital so that I can relay the latest news on your recovery.

Good luck to you (and to Emily and Claude too)!

With love,



### 第三节 慰问员工——同事及其父母发生车祸

#### 事由

蜜拉·毕格思刚得知她的好友法兰西丝·麦肯锡和她的父母发生车祸，于是立刻写信去慰问。

#### 范例

亲爱的小兰：

得知你和伯父、伯母发生了车祸，真的让我吓了一跳。当然，如果知道你病情严重到无法读信，我就不会提笔；所幸我从你家人那儿听到的消息相当乐观，说是你，还有爱蜜莉及克劳德都没有大碍。真该算是不幸中的万幸！

知道你有好一阵子都得吊石膏，我目前正在收集一些我想你会喜欢的平装本小说，很快就会送到医院给你。只要院方同意，我就会立刻到医院看你。

公司大伙儿都很挂念你，我们都忙着替你代班。只希望你出院回到公司以后，能尽快地弄清楚我们这些人替你代班的状况！每个认识你的朋友都不断问起你的近况，看来我得和医院随时保持联络，好向大家转达你康复的最新消息。

祝你(还有爱蜜莉与克劳德)鸿运当头，早日康复！

爱心专送

## 第三十五章 推荐信

你可能经常有机会为离职的同事在应聘新的工作时写推荐信。有的推荐信写起来十分令人愉快，因为该同事优秀到各方面都值得全心推荐。其实只要前任员工表现称职，写起推荐信来都不会有什么问题，你只需要强调他们的长处与优点，在有必要的时候，顺道点出一些不算严重的缺点。

第三十五章收录了两封回应要求而写成的推荐信，第一封是热诚地全力推荐，第二封则是略带保留地推荐。

**35-1****Unqualified Recommendation of a Former Employee****Situation**

For five years Edwin Woodiak was a copywriter in the Advertising Department of Riegelwood Distributors. A little over a year ago he resigned to join an advertising agency. As Manager of the Advertising Department of Riegelwood, you receive an inquiry from Newell, Inc., about Woodiak, who has applied for the job of Assistant Advertising Manager. Woodiak has a fine record, and you want to give him a hearty recommendation.

**The Letter**

Dear Mrs. Needleman:

Edwin Woodiak was a copywriter at Riegelwood Distributors for five years under my direct supervision.

I considered Woodiak an excellent employee. He handled all his assignments with imagination and style and, so far as I can remember, never missed a deadline. An extremely likable young man, he had many friends here. He left Riegelwood of his own free will, believing that agency work would be more exciting and offer greater opportunities. I was genuinely sorry to see him go.

I heartily recommend Edwin Woodiak to you. I would readily rehire him if a suitable vacancy arose.

Cordially yours,

## 第一节 热诚地推荐前任员工

### 事由

爱德文·伍迪雅克在瑞格伍德经销企业的广告部担任方案撰稿员有五年时间。一年多前，他辞职到一家广告代理公司工作。身为瑞格伍德经销企业广告部的经理，你收到纽威尔公司来函查询伍迪雅克的工作表现。他正在应聘该公司的广告副理一职。你认为伍迪雅克在职期间表现杰出，决定全力推荐。

### 范例

亲爱的倪德门女士：

爱德文·伍迪雅克任职瑞格伍德经销企业，在我属下担任广告方案撰稿员有五年之久。

我个人认为伍迪雅克是一位非常优秀的员工。他一向都用丰富的想像力与追求完美的风格来完成所有指派给他的工作，而就我记忆所及，他从来没有耽误过任何一项工作。他是一个相当受欢迎的年青人，在我们公司可以说是交友满天下。他依循个人的意愿离开瑞格伍德企业，相信广告代理商的工作更具挑战性与前瞻性。我对无法说服他留任感到十分遗憾。

我全心向您推荐伍迪雅克这样的人才。如果我们公司有适当的职务，我自己会毫不犹豫地立即请他回任。

衷心问候

## 35-2

### Qualified Recommendation of a Former Employee

#### **Situation**

L. Richard Maxwell, Sales Manager for a national sporting goods manufacturer, has received an inquiry from the marketing director of a chain of clothing stores concerning a former employee, Craig Halliburton. The position Halliburton applied for is Director of Sales Training. Although he had an excellent record as a member of Maxwell's department, his experience in training was somewhat limited.

#### **The Letter**

Dear Mr. Maxwell:

I am pleased to write in behalf of Craig Halliburton, who has applied to your company for the position of National Sales Training Director.

Craig joined our organization in 1983 as our sales representative for the state of Arkansas. He quickly proved highly effective in selling, and, during the three years he was in this territory, sales increased nearly 20 percent. He had a special gift for building customer loyalty, and I received many letters of appreciation from these people for his services.

In 1985 Craig was promoted to the position of Field Manager, with the responsibility for recruiting, training, and supervising eleven sales representatives in Arkansas, Oklahoma, and southern Missouri. He was equally effective in his job, and we saw a very bright future for him. When the southwest regional manager's position became vacant because of a retirement, Craig applied for it. However, he was not chosen for it because we felt that another of our field managers, who had a good deal more experience in management and an outstanding track record in selling, was the more logical candidate. Not long afterward, Craig resigned to accept a sales position with a competing company, where he felt he would have greater opportunities for growth. We were very sorry to lose him; he is an outstanding young man—intelligent, personable, hard-working, and persuasive.

I am not familiar with the requirements of your position, so I cannot speak with any authority about Craig's ability to administer a company-wide sales training program. He did some training, of course, in his field manager's job with us, and he was extremely good at it. I suspect the chances are very good that, even though Craig may lack an in-depth knowledge of training methods at present, he would in time be able to assume the responsibilities of national sales training director very effectively.

Cordially yours,

## 第二节 略带保留地推荐前任员工

### 事由

一家全国性运动器材制造厂的业务经理 L. 礼察·麦斯威尔接获一家连锁服饰店的行销部长来信，请他就前任员工魁格·贺立柏顿的工作表现提供意见。贺立柏顿应聘的是业务训练主任的职务。虽然在麦斯威尔的部门工作期间表现杰出，但是他在员工培训这方面的经验稍嫌不足。

### 范例

亲爱的迈思维尔先生：

我很高兴能为魁格·贺立柏顿写这封信，为他应聘贵公司业务训练主任一事提供参考。

魁格在1983年进入我们公司，担任阿肯色州的业务代表。他很快就展现出自己的销售才华，在他经营指定业务区域的三年期间，全区的销售额度增加了将近20%。他尤其擅于建立客户的忠诚度，我就收到过许多顾客的来信，嘉许他的服务与工作表现。

魁格在1985年晋升为区域业务经理，负责招募、培训、督导我们在阿肯色州、奥克拉荷马州与南密稣里州的位业务代表。他在任这个职务时，表现一如往常般优秀，我们都能够预见他光明的未来。当我们全国西南地区的业务经理一职由于同仁退休而悬缺时，魁格主动争取这项职务。遗憾的是，我们并没有选择魁格，因为公司认为另一位区域业务经理，不论考量管理的经验或是销售的实绩都更适合担任这项职务。不久以后，魁格决定辞职，转到我们的一家同业，担任业务推展的工作。他相信新职能够提供他更宽广的成长空间。我们对他的离职感到相当遗憾，因为他的确是一位优秀的年青人，聪明、有风度、勤奋，而且口才绝佳。

由于我并不熟悉贵公司对这项职务的要求，所以无从评判魁格是否有足够的能力来执行与管理整个公司的业务训练计划。当然，他在我们公司担任区域经理期间，曾经负责业务代表的训练工作，而且表现得相当出色。我因此相信，即使魁格目前缺乏对训练方法的深度了解，只要假以时日，他一定能够胜任主导全国性业务人员培训的工作。

衷心问候

## 第三十六章 负面的推荐信与警告信

接到一家公司的要求，请你对自己评价甚低的前任员工加以评论。这样的推荐信不但难写，简直就是让你陷入进退维谷的两难当中。如果你直言无讳，那你几乎等于是在摧毁人家可能迫切需要的一份工作机会。何况现行的联邦法律规定，员工们绝对有权调阅自己的人事资料，而任何一封他们认为有毁谤嫌疑的信函，都可能让前任雇主吃上官司。

在这项联邦法律生效之前，许多的雇主都认为就事论事，毫不隐瞒地评论表现不良的前任员工是自己应尽的责任，他们同时也期待其他雇主以对等的坦诚来提供信息。然而今天，不少的人事主管面临来信要求为表现让人不敢恭维的前任员工提供参考信息的难题时，采取的做法都是只交代一些像是到职日期、离职前的薪金等等的基本人事资料。他们认为如果对方需要进一步的意见，不妨利用电话查询。

在第三十六章里，我们收录了一位雇主无视前面刚提到的顾虑，实话实说写就的一封推荐信。其实那也不能算是“推荐”，当然也不是特别严厉的谴责。读者自己不妨担任裁判，看看这位主管这样子做对不对。

偶尔，你会遇到有些员工的工作表现实在无法令人满意，甚至到了你几乎都要开口请人走路的程度。有些公司的人事政策规定，在开除员工前必须有事先的警告，让员工得知公司已经在考虑这样的措施。第三十六章同时也收录了这样的一封警告范例。

## 36-1

### Responding to a Request for Information About an Unsatisfactory Former Employee

#### **Situation**

Charles Edwards worked in the mailroom of a large firm for nearly two years. He was a genuine problem to the supervisor—he often arrived late and left early, was absent a good deal, and showed no interest in his work. The supervisor's talks with him were not productive, and she was eventually forced to let him go. A few weeks after Charles leaves, the supervisor receives an inquiry about Charles from a company to which he has applied for a job.

#### **The Letter**

Dear Mrs. Kimberly:

Charles Edwards worked under my supervision in the Mail Department of Atkinson-Trickett Company for nearly two years (1992–1994).

Although a cheerful and popular young man, Charles showed very little interest in his work, and I was forced to talk with him many times about his tardiness and absences, and his poor work habits and general attitude. I finally concluded that there was no way for me to motivate him and suggested that he find another job.

Perhaps, given another type of work in which he is genuinely interested, Charles would succeed. He is very bright, and perhaps that was the problem here—the work did not challenge him.

Yours very truly,



## 第一节 负面的推荐函——工作不力的前任员工

### 事由

查尔斯·爱德华思在一家大企业的收发中心工作了将近两年。对他的主管而言，他是一位不折不扣的问题人物，不但时时迟到早退，而且经常请假，对工作完全无法投入。他的主管在好几次沟通无功而返以后，终于决定请他走人。几个星期以后，这位主管收到一家查尔斯去应聘工作的公司来信查询他从前的工作表现。

### 范例

亲爱的晶柏莉女士：

查尔斯·爱德华思任职艾京森—崔克特公司，在我负责的收发中心工作了将近两年(1992—1994)。

查尔斯虽然是个乐观而颇受欢迎的年轻人，但是他对工作一点也提不起兴趣，我被迫必须多次与他沟通，检讨他的差勤与请假记录，以及他的工作习性与基本态度。最后我终于获致结论，认为我个人已经无从激励他的工作意愿，因此请他另谋高就。

也许查尔斯能够胜任一份他真正感兴趣的工作。他相当聪明，而也许这正是他在我们公司的问题症结所在，我们的工作对他而言并不具挑战性。

真诚问候

## 36-2

### Warning Letter to an Employee

#### **Situation**

Philip Moore is Administrative Assistant to an executive in a large corporation. Although highly competent, he has one bad fault: He can't keep secrets. He has been warned repeatedly about his indiscretions, but leaks continue to occur. The most recent incident proved to be very serious, and he was called into his boss's office and read the riot act. The boss writes a letter that tactfully warns the employee that he is in danger of losing his job.

#### **The Letter**

Dear Phil:

During the three years we have worked together, I have been much impressed with your job competence. You have shown a remarkable talent in managing this office, freeing me of paperwork and people interruptions so that I could spend most of my time on long-range planning for the company. I have looked upon you as an invaluable assistant and confidant.

It would appear, however, that my use of the word "confidant" is gratuitous. During the past several months, you and I have discussed numerous leaks of confidential information, and you were always courageous enough to tell the truth. Up to this point, these indiscretions were merely embarrassing to me—the damage was slight and no one was really hurt. However, the latest episode, involving an acquisition, is much too serious to pass off. Advance knowledge of our plans by certain individuals has severely hampered negotiations and has put us in a bidding situation for which we are likely to pay a heavy price. Indeed, it is not unlikely that we will remove ourselves from contention.

You and I discussed this thoroughly in my office yesterday. I accept your statement that the leaked information seemed safe since it involved only one person—a department manager—and that you had no way of knowing that the individual was on the verge of leaving the company to join a competitor. But even so, Phil, a confidence is a confidence, and a person in your position should know by now that he can have *no* intimate friends when it comes to dispensing highly private information.

It is with great reluctance that I inform you that if such a happening recurs—no matter how harmless it may appear to you—you will be asked immediately to submit your resignation.

Sincerely,

## 第二节 给员工的警告信

### 事由

菲利浦·摩尔担任一家大企业高级主管的行政助理。虽然他的工作能力很强，但是却有一项十分要不得的缺点：不懂得保守秘密。为了不够谨慎，摩尔已经受到多次的警告，但是仍旧继续有消息从他口中走漏。最近的一次事件，由于关系重大，他被叫到老板的办公室里，给予严重的警告。他的老板随后又写了一封信给摩尔，婉转地点出他有可能因此而失去工作。

### 范例

亲爱的菲利浦：

在我们共事的这三年来，我一直相当欣赏你优异的工作能力。你对管理我们办公室的各项事务尤具天分，让我可以不受繁琐的文件与人事困扰，充分利用大部分的时间，专心地规划公司营运的长远计划。我因此一直视你为难得的助手与知交。

然而，从最近的一些事情看来，我似乎是用错了“心腹”这两个字。过去这几个月来，你和我一起讨论过许多公司机密外泄的事件，而你也都能够勇于认错，坦诚地告诉我实情。一直到现在为止，你的疏忽都还只是让我觉得尴尬，并没有造成太大的损失，也没有谁真正受到伤害。但是，最近这一次关于公司购并的消息，严重到我没有办法再睁一只眼，闭一只眼了。让某些特定人士预先得知公司的计划，已经严重地削弱了我们谈判的优势，让公司沦于与他人共同竞标的地步，很可能因此而付出极大的代价。事实上，公司不太可能摆脱对手的竞争。

我们昨天在我办公室里，为此有过一番长谈。我可以接受你的说法。你认为机密不会再进一步外泄，因为你只告诉过一位部门经理，而事前你一点也不知道这位经理就要离开公司，加入我们的竞争对手。不过即使如此，菲利浦，机密就是机密，而你位居这样的职位早该知道，当事关高度机密的时候，一个人就没有“好友”可言。

我实在非常不愿意，但是又必须通知你，不论你认为多么地无辜或无害，只要有类似的泄密情形再度发生，公司将要求你立刻提出辞呈。

诚挚问候

## 36-3

### Terminating an Employee by Letter

#### **Situation**

John Coover is a sales engineer for a manufacturer of microprocessor-based communication systems, calling on customers in three southwestern states to help them with any installation or service problems they may have. Although a knowledgeable engineer, Coover has proved to be undependable in covering the territory assigned him. He often fails to show up for important appointments or to send in the itinerary that he is required to submit each week to his superior, Jeffrey Forstner. Forstner has talked with Coover many times and received the assurances asked for, but the situation has not improved. Two months ago, Forstner wrote Coover a warning letter. Recently a situation arose in which it made clear that Coover is not going to shape up, and Forstner decides to terminate his employment. However, he has been unable to reach Coover by telephone and writes to him at his home address.

#### **The Letter**

Dear John:

I have tried several times to reach you by telephone, but have been unsuccessful. Thus I am writing to you at home.

This is notification of your termination from the company effective March 10. You and I have talked several times about your problem in covering your territory properly, John. Each time you gave me assurances that you would shape up and do the job you were hired to do. Yet last week I had clear indications that you have again violated your promise to me.

Your itinerary shows that you were to be in the Albuquerque area last week, calling on customers and staying at the Best Western Capri. Three dealers in that area who had been expecting you telephoned me to say that you did not show up. All have had serious complaints from customers about the malfunctioning of the Telemaster III communication system and desperately need professional help. When I telephoned the Best Western Capri (every day last week), I was told that you had not registered and there was no record of a reservation. Today, I asked Maurice Taylor in Phoenix to fly to Albuquerque to visit three dealers and try to solve their problem.

I am sorry, John, that this action is necessary, but I am certain that under the circumstances you will agree that I have no alternative. You will, of course, receive the standard two weeks' severance pay. Indeed, I have already requisitioned a check for you, which will be sent to your home when it is ready.

Sincerely,

### 第三节 以书面解聘员工

#### 事由

约翰·库佛担任一家微处理器通信系统制造厂的销售工程师，负责协助国内西南部三州的客户安装与维修公司的通信系统。虽然拥有相当的工程专业素养，但是库佛的工作表现证明他无法经营公司指派的业务领域。他经常在与重要的客户约定时间以后，到时却不见人影，而且也不按照公司的规定，递交每周的工作行程表给他的直属上司杰福瑞·佛思那。佛思那曾经为此多次与库佛谈，每此也都得到库佛答应改善的保证。但是情况一直不见起色。两个月前，佛思那寄给库佛一封警告信。最近又有状况发生，显见库佛无意振作，佛思那因此决定解雇库佛。但是由于一直没有办法以电话联络到库佛，他只好写信寄到库佛家里。

#### 范例

亲爱的约翰：

我试了好几次，想用电话与你联系，可是都找不到你。只好写信到你家里。

这封信主要是知会你公司解聘你的决定，这项人事命令自3月10日起生效。约翰，你和我曾经多次讨论过你没有办法有效经营责任区域的问题。每次你都向我保证一定会振作起来，认真地做好公司指派的工作。然而，就在上个星期，我清楚地得知你又破坏了自己对我所做的承诺。

根据你的工作行程表，上个星期你应该前往亚布魁克地区拜访客户，并住在开浦瑞的西部最佳旅馆。三家等着你服务的经销商打电话告诉我你一直没有出现。每一位经销商都有顾客迫切的需要专业技术来维修故障的捷讯三型通信系统，而每一位经销商也都遭到客户严重的指责。我打电话到开浦瑞的西部最佳旅馆(上个星期的每一天)，才知道你根本没有登记，也没有任何预约的记录。今天，我不得不拜托凤凰城的穆瑞思·泰勒立刻搭机前往亚布魁克，协助那三家经销商解决问题。

约翰，必须采取这样的措施，让我觉得非常遗憾，不过我相信你会了解在今天这种情况下，我实在别无选择。你当然可以领到公司规定两周薪金的遣散费。事实上，我已经代你申请了这笔款项，支票在开好以后就会寄去给你。

诚挚问候

## 第 13 篇

# 求职及其他相关信函

有些幸运儿不需要大费周折就能找到自己的第一份工作。如果他们在大学或研究所的专业在就业市场上属于供不应求的领域，那这些人的烦恼可能就只是要怎样在许多份工作当中做出抉择。有些人得力于具有影响力的亲戚朋友，自然有好的工作与职务虚位以待。还有些人则是加入自己的家庭企业。然而，大多数的人还是得投入就业市场上激烈的竞争，苦心地争取自己的第一份工作。

但是不论是有幸以逸待劳，或是必须努力争取的职场新人，学习如何在纸上自我促销都是让自己受益匪浅的一件事。另一方面，也有人经常换工作，理由因人而异。有人不喜欢自己服务的公司，有人错失了自己认为应得的晋升机会，有人认为老板无法容许自由的创作空间，有人受到经济不景气的波及，被公司裁员，也有人离职只是单纯地因为另有高就。

所以说，不管你有多喜欢现在的工作，或是目前自己的前程看来如何地似锦，很可能有一天你还是得知道怎样让自己的职业资历以最具说服力的姿态耀然纸上。而这一点正是第十三篇的主旨。

## 第三十七章 求职信

除了每家公司自制的申请表格以外，如果你所属意的是一份稍具程度的工作，那你自己还要准备两项必要的文件：履历表与求职信。

### 履历表

一份好的履历表，也就是你具备的各项资历与条件的一览表（也有人称它为“资历表”），可以直接影响你应征工作的成败。虽然为了方便阅读与参考而有使用比较正式的文字排列，每份履历表在本质上都是旨在促销的文件。这样子定义履历表，主要是因为你必须强调那些值得你未来的老板欣赏的各项事迹与成就。当然，履历表不需要是亮丽花俏的文字（除非有些艺术创作者会刻意地做这样的设计），也不必是浓缩版的个人传记。履历表应该是一份个人简介，有趣且有力地呈现你最好的一面。

我们较早之前提过，商业书信并没有一份万用的格式可以让你套入任何一种情况，放之四海皆准地写出得体的信函。你通常必须依照自己所面临的状况，考虑选定最适切的书信格式与写法。撰写履历表也是同样的道理。虽然范例颇有参考价值（第三十七章就收录了四份出色的履历表），但是再怎么完备的范本也太可能完全符合你的需求。为了替自己塑造出最佳形象，应该对范本作怎样的修正，不妨放心动手去做。

一份好的履历表应该包括四项基本架构：

- 
1. 标题。
  2. 工作经验(简述你从事过的各项工作)。
  3. 教育背景(学位，专业，重要科目，特殊专业训练等等)。
  4. 个人资历的佐证人选(列出你的雇主在希望进一步了解你的时候，可以联络的人士)。
-

有些求职者会因为实际需要而加入其他的结构，关于这点我们稍后会提到。

为了说明这四项基本结构，请想像你自己在一份大城市的主要报纸上，请到以下这份让你心动的征才启事：

某大企业公关主任  
三年以上广告宣传、公共关系或相关领域工作经验  
大学毕业，大传或新闻专业尤佳  
擅长大量文案写作——具应对各式媒体协调之能力  
待遇高，福利优——意者履历表请寄时代信箱000号  
本公司对所有应征者一视同仁，机会均等

上面这则征才启事虽然篇幅简洁，但是却涵盖了相当充分的应聘信息。你应该仔细地研究对方所提的各项要求，然后着手开始撰写履历表，把你的资历与对方的要求结合在一起。

## 标题

你必须为自己的履历表拟定一个标题，通常应该包括你的姓名、联络地址、电话号码及应征的职务。有些求职者也会加入应征公司的名称。

至于是不是要冠上“履历表”这样的标示，那就看你自己怎样决定。基本上，这样的写法并非绝对必要，因为你所提供的信息本身已经清楚地点出这是一份求职用的履历表了。以下有三种标题的范例：

EDWIN R. COULTER  
225 Normandy Village  
Shreveport, Louisiana 71104  
(318)865-7544

艾德文R. 寇特勒  
诺曼地村225号  
雪雾港市 路易斯安那州71104  
(318)865-7544

Position applied for: Director of  
Publicity

应聘职务：公关主任



Qualifications of  
JANET LEE FELDER

Old Lyme Road  
Northbrook, VT 05663  
(802)264-5911

for the Position of Systems Analyst  
Brighton Industries Inc.

JOB RÉSUMÉ  
of

P.L. Quackenbush  
2160 Shelter Island Drive  
San Diego, California 92106  
(714)622-9178

Position desired: Controller

个人简历

贞娜特·李·费德

古麦路  
北溪市 佛特蒙州 05663  
(802) 264-5911

应征职务：布莱顿工业公司  
系统分析师

履历表

P.L. 魁肯布  
许雪特岛大道2160号  
圣地牙哥 加利福尼亚州92106

(714) 622-9178

应征职务：财务长

如果你是在“无标的”求职，也就是说你并不清楚对方是否有你所希望的职务空缺时，那就没有具体的“应聘职务”可供标示。有的人认为在无标的求职的履历表上硬是注明应征职务，遇到该项职务没有空缺的时候，那录取的机率就会一落千丈。他们于是相信只要在履历表上贴出自己兴趣所在的工作范围，也许就能找到适才适所的工作，即使职称并非自己所希望的也无妨。这样的方式当然没错，不过我们认为还可以更进一步地说明你的专长或兴趣。比如说：

**Not:** **Position desired:** **Advertising Department**

**But:** **Position desired:** **Advertising Assistant (copywriting, layout, etc.)**

**Not:** **Position desired:** **Personnel work**

**But:** **Position desired:** **Personnel recruitment, placement, training**

**Not:** **Position desired:** **Public relations**

**But:** **Position desired:** **Public relations (with a special interest in publications)**

不是一 应征职务：广告部

而是一 应征职务：广告助理(文案撰写等工作)

不是一 应征职务：人事工作

而是一 应征职务：人员招募、分发与培训

不是一 应征职务：公共关系

而是一 应征职务：公共关系(专长出版品之制作)

当然，如果你是回应指定职务的征才启事，或是经由朋友介绍应聘特定的工作，那就一定要清楚注明“应聘职务”。

## 工作经验

一般来说，接着履历表的标题而来的应该是你的工作经验（不过这有两种例外：一个是当你在所应聘的职务这个领域里并没有太多的工作经验时，另一个是你的教育背景远比工作经验更加可观时。如果真是这样的话，你不妨先铺陈“教育背景”这项架构）。

在前面的征才启事里，工作经验被列为第一项（可能也是最主要）的需求。假设你符合这项要求，再来要做的就是逐项地列出你所担任过的工作（加注工作的起止日期），从你目前或最近的工作开始回溯。简述你每项工作的主要职责，也就是你确实的工作执掌。这个时候你就该开始进行调整修饰的工作。在你叙述工作职责的同时，尽可能地把握每一个机会突出自己在公关这个领域（在你所应聘的工作范畴里）的经验。即使你的工作经验大部分局限在业务与促销上，你还是很可以着墨于业务促销的公关面（许多业务促销的工作都涉及一般的公关经营）。我们当然不是说你可以放手去捏造不实的工作经验，而是鼓励你去发掘与强调你真正有过的相关工作经验。

注意征才启事里提到的大量文案写作这项要求。在叙述你过去的工作经验时，记得要提到你负责撰写的文案类型与份量。

还有“具应对各式媒体协调之能力”这句话该如何回应？如果你先前工作让你有机会接触任何的媒体代表，那当然不能忘了

得记上一笔。例如你可以这样写：“负责撰写新产品上市新闻稿，并分送媒体发表(多以记者会的形式进行)”。

假使你的工作经验与媒体沾不上边(有所关连则更好)，你也许再想想看，自己有没有加入任何与媒体有关的团体组织，比如说，广告业界的联谊会或是公共关系研习会等等。如果有的话，把它们列出来，同时加注自己在组织中担任的职务。

## 教育背景

结束了工作经验这一段以后，接下来就得前进到下一个主要架构：教育背景。首先，注明你的学位、颁赠学位的学术机构，以及获取学位的年份。接下来再说明专业系别。

B.B.A. Degree, University of Mississippi, 1989

Major: Accounting

如果关于应聘的职务，你先前并没有太丰富的相关工作经验，但是有力的教育背景可以补强，那么你也许可以考虑在履历表上列出那些你修过而且与应聘职务直接相关的课程，或者是任何能够加重你个人资历份量的相关课程。

参照征才启事里的学历要求，让我们假设你正巧在大学主修新闻。由于这是雇主偏好的条件，你可能有必要对自己的新闻教育背景做进一步的说明。

然而，假设你在大学主修的不是新闻，而是英美文学，这并不代表说你就此被淘汰出局了，要记得启事上写的是“大传或新闻主修尤佳”。这句话为其他科系，像英美文学、人事管理、公共关系等的候选人打开了求职的大门。不过在这种情况下，你就必须扩充教育背景这一栏的篇幅，列入你修过的、与新闻或公共关系相关的科目，例如文学创作、商务沟通，或是广告文案撰写等。

另外，你还可以加进去教育背景这一段的是你参加过的、与新闻或公共关系有关的主要课外活动。也许你曾经担任过学校毕业纪念册的编辑，或是广告业务代表，校刊的记者，或是春季游园会的公关主任。如果你没有值得一提的课外活动，回顾一下，看看自己有没有积极地参加过某些专业或是社交组织，把这些经验列出来，即使你所列出来的组织团体既不能算是工作经验，也难以称为教育背景，至少你的参与(尤其是如果你曾担任干部)会

让人家认为你对人际之间的相处有一定程度的喜好或能力。只要表明自己是一个勇于任事的行动派，就或多或少有助于说明雇主，你具有“应对各式媒体协调之能力”。

## 个人资历的佐证人选

最后在履历表上，还必须列入三位足以证实与评论你个人资历的佐证人选，记得使用“先生”、“女士”或“博士”等适当的尊称，再列出他们的姓名、职衔、服务单位、地址、，而如果可能的话，再加上电话号码。最重要的佐证人还是你前任工作的上司，包括单位主管、经理或公司的高级主管。不过，如果你没有太多的工作经验，或是为了特定的原因，不方便列出你的前任雇主，那就考虑你的教授或是社区里的知名人士（法官、政府官员，或是像牧师、神父的宗教圣职人员）。注意：在你将某人列为你个人资历的佐证人选之前，应该要事先征得对方的同意。你可以通过亲自拜访、电话或书信等方式取得同意。如果利用书信，记得附上回邮信封。

如果目前仍在工作，你大概不会希望公司得知你正在另谋高就。在这种情况下，不妨在作证人选这一栏标注：“选备作证人”。大多数的雇主看到这句话都会心照不宣，不会未经你的同意，就直接联络你目前的公司作证人选经常在公司自制的求职申请表上就必须填写。

## 其他标题

在一些履历表上，你可能还会读到其他的一些标题，例如：“特殊兴趣暨成就”、“个人简传”及“工作理念”等等。如果你有重要的信息可以收入类似的标题，大可以放手去做。

过去有一段时间，履历表上面还有一项制式的标题：“个人资料”，记录求职者的生日、身高、体重、健康情形、已婚或未婚等各项信息。如果你觉得有需要的话，不妨列入这项标题。不过一般的趋势偏向于省略这些个人资料，因为雇主最需要了解的讯息大致上就是我们前面提到过的履历表四大架构。

有的求职者会在履历表上面加贴自己的照片。这并没有什么不对，事实上，这样是个不错的方式。不过决定在你，雇主并无权要求你一定要贴上照片。

## 37-1

## Job Résumé—Middle-Management Position

**Situation**

At the annual convention of the American Association of School Administrators, Russell Buchanan, a field sales supervisor for a book publisher, learns that Kauffman Institutional Equipment, Inc. has an opening for a regional sales manager. He decides to apply.

**The Résumé**

RUSSELL R. BUCHANAN  
1416 Saybrook Road  
Wellesley Hills, Massachusetts 02181  
(617) 944-8778

## QUALIFICATIONS SUMMARY

Position: Regional Sales Manager

## EXPERIENCE

- 1992–present    Field sales supervisor, Horton-Miller Book Company. Duties: Selecting, training, and supervising a field sales staff of 16. Territory includes Massachusetts, New Hampshire, Vermont, and Maine. During this period, sales in the territory have increased 22 percent.
- 1988–1992    Sales representative, Horton-Miller Book Company, calling on teachers and administrators in western Massachusetts.
- 1984–1988    Head of department of business education, DeKalb (Illinois) High School. Duties: Supervised eleven instructors and managed the department with an enrollment of over 800 students.
- 1980–1984    Instructor in accounting and data processing, DeKalb High School. Also taught evening classes in accounting at Northern Illinois University.

## EDUCATION

- Degrees    B.S. in Business Education, University of Wisconsin, 1981  
M.S. in Business Education, 1983
- Activities    Member of Pi Omega Pi (undergraduate business education fraternity—served as president in junior year), Badger diving team (placed second in Big Ten meet), and Tau Kappa Epsilon (social fraternity). As a senior, I worked part-time as a grader for accounting instructors.

## 第一节 履历表——中层管理职务

### 事由

在全美教育行政人员协会的年会上，一家出版社的地区业务督导员罗素·布其南得知考夫曼组织设备公司正在招聘一位地区业务经理。他于是决定申请。

### 履历表

罗素·布其南  
瑟溪路1416号  
卫丘市 麻赛诸赛州02181  
(617) 944-8778

#### 资历一览表

应聘职务：地区业务经理

#### 工作经验

- |           |  |
|-----------|--|
| 1992—至今   | 霍顿—米勒出版社—地区业务督导员。工作职责：招募、培训暨督导 16 位地区业务代表。业务责任区域包含麻隆诸塞州、新罕布夏州、佛蒙特州及缅因州。在职期间，责任区域业务量增长 20%。 |
| 1998—1992 | 霍顿—米勒出版社业务代表，负责麻隆诸塞州西部地区业务，拜访学校教师及行政管理人员。  |
| 1984—1988 | 伊利诺州狄卡柏高中商业教育系主任。工作职责：督导 11 位教师暨管理学生总数达 800 人的商业教育系。                                       |
| 1980—1984 | 狄卡柏高中会计与资料处理老师，北伊利诺州立大学夜间部会计学兼任讲师。   |

#### 教育背景

- |    |  |
|----|--|
| 学位 | 商业教育学士—威斯康馨州立大学—1981<br>商业教育硕士—威斯康馨州立大学—1983 |
|----|--|

#### BRIEF PERSONAL HISTORY

When I was associated with DeKalb High School, I had frequent opportunity to meet and talk with sales representatives of various companies that supply schools with textbooks and equipment. Although I enjoyed teaching and administration, I became interested in selling because I felt it provided broader opportunities for me.

It turned out to be a wise choice—I found that I thoroughly enjoyed selling. Meeting new people constantly and providing counsel and services to the educational community was immensely rewarding. It still is. I have not lost my basic love for education, but I feel strongly that my influence is much greater in my present capacity.

In my two years as Field Sales Supervisor at Horton-Miller, I have had an excellent opportunity to exercise what I believe is my real forte: motivating sales personnel and managing a sales organization. In me, the principles of sales management are the same, whether the product is a book, a desk, or a computer system.

#### REFERENCES

Mr. A. J. Sholes, Director of Marketing  
Horton-Miller Book Company  
2001 Aurora Boulevard  
Northbrook, Illinois 60062

Dr. James C. Hightower, Principal  
DeKalb High School  
DeKalb, Illinois 60015

Dr. Mary C. Hornstein  
Professor of Business Education  
University of Wisconsin  
Madison, Wisconsin 53706

Mr. Sholes is aware of my interest in changing positions. The opportunity to become a regional manager at Horton-Miller in the near future does not appear to be favorable because of a recent restructuring in the field organization.

相关活动 商业教育大学部兄弟会会员(三年级时担任会长)、潜水队选手(全美大学十大潜水竞赛第二名)、社交兄弟会会员。四年级在学期间并担任会计老师助教,负责阅卷评分。

## 个人简传

任职狄卡柏高中期间,我经常有机会接触各个出版社,以及教育组织设备供应商的业务代表。虽然一向喜欢教学与管理,我逐渐地对销售产生兴趣,发现这个业务领域提供我更加宽广的机会。

结果证明,这是一项颇为明智的决定,我发现自己十分适合更热爱销售。经常接触新的朋友,以及为教育界提供咨询与服务,无疑是令人受益匪浅的宝贵经验。转业之初,我就发现了这项事实,至今仍旧乐此不疲。我对教育事业的热诚一直未曾稍减,只是更加坚信我目前的工作能对教育事业做出更大的贡献。

在霍顿—米勒出版社担任地区业务督导员的两年期间,我有绝佳的机会来展现我个人真正的长处:激励业务人员与实际管理销售部门。对我而言,业务管理的基本原则是不变的,不论销售的产品是书籍、办公桌,还是电脑系统。

### 个人资历作证人选

\*A. J. 苏立斯先生,行销部长

霍顿—米勒出版社

黎明大道2001号

北溪市 伊利诺州60062

詹姆斯 C. 海陶尔博士,校长

狄卡柏高中

狄卡柏 伊利诺州60015

玛莉 C. 霍恩斯坦博士

商业教育学系教授

威斯康馨州立大学

陌地生威斯康馨州53706

\*苏立斯先生知道我另寻工作的计划。霍顿—米勒出版社由于最近经过一次地区组织架构的调整,因此在未来晋升为地区业务经理的可能性降低许多。



## 37-2

## Job Résumé—Change of Career

**Situation**

Dianne Seaton started as a private secretary at Livermore Manufacturing Company five years ago, and eventually moved up to Administrative Assistant to the Executive Vice President. Although she likes the work and is competent, for years she has wanted to be a teacher. Indeed, she earned her teaching credentials in college (history), but when she could not find a teaching position, she took a secretarial course in a business school and quickly landed a secretarial job.

In spite of her success in her present work, Seaton's desire to teach remains strong. During the past two years, she has been taking university extension courses in education, thinking that one day she would enter the teaching profession. She has just seen an advertisement in *The Wall Street Journal* for Supervisor of Office Training and decides to apply.

**The Résumé**

DIANNE SEATON  
517 Park Avenue  
Omaha, Nebraska 68105  
(402) 862-1175

Position applied for: Supervisor of Office Training

**JOB EXPERIENCE**

- 1993–present     Administrative Assistant to the Executive Vice President, Livermore Manufacturing Company, 7400 West Center Road, Omaha, Nebraska. Duties: Supervise general office activities (including one secretary and one clerk-typist) and assist the Executive Vice President with such matters as writing letters and reports, doing research, planning conferences and meetings, and representing the executive in various functions, particularly when he is away from the office (very frequent).
- 1988–1993     Secretary to the Manufacturing Manager, Livermore Manufacturing Company. Duties: General secretarial activities, such as receiving visitors, managing the appointment calendar, taking and transcribing dictation, writing routine letters and reports, assisting in the preparation of analytical and statistical reports, and handling other responsibilities assigned by the manager. Reason for Leaving: Promoted to higher position in the company.

## 第二节 履历表——转业

### 事由

黛安·席顿五年前进入历佛摩尔制造公司，从私人秘书开始晋升到今天执行副总裁的行政助理。虽然她喜欢目前的工作而且表现一向优秀，但是她还是最想当一位老师。事实上，她早在大学时就取得了历史教师资格，由于无法找到适当的教职，所以才在一所商业学校修习秘书课程，随后很快地找到了秘书的工作。

纵然目前的工作一切顺利，但是黛安教学的志趣一直都还是十分强烈。过去两年以来，她都在一所大学的推广学程里研修教育课程，希望有朝一日能够实现教学的心愿。她最近在华尔街日报上看到了一则人事培训专员的征才启事，而决定应聘。

### 履历表

黛安·席顿

公园路517号

奥玛哈市 内布拉斯加州68105

(402) 862-1175

应聘职务：人事培训专员

### 工作经验

- 1993—至今 历佛摩尔制造公司(中心西路7400号，奥玛哈市，内布拉斯加州)执行副总裁行政助理。工作职责：管理执行副总裁办公室各项事务，督导秘书及打字员各一名，协助执行副总裁撰写信函、报告、担任研究助理，规划会议，并于主管外出远行时相当频繁，代行各项职责。
- 1998—1993 历佛摩尔制造公司生产部经理秘书。工作职责：一般秘书事务，包括：接待访客、管理主管行程、口述记录、撰写书信及报告、协助准备分析暨统计报告、执行主管交办事项。离职原因：公司内升职。

**OTHER EXPERIENCE**

- 1983-1988** Taught evening courses twice a week in word processing, typewriting, and business communication, Creighton University, Omaha
- 1981-1985** Part-time assistant in the history department of the University of South Dakota, where I graded student exams and reports and did some tutoring of freshman students.

**EDUCATION**

- University** A.B. Degree, University of South Dakota, 1985. Major: History. Minor: Education. Honors and Activities: Dean's list three years (B+ average); Vice President of Kappa Delta Phi (history fraternity); member of Choral Ensemble; received Award of Merit in History in senior year.
- Business College** Diploma in secretarial administration, Yankton (SD) Business College, 1984. Courses included shorthand (two semesters), typewriting (two semesters), accounting, business mathematics, business communications, and secretarial procedures.
- High School** Vermillion (SD) High School; graduated in 1983. (College preparatory course. Electives included one year of typewriting and one year of business English.)
- Current Studies** During the past two years, I have taken extension courses at Creighton University in educational media, adult education methods, and personnel administration.

**SPECIAL INTERESTS**

My primary avocational interests include music (since junior high school I have always been associated with one or more school and community choral groups, often as soloist) and working with brain-damaged children at hospitals and social service agencies. I am also a sports enthusiast (especially water skiing and scuba diving), play better-than-average tennis, and am learning handball.

**REFERENCES**

Professor H. A. Douthett  
Department of History  
University of South Dakota  
Vermillion, South Dakota 57069

Mrs. Janette Collins  
Yankton Business College  
Yankton, South Dakota 57078

## 其他经验

- 1985—1988 奥玛哈市克雷顿大学夜间部兼任讲师，每周两天教授文字处理、打字，以及商务沟通等课程。
- 1981—1985 南达科塔州立大学历史系兼任助教，负责评阅学生试卷与报告，同时担任一年级同学家教。

## 教育背景

- 大学 文学士—南达科塔州立大学—1985。主修：历史—副修：教育。优良学业表现及课外活动：连续三年获颁文学院长奖(学业平均：B+)，历史系系学会副会长，合唱团团员，四年级时获颁历史系学业优良奖。
- 商业学院 南达柯塔州扬顿商业学院—秘书管理学系毕业—1984。修习课程包括：速记(两学期)、打字(两学期)、会计、商用数学、商务沟通及秘书程序。
- 高中 南达柯塔州薇米莉安高中—1981(选修大学预科课程—一年打字、一年商用英文)。
- 目前学程 过去两年以来，我一直在克雷顿大学推广教育班进行研修，选修科目包括：教育媒体、成人教育教学法及人事管理。

## 个人兴趣

在工作与课程余暇，我个人喜欢从事音乐活动(从国中以来，我一直都是学校与社区合唱团的成员，经常担任独唱者)，以及到医院帮忙照顾脑力受损的儿童或参加各项社会服务的活动。我也非常热爱运动(尤其是划水与潜水)，网球打得在一般水准之上，而目前正在学习手球。

## 个人资历佐证人选

H.A. 道喜德教授

历史学系

南达科塔州立大学

薇米莉安市 南达科塔州57069

Mr. Jason Carew, Principal  
Vermillion High School  
Vermillion, South Dakota 57609

*Note:* References from the two executives with whom I have been associated at Livermore Manufacturing Company will be submitted upon request. Neither is aware that I am interested in a career change at this time.

## 37-3

### Job Résumé—High-Level Position

#### Situation

Frances Rosen, an executive in a large Baltimore corporation, learns from a friend that the Director of Public Relations in a large firm in the same city is retiring. She is not sure what the company's plans are in filling the position, but she decides to make application.

#### The Résumé

L. FRANCES ROSEN  
1703 Salisbury Road  
Baltimore, MD 21201

Position desired: Director of Public Relations

#### PROFESSIONAL EXPERIENCE

- |              |  |
|--------------|--|
| 1986-present | Manager, Corporate Communications, Regent Chemical Corporation, Baltimore. <u>Duties:</u> Responsible for employee magazine and other publications, communications with stockholders, general publicity, and media relations.  |
| 1981-1986    | Assistant Director of Public Relations, Marchand Manufacturing Company, Arlington, Virginia. <u>Duties:</u> Handled PR correspondence, news releases, preparation of reports to stockholders, institutional promotion (including advertising and special brochures). Also responsible for instituting and directing a school and community relations program, which included the development of educational materials, speaking before various groups, and representing the company at most civic affairs. <u>Reasons for leaving:</u> Professional and financial advancement afforded by a larger organization. |
| 1978-1981    | Editor and Publisher of <i>Periscope</i> (employee magazine), Marchand Manufacturing Company. <u>Duties:</u> Directed a staff of five in producing the magazine and distributing   |

简娜·席乐思女士  
 扬顿商业学院  
 扬顿市 南达科塔州57078

杰生元卡鲁先生，校长  
 薇米莉安高中  
 薇米莉安市 南达科塔州57069

注：我个人在历佛摩尔制造公司的两位主管并不知道我有转换工作的打算。他们两位的联络资料，未经贵公司正式要求，暂不提供。

### 第三节 履历表——高级职务

#### 事由

法兰西思·罗森担任一家位于巴的摩尔市的大型企业的高级主管。她最近由朋友那儿得知当地另一家大公司的公关处长即将退休。虽然并不清楚对方递补该项职务的具体作法，她还是决定寄出履历表应聘。

#### 履历表

法兰西思·罗森  
 萨利斯柏瑞街1703号  
 巴的摩尔市 马里兰州21201  
 应聘职务：公共关系处长

#### 专业经验

- 1986—至今 巴的摩尔市—丽晶化学工业公司—企业通信部经理。  
 工作职责：编辑、发行员工杂志以及其他出版品，主导公共关系、股东沟通与媒体关系。
- 1981—1986 麦克维吉尼亚州阿灵顿市—麻城制造工业—公共关系处副处长。工作职责：处理公关信函、新闻稿发布事宜、股东大会年报资料、公司促销文宣(包括广告与专案手册)。规划暨督导公司与社区及学校互动计

it in employees and others. Also, upon request, assisted various department heads in preparing new-product information releases.

- 1974-1978** Administrative Assistant to the Director of Publicity, Marchand Manufacturing Company. Duties: Secretarial and office management, composing drafts of news releases and other publicity, and writing routine letters and reports for the director's signature.

#### PROFESSIONAL ACTIVITIES

Member of the Baltimore Advertising Club (Secretary-Treasurer, 1976), National Public Relations Association, Baltimore Women Executives Club, and the Board of Directors, Baltimore Symphony Orchestra. Frequent speaker at public relations conventions and contributor of articles on public relations and management communications to various trade publications.

#### EDUCATION

1. A.B. degree, University of Virginia, Charlottesville, 1972, with a major in journalism.
2. I have taken graduate courses (evenings) in journalism, public relations, and management communications at the University of Baltimore and Georgetown University.
3. While at the University of Virginia, I was Editor in Chief of *Daily Cavalier* for one year and a member of Gamma Theta Pi (a journalism society of which I was president in my senior year). I was selected the outstanding student in the School of Journalism upon graduation.

#### PERSONAL PHILOSOPHY

I am deeply committed to the concept that public relations is essentially education—that is, educating people in favor of one's organization—and embraces seven basic groups: the local community, employees, customers, suppliers, stockholders, the financial community, and the general public. While I believe that those engaged in public relations have the main responsibility for developing and enhancing a positive image in the eyes of the public, I feel strongly that their end objective should be company growth in terms of sales and profits.

#### REFERENCES

References, including Regent Chemical Corporation executives, will be supplied on request.

划，研拟教育手册与相关资料，主持公司与社区各个团体座谈会，代表公司出席民间活动。离职原因：大型企业提供专业与财务成长空间。

- 1978—1981 麻城制造工业—员工杂志《潜望镜》主编暨发行人。工作职责：管理一个五人小组，负责编辑、出版与分销员工杂志。接受公司指示，协助各个部门准备新产品上市新闻稿。
- 1974—1978 麻城制造工业—公关处长行政助理。工作职责：秘书事务与办公室管理，草拟新闻稿及其他公关信函，撰写一般商业书信与报告，待主管签署。

### 专业活动

巴的摩尔市广告人俱乐部会员(秘书兼财务长，1976)，全国公共关系学会会员，巴的摩尔市女性主管联谊会会员，巴的摩尔市交响乐团董事。经常应邀于公共关系会议上发表演说，并于专业期刊上就公共关系与管理沟通为题发表多篇论文。

### 教育背景

1. 艺术学士—维吉尼亚州立大学夏洛特维尔校区—1972，主修新闻。
2. 我曾分别在巴的摩尔大学及乔治城大学研究所选修各项夜间课程，包括：新闻、公共关系，以及商务管理与沟通。
3. 维吉尼亚州立大学在校期间，我曾担任为期一年的校刊骑兵日报总编辑，同时参加新闻系姊妹会，并于四年级时担任会长。毕业当年获选为新闻学院杰出应届毕业生。

### 个人工作哲学

个人深信公共关系在本质上攸关教育的这项理念。公关在于教育相关人士，让他们能够认同公关人员所代表的组织，而这些相关人士涵盖了七大组群：当地社区、公司员工、客户、供应厂商、股东、金融机构及社会大众。我相信公共关系从业人员的主要职责在于为公司在社会大众的眼中建立与提升一份积极正面的形象，然而我同时也认为，公关的最终目标仍旧必须以整个公司在业务与利润上的成长为依归。



## 37-4

## Job Résumé—Little Related Job Experience

**Situation**

When Leonard Lambeth finished college, with a major in advertising, he took a job in the university's Athletic Department, where he organized and directed miscellaneous sports, such as fishing, boat handling, hunting, and backpacking. Although Lambeth enjoyed the work, it paid very little, and he admitted to himself that he kept the job simply because he was reluctant to leave that comfortable environment and face the real world. But after three years he became restless and decided to resign and get started on a career in his chosen field. His professor of journalism, a personal friend, told him about an opening for an assistant advertising manager of *Southern Outdoorsman*, in Charleston. He decides to apply for the position.

**The Résumé**

<p>Qualifications of LEONARD B. LAMBETH As Assistant Advertising Manager Southern Outdoorsman</p>
---

## Present address:

319 Daly Street  
Loris, SC 29569  
(803) 271-4660

## Address after August 19:

414 Maple Drive  
Columbia, SC 29205  
(803) 542-1151

## EDUCATION

B.S. degree, University of South Carolina, Columbia, 1990  
Major field of study: Advertising

Courses in Advertising

Advertising Theory and Practice  
Copywriting and Layout  
Advertising Art  
Advertising Media  
Publishing and Printing Techniques  
Advertising Department Management  
Advertising Research

Related Courses

Principles of Marketing  
Sales Principles and Management

### 个人简历佐证人选

关于我个人资历佐证人选的联络资料，包括丽晶化学工业的几位高级主管，未经贵公司正式要求，暂不提供。

## 第四节 履历表——相关工作经验有限

### 事由

当主修广告的里欧纳德·蓝倍思大学毕业以后，他留在学校担任体育系的助教，负责规划与执行各项活动，包括：钓鱼、划船比赛、打猎及徒步旅行。虽然蓝倍思很喜欢这份工作，但是薪水微薄，而他也清楚自己之所以持续这份工作，是因为舍不得离开周围舒适的环境，投入现实世界。三年以后，蓝倍思开始感觉不安，决定辞职去开展属于自己领域的事业生涯。教他新闻学的教授，同时也是他的朋友，告诉他位于查尔斯顿的《南方户外人》杂志正在招聘一位广告助理。他决定应聘这项职务。

### 履历表

个人简历表  
里欧纳德·蓝倍思  
担任《南方户外人》杂志社  
广告部助理

### 目前联络地址

达利街319号

罗立司市 南卡罗莱那州29569

(804) 271-4660

### 8月19日以后联络地址

枫树道414号

哥伦比亚 南卡罗莱那州29205

(803) 542-1151

Marketing Statistics  
Business Communications  
Business Psychology

Special Electives: Newswriting, Photography, Typewriting

Honors and Extracurricular Activities

President, Angler's Club (1990); member of university golf team (1987-1988); student member of National Advertising Council, Columbia Chapter (1989-1991); advertising manager of *The Gamecock* (1988); and occasional staff writer for student newspaper (1988-1990).

**RECENT EXPERIENCE**

1990-present     Instructor, athletic department, University of South Carolina. Duties: Organized and directed miscellaneous outdoor sports, including fishing, boat handling, hunting, and archery.

**OTHER EXPERIENCE**

1. Sold advertising space (part-time and summers) for a small local magazine (*The Grand Strand*), Myrtle Beach, SC.
2. Clerked at the Sportsman's Place, Loris, SC, in the summers of 1988-1989.
3. Worked at the *Horry County Beacon*, a weekly newspaper, in the summer of 1990 (feature writing, copy editing, proofreading, and makeup).
4. Earned money at various times repairing fishing rods (ferrules, grip, guides, and windings).

**PERSONAL DATA**

Height: 5 feet, 11 inches

Weight: 165 lbs.

Health: Excellent

Marital status: Single, but engaged to be married in December of this year.

**REFERENCES (by permission)**

- |   |   |
|---|---|
| 1. Dr. Sophia C. Levinthal<br>Professor of Journalism<br>University of South Carolina     | 2. Mr. Patrick L. Patton<br>Athletic Director<br>University of South Carolina |
| 3. Mr. C. Raymond Dylstra<br>Publisher<br>Horry County Beacon<br>Atlantic Beach, SC 29577 | 4. Mr. Harry M. Feirls (owner)<br>The Sportsman's Place<br>Loris, SC 29569    |

### 教育背景

管理科学学士—南卡罗莱那州立大学(哥伦比亚校区)—1990

主修领域：广告

广告学系主修科目

广告理论与实务

广告文案写作与版面设计

广告艺术

广告媒体

出版事业与印刷技术

广告部门管理

广告研究

相关科目

营销原理

销售原理与实务管理

营销统计学

商务沟通

商业心理学

特别选修科目：新闻写作、摄影学、打字。

学业表现暨课外活动：

钓鱼社社长(1991)、大学高尔夫球队队员(1987—1988)、全国广告评议会哥伦比亚分会学生会员(1988—1991)、斗鸡杂志广告经理(1988)、学生报纸特约撰稿(1988—1990)。

### 近期工作经验

1990—至今 南卡罗莱那州立大学体育学系助教。工作职责：规划与执行各项活动，包括：钓鱼、划船比赛、打猎及射箭。

### 其他经验

1. 兼任广告代理，南卡罗莱那州，桃金娘滩当地杂志《巨滩》。
2. 兼任店员(1988—1989夏天)，南卡罗莱那州，罗立司市，运动家体育用品专卖店。
3. 负责撰写专栏、编辑、校对与排版(1990夏天)，贺瑞郡灯塔周报。
4. 维修钓鱼竿，赚取外块(专修套圈、握把、导线及卷轴)。

### 个人资料

身高：五尺十一寸

体重：一百六十五磅

健康情形：绝佳

婚姻状况：单身，不过已经订婚，今年12月即将结婚。

### 个人资历佐证人选

1. 苏菲雅 C. 李雯瑟博士  
新闻学系教授  
南卡罗莱那州立大学
2. 派崔克·巴顿先生  
体育主任  
南卡罗莱那州立大学
3. C. 雷蒙·戴客思先生  
发行人  
贺瑞郡灯塔周报  
大西洋滩 南卡罗莱那州29577
4. 哈利 M. 沛立先生(老板)  
运动家体育用品专卖店  
罗立司市 南卡罗莱那州29569

## 求职信

如果你的履历表撰写得相当完善，那就几乎大势底定了。接下来就是把履历表随着求职信一齐寄出去。这两份文件有一项共同的使命，就是希望能为你争取到面谈的机会。不管你的书面资历多么地令人惊艳，很少有人会直接录取素未谋面的你。所以说，当你接到对方来信或电话邀请你到公司一叙的时候，辛苦准备的求职资料就算大功告成了，因为这意味着你在纸上令人神往到认真地在考虑你的应聘。

大家对求职信各有不同的看法。有人写来洋洋洒洒、两三页的篇幅满载着厚重的自我促销。有的人则是言简意赅，“好了，这儿就是我的履历表”两三行地交代完毕。我们认为把两方极端做一个折衷应该是最适切的写法。然而要注意的是，不要一味地重复履历表上的资料。

我们也认为，一封好地求职信应该切中以下四项要点：

- 
1. 说明你是怎样得知这项职缺(除非你是在进行无标的应征)。
  2. 简述你为什么对这份工作感到兴趣，以及你又为什么相信自己足堪大任。
  3. 请求对方给予面谈的机会。
  4. 告知对方联络你的方式。
- 

注意：不要使用公司或旅馆的信纸这一类的“身外之物”。用高品质的白色信纸及相称的信封。接下来的四封求职信分别回应了我们先前收录的四份履历表。

**37-5****Application Letter for Middle-  
Management Position****Situation**

See Résumé 37-1 on page 318. Russell Buchanan decides to write to the National Sales Manager of Kauffman Institutional Equipment, Inc., whose name he obtained by telephoning the company in Milwaukee.

**The Letter**

Dear Mr. Hewlett:

At the recent convention of the AASA in Detroit, I learned that Kauffman Institutional Equipment, Inc. has an opening for a regional sales manager. Please consider me a candidate for the job.

A summary of my qualifications is enclosed. You will see that I have had several years' experience in education (teaching and administration) and in sales and sales administration, so I feel that I know the educational community from both the inside and the outside.

Ever since I first purchased Kauffman classroom equipment and later became acquainted with a number of your representatives, I have considered the Kauffman name synonymous with quality and style. It is with such an organization that I am eager to associate myself. Although I'm not an expert on your entire line, I'm quite familiar with much of it and, frankly, I think so highly of your products that I would consider it an honor to represent your company.

A. J. Sholes, the Director of Marketing at Horton-Miller Book Company, is aware that I am making application (you will see his name on my list of references) and has said that he would welcome a call from you if you wish to know more about me.

In the meantime, I would be glad to come to Milwaukee to see you whenever it is convenient. You may write to me either at my home or at Horton-Miller. If you wish to telephone me, you may call (312) 255-6000, which is the home office in Northbrook. The people there always know where to reach me.

Cordially yours,

## 第五节 求职表——中层管理职务

### 事由

请参阅第三十七章第一节所列的履历表。罗素·布其南决定写信给考夫曼组织设备公司的全国业务经理。他是通过打电话到位于密瓦基市的考夫曼公司查知对方的大名。

### 范例

亲爱的修列特先生：

在最近的这次全美教育行政人员协会的年会上，我得知考夫曼组织设备公司有一份地区业务经理的职务悬缺待补。请将我列为该项职务的候选人。

随函附上我个人的资历一览表。你会发现我在教育(教学及行政)与销售及业务管理双重领域当中都有多年的经验。我因此相信自己对国内教育界可以说是了如指掌。

自从我第一次采用考夫曼的教室设备，以及稍后认识了几位贵公司的业务代表以来，我就一直认为考夫曼这个品牌就是品质与格调的同义词。而我也一直殷切期待能有机会为考夫曼这样的公司服务。虽然我并非熟知贵公司所有产品的专家，但是对大多数设备还算相当了解。事实上。我对贵公司的产品十分推崇，以至于深信能代表贵公司无疑是我个人的荣耀。

霍顿—米勒出版社的营销处长 A.J.苏立斯知道我目前正在应征贵公司的职务(您可以在履历表佐证人选一栏里看到他的名字)。他表示如果有您有意进一步了解我的工作表现，他会很欢迎您与他电话联系。

同时，我也十分乐意在您方便的时间前往密瓦基市拜访您。你可以写信到我家里或霍顿—米勒出版社。如果您希望以电话联络，请打(312)255-6000，这是我们公司在北溪市的总处，同事们都知道哪里可以找到我。

衷心问候



## 37-6

### Application Letter for Change of Career

#### Situation

See Résumé 37-2 on page 320. Following is the application letter written by Dianne Seaton to accompany the résumé she prepared for the position of supervisor of office training. (The ad in *The Wall Street Journal* gave only a box number.)

#### The Letter

Ladies and Gentlemen:

This is my application for the position advertised in *The Wall Street Journal* (May 16)—supervisor of office training.

The résumé enclosed reveals five years of responsible secretarial and administrative office experience, a broad education that includes an academic degree, specialized training in secretarial science and related subjects, and teaching experience in classes designed expressly for working people.

You will see that my original plans were to teach history, but jobs in this area just didn't exist at the time I graduated; thus I chose a secretarial occupation where there were many opportunities. I am very glad I did. Not only do I enjoy being a part of the business world, I have learned that I have an unusual talent for administrative office work.

Yet the desire to teach remains. You will see that I have been teaching evening courses in word processing and related subjects during the past two years. I find teaching immensely exciting and rewarding—even more satisfying than my regular job.

I truly believe that responsible business experience, expertise in secretarial skills and procedures, and a sincere love of teaching make an ideal combination for the position you advertised. At age 28 I feel ready for a new challenge, and I hope you will offer that challenge to me.

Your ad indicated that the position is open in a large electronics firm in the Midwest. I would be pleased to visit the company at any time that would be convenient for you. May I hear from you?

Sincerely yours,

## 第六节 求职表——转业

### 事由

请参阅第三十七章第二节所列的履历表。接下来，黛安·席顿写了一封求职信，随着履历表一并寄去申请人事培训专员的职务(华尔街日报的征才启事只有列出联络的信箱号码)。

### 范例

各位女士、先生：

这是我回应贵公司刊登于华尔街日报征求人事培训专员的启事求职信。

随函所附的履历表载明了五年完备的秘书与办公室管理实务的经验，涵盖了一项正式学位的广泛教育背景，秘书课程与相关科目的专业训练，以及专为在职人士设计的课程教学经验。

各位可以看得出来，我个人最初的志趣在于历史教学。但是由于毕业时教职难寻，我于是选择了机会较多的秘书职务。我相当庆幸自己做了这样的决定。我不但高兴自己能够成为商业世界的一员，更发现原来自己对于办公室的管理工作颇有天分。

然而，从事教育工作的意愿仍旧强烈。各位也可以从履历表中得知，在过去两年我一直在大学夜间部兼任教授文书处理与相关课程。我发现教学是一项十分鼓舞人心且大有收获的经验，甚至比全职的工作更令人有成就感。

完备的商务经验，秘书实务的专业，以及对教育工作的热爱。我个人深信结合了这三项条件的人才，正是贵公司刊登广告所要找的理想人选。28岁的我已经准备好，要迎向人生的另一波挑战，希望各位能为我带来所期待的挑战。

贵公司的启事提及这是一家位于中西部大型电子公司的人事培训专员。我十分乐意在各位方便的时间前往贵公司拜会。能否请各位拨冗回复？

诚挚问候

## 37-7

### Application Letter for High-Level Position

#### **Situation**

See Résumé 37-3 on page 322. Frances Rosen decides to write the Executive Vice President of Farraday Plastics Manufacturing Company. This is the person to whom the Director of Public Relations reports, according to her informant who told her about the imminent retirement of the current director.

#### **The Letter**

Dear Mr. Klaff:

It has come to my attention that your current Director of Public Relations is on the verge of retirement, and that that position may be open shortly. If this is true, would you please consider this as my application for it.

The enclosed résumé indicates my broad experience in the area of public relations and management communications. It seems to me that this experience, together with my education (which continues), has given me ideal preparation to assume the role of the director of public relations in a firm such as yours. All of my professional experience has been in manufacturing organizations. My current employer, Regent Chemical Corporation, manufactures products closely allied to your own, so I am quite familiar with the kinds of issues and problems that your public relations people have to deal with.

I'd like to call your attention to page 2 of my résumé, on which I describe my concept of public relations. I am convinced that this function can make enormous contributions to growth and profits, and I am most eager to prove it to you.

Let me say that I have been very happy with my work at Regent Chemical Corporation. However, I see no opportunity in the near future to direct a full-scale public relations program (the present director is quite young and high competent), and I am eager to become established with a large company where I can assume this broader responsibility.

May I have the privilege of an interview? If you will let me know when it is convenient for you to see me, I will arrange my calendar accordingly. You may telephone me on my private line (622-4418) or write to me at the address given.

Sincerely yours,

## 第七节 求职表——高层职务

### 事由

请参阅第三十七章第三节所列的履历表。法兰西思·罗森决定去函法拉戴塑料工业公司的执行副总裁。据告诉她法拉戴塑料工业的公关处长即将退休这项消息的朋友称，执行副总裁正是公关处长的直属上司。

### 范例

亲爱的克雷复先生：

据我所知，贵公司公共关系处长即将届龄退休，而该项职务也将随之悬缺。如果这项消息属实，请接受这封信函作为我个人的求职信。

随函所附的履历表显示出我在公共关系及管理沟通这些领域的广泛经验。个人认为这些经验，辅以从未间断的教育训练，为我担任像贵公司这样极具规模的企业的公共关系处长做好了充分的准备，综观我个人的专业经验，无一不是运用于制造业。我目前服务的公司丽晶化学工业公司的产品与贵公司近似，我因此可以说是相当了解贵公司公关人员所必须负责的工作与面对的问题。

我想烦您特别注意我在履历表第二页所叙述的公关理念。我深信公共关系对于一家企业的成长与利润绝对能带来巨大的贡献，而我也企盼能有机会来向您证实我的理念。

我在丽晶化学工作向来愉快。然而，我发现在短期内自己并没有机会规划与执行全方位的公关计划（现任的处长相当年轻而且非常能干），而我殷切地期望能够通过承接更具挑战性的职责与一家大企业共同成长。

我是否能有机会与您面谈？如果您能让我知道方便的时间，我就可以着手安排我的行程。你可以利用我的专线（622-4418）或是写信到所提供的住址与我联络。

诚挚问候

## 37-8

### Application Letter for a Position Requiring Different Background

#### Situation

See Résumé 37-4 on page 324. Leonard Lambeth accompanies his résumé with a letter of application. Professor Levinthal, who recommended that he apply for the job, supplied the name of the person to whom to write.

#### The Letter

Dear Mr. Reinheimer:

The position of Assistant Advertising Manager of *Southern Outdoorsman* was called to my attention by Dr. Sophia Levinthal, professor of journalism at the University of South Carolina. It is upon her recommendation that I am sending you my application.

When I graduated from the university in 1990, I accepted a job in the Athletic Department as an instructor of various outdoor sports. After three years, I decided that I would never be content until I became launched on a career in the field in which I was trained—advertising.

As you will see in the enclosed résumé, I was an advertising major at the University of South Carolina, a program that I thoroughly enjoyed and did well in. The résumé will also reveal my knowledge of and enthusiasm for all outdoor sports—all those that interest your readers. Believe me, Mr. Reinheimer, I can speak their language.

I hope you will give me the opportunity to talk with you in person. I can come to Charleston at any time and am available to begin work at a moment's notice. Incidentally, I'm a regular reader of *Southern Outdoorsman* (including the ads), and I am confident that I can quickly become an effective member of your advertising staff.

Cordially yours,

## 第八节 求职表——需要不同背景经验的工作

### 事由

请参阅第三十七章第四节所列的履历表。里欧纳德·蓝倍思的履历表随着以下这封求职信一起寄出去了。推荐他应征这项工作的李雯瑟教授提供了收信人的姓名。

### 范例

亲爱的瑞海默先生：

我之留意到《南方户外人》杂志社应聘广告助理，要感谢南卡罗莱那州立大学新闻学系的苏菲雅·李雯瑟教授。由于她的推荐，我决定寄出这份求职信。

自1990年大学毕业以后，我接受了学校体育系的助教工作，负责筹办各项户外运动。三年以后，我发现在没有投入我所主修的广告领域，开展自己的职业生涯之前，我都无法安于现状。

如您在随函所附的履历表上可以看到的，我在南卡罗莱那州立大学主修广告，那是我非常喜欢也拿手的一项专业。我的履历表也显示出我对各项户外活动，各项您的读者感兴趣的户外活动，都有较深的了解与无穷的热爱。瑞海默先生，我和我的读者相知相惜，说的是同一种语言。

我希望您能给我与您面谈的机会。我随时可以到查尔斯顿，而且只要一个月之前通知，我就能立刻报到。很凑巧地，我也是《南方户外人》杂志的忠实读者（我连广告都读），我有信心能够很快地进入状态，成为贵社广告部值得信赖的一员。

衷心问候

## 第三十八章 其他关于求职的信函

第三十八章介绍的是关于求职你可能会遇到，而且必须以书面应对的另外五种状况：去函要求对方列名为佐证人选，后续探询求职结果，接受应聘的工作，婉谢对方提供的工作，以及辞职信。

### 关于资历佐证与推荐信

稍早的时候我们提到，在你将某人列为你求职的个人资历佐证人选之前，一定要事先征得对方的同意。有些时候，你可以利用电话来联系相关的事宜，而另外一些时候，写信则是较好的选择。去函要求将对方列为推荐人选时，记得把握以下这几项原则：

- 
1. 简述你的求职计划。
  2. 请求对方同意列名为佐证人选。
  3. 表达你的感谢之意。
  4. 加注你认为适当的个人信息。
- 

当你幸运地被录取时，你应该再写一封谢函给每一位应允列名的推荐人。你也许无从得知你的雇主是否真正接触过你所提列的推荐人，但是很有可能他们的确接获过查询，而且也如你所愿地仗义执言。撰写这样的谢函，应该注意：

- 
1. 说明你争取到的职务，以及点出你的兴奋之意。
  2. 感谢对方的帮忙，即使并没有真正麻烦到对方。
  3. 加注你认为适当的个人信息。
-

## 38-1

### Requesting Permission to Use a Person as a Reference

#### Situation

Before Leonard Lambeth completed his job résumé (see pages 324 and 325), he wrote to various people for permission to use their names as references. One was the publisher of the Horry County *Beacon*, for whom Lambeth worked one summer while attending college.

#### The Letter

Dear Mr. Dykstra:

May I use your name as a reference for a job that I am interested in?

Let me bring you up to date. After I received my degree from the University of South Carolina in 1990 (my major was advertising), I accepted a job in the Athletic Department of the university as an instructor in outdoor sports. Now after three years I'm eager to get started in the advertising field.

The job I'm applying for is assistant advertising manager of *Southern Outdoorsman* in Charleston. I believe I have a good chance at it. I know I have the academic credentials, and, as you've heard so often, consider myself an "authority" on outdoor sports.

I think my experience on the *Beacon* (summer of 1990) could be very important, and I'd appreciate your support in case someone wants to make inquiry about me. A postcard is enclosed for your response.

Thanks—and leave some of the king mackerel for me!

Sincerely,



## 第一节 去函请求收信人担任推荐人

### 事由

里欧纳德·蓝倍思在拟妥履历表之前(请参阅第三十七章第四节),写信给几位人士,请求准许将他们列名为个人资历的佐证人选。其中一位是贺瑞郡灯塔周报的发行人。蓝倍思大学期间曾经在他的报社工作过一个暑假。

### 范例

亲爱的戴客思先生：

我是不是可以将您的大名列为推荐人选来申请一份我相当感兴趣的工作？

让我先说明事情的来龙去脉。自从我在1990年由南卡罗莱纳大学毕业以后(我的专业是广告),我接受了学校体育系户外活动助教的工作。三年以后的现在,我热切地希望能在广告这个领域里开拓自己的事业。

我目前应聘的工作是位于查尔斯顿的南方户外人杂志社的广告助理。我相信自己被录取的机率颇高,我也知道自己拥有大学本科的学历,而且正如您经常听到的,我一向自认为是户外活动的权威。

我认为在您灯塔周报的工作经验(1990年夏天),对我来说非常宝贵。如果您能够在对方查询我工作经验时给予支持,我会十分感激的。随函附上明信片一张,方便您回复。

谢谢你——可别把大鲭鱼全钓光了,留些给我！

诚挚问候

## 38-2

### Thanking a Reference

#### Situation

Leonard Lambeth (see previous letter) receives word from *Southern Outdoorsman* that he has been accepted, and he writes each of his references to relay the good news. One of the persons listed on his résumé is Dr. Sophia Levinthal, professor of journalism at the University of South Carolina.

#### The Letter

Dear Professor Levinthal:

I think you'll be pleased to know that I have been hired as Assistant Advertising Manager of *Southern Outdoorsman*. I report to work July 21. This gives me a little time, and I hope to drop in to see you before I leave for Charleston.

At any rate, I want to thank you for your help. The job looks very challenging, but because of the thorough training I received at USC, together with your own informal coaching, I'm confident I can handle it.

Best wishes,

### Follow-Up Letters

There are two instances when you may wish to write a follow-up letter on your application for employment:

1. *When you have not heard within a reasonable time from the firm to which you applied.*
2. *When you want to call attention to something about your experience, education, activities, and so on, that was omitted from your résumé. (Often this is simply a ploy to increase your chances of being hired, which says, in effect, "I still want that job and think I am the right person for it. Don't forget me.")*

Here are three guidelines for writing follow-up letters:

1. *Be brief.*
2. *Be tactful and courteous—don't pressure.*
3. *Reemphasize your interest in the position.*

## 第二节 感谢推荐人

### 事由

里欧纳德·蓝倍思(请参阅前一封范例)接到南方户外人杂志社的通知,录取他担任广告助理,他于是去函给每一位列名履历表上的佐证人选,向大家报告这项好消息。其中一位是南卡罗莱纳大学新闻系的苏菲雅·李雯瑟教授。

### 范例

亲爱的李雯瑟教授:

我想您一家很高兴得知我被南方户外人杂志社录取为广告部助理。我得在7月21日报到,时间紧迫,希望动身前往查尔斯顿之前能有时间去拜访您。

无论如何,我都要好好地感谢您的帮忙。这份工作看来相当有挑战性。不过由于南卡大的完备教育训练与您的个人指导,我有信心能够胜任愉快。祝

事事顺心

### 续信件

在求职的期间,可能会碰到下列两种情形,你会有必要再发出一些后续信函:

1. 在递出求职信后,过了一段时间仍未接获对方的回复时。
2. 补充没有列入履历表的重要个人工作经验、教育背景、专业活动等信息(补寄这些资料的目的经常只是藉著提醒对方来增加自己被录取的机会,意思是说:“我仍然想要这份工作,而且相信自己正是适当的不二人选。别忘了考虑我。”)。

书写后续信函有三项准则:

1. 简洁扼要。
2. 委婉且礼数周到,不要施加压力、咄咄逼人。
3. 再度强调你对这份工作的兴趣。

## 38-3

### Follow-Up for Reason of Elapsed Time

#### **Situation**

Russell Buchanan (see Résumé 37-4) receives an acknowledgment of his application for the job of Regional Sales Manager, with the assurance that he will hear from the national sales manager "shortly." Two weeks go by and nothing happens. Buchanan decides to write a follow-up letter.

#### **The Letter**

Dear Mr. Hewlett:

May I ask whether the position I applied for April 11 (regional sales manager) is still open?

I'm still greatly interested in the job and hope I'm still in the running for it. However, I would like to know right away so that I can make appropriate plans.

Thank you.

Very cordially yours,

### 第三节 后续信件——等候多时后探询求职结果

#### 事由

罗素·布其南(请参阅第三十七章第一节的履历表)接到对方来信,表示已经收到他应聘地区业务经理的求职信,并且在“不久”之后负责全国业务的经理会给他回信。两个星期过去了,却没有任何消息。布其南于是决定写信做后续追踪。

#### 范例

亲爱的修列特先生:

我是否能够知道我在4月11日应聘贵公司的职务(地区业务经理)是不是仍旧待补?

我对这项工作一直相当有兴趣,希望我还是贵公司所属意的人选之一。

然而,我也希望能够立刻得知您的决定,以便进行适当的安排。

谢谢您。

衷心拜候

## 38-4

### Follow-Up to Present Additional Information

#### **Situation**

A few days after Frances Rosen (see Résumé 35-3) applies to Farraday Plastics Manufacturing Company, she decides to send a reprint of her recent article in the *Journal of Public Relations*. Although she could have attached it to her résumé, she decided to use it now as a follow-up device.

#### **The Letter**

Dear Mr. Klaff:

Right after I sent you my résumé, it occurred to me that you might like to see a copy of my article, "The Role of Public Relations in Corporate Planning," which appeared in the September issue of the *Journal of Public Relations*. It is enclosed.

Sincerely yours,

## 第四节 后续信件——补寄额外资料以加深印象

### 事由

法兰西思·罗森(请参阅第三十七章第三节的履历表)向法拉戴塑胶工业递出求职信几天以后,决定再补寄刊载于公共关系期刊上她一篇文章的影印本给对方参考。虽然当初可以连同履历表寄出,但是她选择把文章的影印本作为运用求职技巧的后续信件。

### 范例

亲爱的克雷复先生:

就在我寄出履历表之后,才想到也许您会想要参考我在9月份的公共关系期刊上所发表的一篇论文:“公共关系在企业计划中所扮演的角色”。随函附上文章的影印本。

诚挚问候

## 38-5

### Accepting a Job Offer

#### **Situation**

A week after Leonard Lambeth (see Résumé 37-4) is interviewed, he receives a letter from Mr. Reinheimer telling him the job is his and asking him to report to work in three weeks. Lambeth accepts the job by letter.

#### **The Letter**

Dear Mr. Reinheimer:

Your letter brought wonderful news. I am delighted to accept the position of assistant advertising manager of *Southern Outdoorsman*.

As you suggested, I will report to the medical department at 9 a.m. on July 21 and then proceed directly to your office.

I thoroughly enjoyed meeting you and the others on your staff, and I really look forward to joining you.

Sincerely yours,



## 第五节 接受所提供的工作

### 事由

里欧纳德·蓝倍思(请参阅第三十七章第四节的履历表)在面谈过后的一周内,接到瑞海默先生的来信,告诉他已经被录取了,并且希望他在三周内前来杂志社报到。蓝倍思以书面回复,表明接受工作的意愿。

### 范例

亲爱的瑞海默先生:

您的信真是为我稍来喜讯。我十分乐意地接受南方户外人杂志社广告助理这项职务。

如您所建议的,我会在7月21日准时向公司的医护部门报到,随后直接前往您的办公室。

上次面谈,与您及其他同事会面,实在是一次愉快的经验,我热切期待能够加入各位的行列。

诚挚问候

## 接受所提供的工作

在面谈以后，你可能会收到对方的来信，通知你已经雀屏中选先前所应聘的职务，并且要求你在特定的日期去新单位报到。如果距指定的到职日期还有相当一段时间，比如说，两三个星期，通常最好都要先写一封信，表达自己接受工作与准时报到的意愿。即使对方没有要求你必须以书面通知即将到职，还是不妨写这样的一封信，让人家很清楚的知道你肯定会到职而替你将工作保留。

撰写接受工作的信函，要注意下列几点要点：

- 
1. 表达你对被录取一事的兴奋与感谢。
  2. 确认指定的报到日期，并保证你会如期到职。
  3. 点出你对投入新职的热切期待。
-

## 婉拒所提供的工作

有些时候，在应聘工作并且接到录取通知以后，还是有人会改变主意，婉拒对方所提供的职务。也许是现在的老板在得知他们的求职计划之后以升职来予以慰留；也许是在接受面谈以后，他们又喜出望外地得到别家公司的青睐，接受另一份更好的工作；或者是他们对在面谈期间所观察到的一切并不十分满意，也或者是其他各种原因。当你决定无法接受一项工作时，必须以书面客气地予以婉拒，因为这是基本的礼貌。

婉拒工作的信函经常都很难写。应该注意的准则有以下这几项：

- 
1. 感谢对方提供工作的好意：
  2. 叙述婉拒的原因(这里尤其要细心留意。即使你心里这样认为，你当然还是不会直言无讳地写说：“我就是不喜欢为你们这样的公司工作。”你也不会点出：“我找到另一份薪水更高的工作。”我们会列举几份解释婉拒原因的范例，提供你参考)。
  3. 结语务求和悦，也许告诉对方上次的面谈给你留下的一些良好印象。
-

## 38-6

### Rejecting a Job Offer—Better Opportunity

#### **Situation**

Linda Parish applies to a large insurance company for the position of Systems Analyst. She receives notice that she has been selected for the job. In the meantime, however, a new position is offered in the publishing company where she is presently employed. It is not only a better job (including salary), but she is certain that she likes publishing better than she would like insurance. She declines the offer.

#### **The Letter**

Dear Mrs. Weiman:

I appreciate your letter offering me the position of Systems Analyst which I recently applied for.

Shortly after I arrived back at my office from my visit with you, I was told by our Administrative Vice President that I was being promoted to the position of manager of computer services. It is an excellent opportunity (which came as a complete surprise), and one that I feel I cannot pass up. Therefore, I must decline your generous offer.

Thank you for all the courtesies extended me. I enjoyed my brief visit with you.

Yours very cordially,

## 第六节 婉拒所提供的工作——另有高就

### 事由

琳达·蓓芮许应聘一家大型保险公司系统分析师的职务。她接到了录取的通知。然而，她目前任职的出版社也同时提供她一份新的职务。这项新职在各方面，包括薪水，都好过她现在的工作，而她自己也确实喜欢出版胜过保险。她决定婉拒业经录取的工作。

### 范例

亲爱的卫曼太太：

我非常感激您来信接受我应聘贵公司系统分析师的职务。

在上次拜访您以后，回到公司不久，我就从行政副总裁那里得知自己即将晋升为电脑服务部的经理。这是一个令人喜出望外的绝佳机会，也是我不想错失的良机。我因此必须婉谢您的好意。

感谢您给我的许多礼遇。与您相处的时间虽然短暂，却十分愉快。

衷心拜候

## 38-7

### Rejecting a Job Offer— No Interest in the Position

#### **Situation**

Kenneth Bianca, Purchasing Manager for a small manufacturer of electronic parts in a suburb of Seattle, receives an inquiry about his availability as Purchasing Director for a large business machines manufacturer in St. Louis. Bianca is interviewed and eventually offered the job. However, he does not like the structure of the company or the job description, so he decides to decline the offer.

#### **The Letter**

Dear Louis:

I am flattered by your offer of the position of Purchasing Director of Calumet, Inc. It is very generous.

After giving the matter much thought and discussing it with my family, I have come to the conclusion that I should stay where I am. Certainly, the opportunity to work with such a prestigious firm as Calumet is most attractive. On the other hand, I do enjoy my work here at Electronics Unlimited immensely, and I guess you might say we are “addicted” to the Seattle area and the lifestyle it affords.

Thank you for your confidence in me and for the opportunity to meet with you, Jim, Alice, and Quincy in St. Louis. My best regards to all.

Cordially yours,

### **Letters of Resignation**

When you resign from a position, there is no rule that says you must write a letter of resignation. Certainly, if you’re leaving in a rage and can think of no way to conceal it, then don’t write. Just tell your boss you’re leaving and why (if asked). It’s just not wise to leave on record an angry message with your name on it; it may very well haunt you later.

But if you want to write a letter of resignation—whether it’s a genuinely friendly separation or one that has negative overtones—that’s up to you. If you have regrets about leaving the company, the letter gives you the opportunity to express appreciation for the breaks you received, your high opinion of the people, and so on—a good gesture that certainly can’t hurt you. On the other hand, you may have been bypassed for a promotion you expected, and you may want to register your disappointment in writing simply for the record. In this case, we recommend that you express your feelings in a straightforward manner, but avoid name calling and vituperation.

## 第七节 婉拒所提供的工作——缺乏兴趣

### 事由

肯尼斯·毕安卡在一家位于西雅图郊区的小型电子零件制造厂担任采购经理。他接到一家位于圣路易斯市商务机器制造大厂的来信，探询他担任该公司采购部长的意愿。毕安卡接受了面谈，进而被对方录取。但是，他并不喜欢这家公司的组织结构与规定的工作描述，所以决定回绝对方的邀请。

### 范例

亲爱的路易斯：

你这样慷慨地提供我卡鲁美特实业采购部长的职务真是叫人受宠若惊。

在经过与家人商量与自己仔细评估以后，得到的结论是我还是应该留在西雅图。毫无疑问的，能在卡鲁美特实业这样知名的企业工作是相当值得把握的机会。不过在另一方面，我也很喜欢目前在无线电子的工作，而且我想你可以说我们全家对于西雅图地区与当地的生活型态都已经“上瘾”了。

谢谢你对我的信心，以及让我有机会在路易斯市认识你、吉姆、爱丽思，还有昆西。请代我问候大家。

衷心拜候

### 辞职信

当你辞职的时候，并没有什么明文规定说你一定得写一封辞职信。如果你离职的时候，满怀愤怒溢於言表，那当然就甭提写什么辞职信了。最多在被问起的时候，知会一下老板你是为什么要离开公司的。把自己的怒气化满纸的文字而被留下的记录，反而是不智的，因为这样的记录很可能在日后阴魂不散地带给你困扰。

但是不管离职时得到了友善的谅解，还是彼此留下了不愉快的印象，要不要写辞职信都是你自己的决定。假使你离职的时候，心存遗憾或不舍，写一封辞职信感谢公司的谅解，以及表达你对同事的赞赏，这样的善意当然不会对你有什么坏处。另一方面，你的离职可能是归因于错失了预料中的晋升机会，那也不妨写封辞职信，透过书面的记录让公司了解你的失望。如果真是这样，我们建议你平铺直叙地陈述自己的感受，避免指名道姓的谩骂。

## 38-8

### Letter of Resignation—Dislike for Travel

#### **Situation**

Craig Sherman has been a traveling sales representative for an appliance manufacturer for nearly 18 months. Although he enjoys meeting with dealers and likes the company he works for, he objects to being away from home several weeks at a time. He has discussed the problem with the Sales Manager, Gerald Bergstrom, several times, but, of course, the job requirements cannot be altered, and there are no inside positions that appeal to him. He decides to resign in writing.

#### **The Letter**

Dear Jerry:

I am sure it will come as no surprise to you that I wish to resign my position as a sales representative, effective at your convenience, but not later than June 12.

You are fully aware of my problem, Jerry. Although I like the company and the people I work with, being on the road for weeks at a time does not appeal to me. I think the situation would be entirely different if I were single or even married with no children. But with two youngsters (2 and 4 years old), traveling represents a real hardship on me and especially on my wife Gretchen. After each trip it gets increasingly harder for me to tear myself away from my family to go back on the road.

I really have no plans at the moment. I need to take some time to think about what I want to do. I may try to get back into coaching, and I'm also considering buying into a local sporting goods store. Whatever I wind up doing, it will have to be something that will permit me to stay anchored in one place.

Thank you for everything you have done for me. I really don't know how I could have received better treatment from a company or a manager.

Sincerely,

PS: In case I need a reference, may I use your name? I would very much appreciate it.



## 第八节 辞职信——厌倦长期出差

### 事由

魁格·雪曼担任一家家电用品制造商的巡回业务代表有一年半的时间。虽然他乐于接触经销商，也很喜欢这家公司，但是他实在不能忍受经常出差，要好几个星期才能回家一次。他曾经数度与公司的业务经理杰拉德·柏格司壮讨论过这个问题，但是一直无法更动目前的工作需求，也找不到自己感兴趣的内勤工作。他因此决定递上辞呈。

### 范例

亲爱的杰利：

我想你对于我辞去业务代表的决定应该不会感到惊异；辞职生效的日期可以配合你的需要，不过请不要晚于6月12日。

杰利，你对我的问题知之甚深。虽然我很喜欢公司还有我所接触的人们，但是每次连续数周的业务出差实在让我不敢领教。我想如果我还是单身或是结了婚却还没有小孩，整个情况也许会有所不同。然而，家里有了两个小孩（一个两岁、一个四岁），长期出差就成了一种难以忍受的辛苦，不只对我自己，对我太太葛瑞琼更是如此。每次出差回来以后，我就更舍不得离开家人，重新上路。

我目前并没有任何的就业计划，得花一段时间好好想清楚自己想做的事。我也许会回去当教练，也考虑在本地开一家运动器材店。不管最后决定怎样，我未来的工作一定要能够让我安定地留在家人身边。

谢谢你为我所做的一切。我真的不知道在那里还可以找到像你这样善待员工的经理。

诚挚问候

附：如果我求职需要推荐人选时，是不是可以列出你的大名？如果你能答应，我会十分感激的。

## 38-9

**Letter of Resignation—  
No Opportunity for Growth****Situation**

Helen Leavitt has been Administrative Assistant to Raymond Durward for three years. She quickly proved to be an excellent assistant, and frequent salary increases attest to her boss's high opinion of her. However, Durward is one of those people who will not delegate responsibility, and Leavitt is eager to assume the duties of a bona fide Administrative Assistant. She has discussed the matter several times with Durward, but received only noncommittal responses, such as "I'm happy with what you're doing—why change things?" Finally, she decides to resign and writes Durward, giving the reasons for her action.

**The Letter**

Dear Mr. Durward:

Please consider this as my resignation from my position as your administrative assistant, effective August 10.

Although I have enjoyed working with you and have learned a great deal, I would really like to operate in a wider management sphere, and since you have not been willing to provide this opportunity, I feel that I should seek a position that allows greater freedom to make decisions and to function more independently. As you know, my job has not changed in the three years I have been with you. Although you have been very fair in terms of compensation, I feel the need to grow professionally as well as financially.

I have discussed my management aspirations with two placement counselors in Portland, and both stressed the accelerated demand for women management trainees in various areas. So I think I'll have no difficulty finding what I want.

Thank you for all your help and your many personal kindnesses.

Sincerely,

## 第九节 辞职信——缺乏成长空间

### 事由

海伦·黎薇特在过去三年以来一直担任雷蒙·杜瓦的行政助理。到职之初，她很快地就证明自己是一位优秀的秘书，随后经常的加薪更显示出老板对她的评价。然而，杜瓦是那种不会充分授权的上司，而黎薇特也一直没有机会成为真正能够独当一面的行政助理。她曾经数度与杜瓦讨论过这个问题，却都只得到像“我对你的工作表现相当满意，为什么要改变现状呢？”这样敷衍式的回应。最后，黎薇特决定辞职，于是写信知会杜瓦，并向他说明原因。

### 范例

亲爱的杜瓦先生：

请将这封信视为我的辞呈，自8月10日起，我将不再担任您的行政助理。

虽然我很高兴能够为您工作，也从其中获益良多，但是我一直希望能够接触更为宽广的管理局面；而由于您并不愿意提供这样的发展机会，我想我应该另外找寻一份能够容我有更多空间独立运作与负责决策的工作。如您所知，我的工作三年以来一成不变。虽然您一向在薪金上给我公允的待遇，我仍旧认为自己有必要在专业与经济这两个领域里追求进一步的成长。

我找过波特兰市的两位就业辅导顾问，讨论我对管理工作的抱负。他们两位都强调许多就业市场上对女性管理培训专员的殷切需求。所以我相信我不难找到自己希望的工作。

感谢您长期以来的种种帮忙与礼遇。

诚挚问候

**38-10****Letter of Resignation—  
Bypassed for Promotion****Situation**

Lewis Michaels is one of three department managers (all on an equal level) reporting to the Financial Vice President, C. J. Spanswick. During the five years he has been with the company, Michaels has had several job offers at a better salary, but each time Spanswick has urged him to stay on. "You're doing a great job, Lew," Spanswick would say, hinting that he would have the first shot at Spanswick's job if it became vacant. But when Spanswick moves up to Treasurer of the corporation, the vacancy is filled by an individual outside the company. The explanation given by Spanswick is: "You're all three indispensable in the jobs you have now—it's much easier to replace me than any of you." Michaels decides to resign, giving specific reasons for doing so.

**The Letter**

Dear C. J.:

Please consider this as my resignation effective at once. I am writing to you rather than to the new financial vice president because I want you to know exactly how I feel.

You will recall that during the five years I have been on your staff, I have had offers from several companies, all of which promised better compensation and greater responsibilities. On each occasion, I discussed the situation with you and you gave me reason to believe that I would replace you, if and when you moved up. I confess that you did not actually say, "You're the next Financial Vice President, Lew," but that is the distinct impression I got from our conversations.

Your promotion to Treasurer of the corporation came as no surprise; certainly, no one is better qualified than you for that position. The genuine surprise was that instead of choosing one of your three department managers to replace you, you selected an individual from outside the company. I'm sorry that I cannot accept your reasoning—that we're indispensable in our present jobs; this would mean that a person can be penalized for doing *too* good a job. Clearly, this would mean that I can have no hopes for promotion here.

I leave Mariposa Industries with many pleasant memories; the experience has been rewarding in many ways. Under the circumstances, however, I'm certain you will fully understand the reason for my decision.

Cordially yours,

## 第十节 辞职信——未能如期升职

### 事由

李维思·麦克斯在公司与其他两位经理（三个人职位相等）同时都划归在财务副总裁 C.J.史班斯维克的属下。服务五年以来，麦克斯曾经多次被高薪挖角，但是每一次史班斯维克都力促他留在公司。“李，你的工作表现十分杰出，”史班斯维克会这样向他说，暗示如果自己的职位悬缺，麦克斯将是接任的第一人选。然而，当史班斯维克升任公司财务长的时候，他留下的职位却由公司外部找人来替补。史班斯维克的解释是：“你们三位目前的职务都没人能够取代，替补我的工作要比找人来接替你们的职务容易多了。”麦克斯为此决定辞职，并清楚地说明原因。

### 范例

亲爱的C.J.：

请将这封信视为我即刻生效的辞呈。我之所以将辞呈给你而不是交予新任的财务副总裁，是因为我要你清楚地知道我的感受。

你应该记得，在我担任你属下的五年期间，有不少的公司提供我工作机会，答应给我更高的薪金与更多的权责。每一次，我都会征求你的意见，而你的回答总让我有充分的理由相信在你更上层楼时，我将接替你留下来的职务。我承认你并没有说过“李，你铁定是我们下一任的财务副总裁”这样的话，但是这却正是我从我们彼此的谈话中，清晰感受到的印象。

你升任公司的财务长一点也不令人感到意外，没有人比你更适合担任这项工作。叫人真正惊讶的是你竟然从公司外部找人来接替你的职务，而完全不考虑你自己属下的三位部门经理。你说这是因为我们目前的工作没人可以取代。很抱歉，我没有办法接受这种解释，因为这等于是说有人因为工作表现过于杰出而必须受罚。从这一点，我可以很明显地看出，留在公司就别指望会有升迁的机会。

我会带着许多愉快的回忆离开美力伯萨工业；这里的

*Note:* Spanswick may have had good reasons for not naming Michaels to the vacated position. If so, they should have been revealed long before H-hour so that Michaels would have had an opportunity to overcome his deficiencies. The reason given by Spanswick is spurious, and under similar circumstances many people would, upon hearing it, simply clear their desks and walk out. Michaels wants his resentment on record, and there's nothing wrong with that.

## 38-11

### Letter of Resignation—Better Job Offer

#### **Situation**

Frances Rosen (see Letters 37-3 and 37-7) has been named Director of Public Relations at Farraday Plastics Manufacturing Company. Before accepting the position, she discusses it with her boss at Regent Chemical Corporation for whom she has a high regard. She receives his encouragement and congratulations and decides to write a personal letter shortly before her departure to express appreciation for courtesies and friendship.

#### **The Letter**

Dear Whit:

Before taking my leave next Tuesday, I want to acknowledge with deep thanks your many kindnesses to me during the years I worked with you.

It's not everyone who has a boss who is consistently cooperative, generous, and understanding, and I feel that I've been blessed. Not only have I enjoyed working with you; I have learned how a really good public relations department should be run. It's really because of the training I received from you that I feel qualified to undertake my new assignment.

My best wishes to you always. Don't be surprised to get some telephone calls from me, asking for advice and perhaps a sympathetic broad shoulder. If I can return any of the many favors you gave me, all you have to do is pick up the telephone and dial 555-5649.

Sincerely,

cc: A. J. Merriam

工作经验，让我在许多方面都是受益匪浅。然而，在这种情况下，我相信你会完全了解我坚持离职的原因。

衷心问候

附注：史班斯维克也许有很好的理由不去提名麦克斯接任他所留下来的职务。如果真是这样，这些理由也应该在适当的时机让麦克斯本人知道，这样他才有机会修正自己的过失。史班斯维克给的理由一点也不实在，处于类似的情况，很多人都会立刻收拾好东西走人的。麦克斯希望将自己的愤怒化为书面记录，这样的作法并没有错。

## 第十一节 辞职信——另有高就

### 事由

法兰西思·罗森(请参阅第三十七章第三节以及第七节)被提名为法拉戴塑胶工业的公共关系处长。在接受这项职务之前，她向自己在丽晶化学工业一向敬重的上司征求意见。上司不但鼓励她接受新职，更向她道贺。就在离职之前，她决定写一封私人信函给上司，表达她对种种礼遇与友谊的感谢。

### 范例

亲爱的惠特:

在下周二正式离职之前，我要藉此向你表达深深的谢意，感谢你在我们共事多年期间对我的亲切礼遇。

不是每一个人都能遇到一位总是充分支持、慷慨大方，而又善体人意的老板，我觉得自己真的是非常幸运。我不但喜欢与你共事，更学会了如何管理与带领出一个真正优秀的公共关系部门。有幸接受你的训练，让我相信自己足以胜任新的职务。

请接受我永远的祝福。当你偶尔接到我的电话。寻求忠告或是值得倚靠的宽阔肩膀时，可别惊讶。如果有任何我可以回报你帮过我那些许多忙的地方，尽管拿起电话拨5-5649。

诚挚问候

副本抄送：A. J. 玛瑞安

**38-12****Letter of Resignation—Personal Conflict****Situation**

Walter Prevatte is an internal auditor for Bridewell Enterprises, where he has worked for three years. Although he has progressed financially at a satisfactory rate and therefore assumes that he is valued by his boss, J. Richard Allender, Prevatte gets no satisfaction from his work. Allender is demanding, demeaning, cold, and often verbally abusive—one of those executives who “knows it all” and refuses to give credit to subordinates for brains or ideas.

Prevatte decides to resign. In his letter of resignation, however, he believes it best not to reveal the real reason (Allender). Although it would feel good to get some things off his chest, he thinks he would lose rather than gain by doing so. So he decides to announce the decision to resign without revealing animosity toward anyone.

**The Letter**

Dear Richard:

After considerable thought and soul-searching, I have decided to resign my position as internal auditor at Bridewell Enterprises. I assure you it was not an easy decision to make.

Perhaps you have heard me mention on occasion that I would like to have my own accounting business. Ever since I graduated from Rutgers, this has been my long-range goal. I am thinking of applying to a graduate business school to earn an MBA in accounting and eventually to sit for the CPA exam.

I suggest an effective date of June 30. If, however, you would like more time to find a replacement, I am willing to extend that date by two weeks. On the other hand, if you feel that an earlier departure would be more convenient to you, I will certainly understand.

I value the experience I have received at Bridewell Enterprises. I'm confident that it will be very useful to me in my accounting career.

Sincerely yours,



## 第十二节 辞职信——个人因素

### 事由

华特·普瑞维德担任布莱德威尔企业的内部稽核已经有三年了。虽然他的薪金调整速率颇令人满意，而由此可以约略看出老板J.礼察·艾伦得对他的重视，便是普瑞维德自己却无法从工作中获得成就感。艾伦得是那种自认为“万事通”的高级主管，惯于将属下提出的构想与企划据为己有，而且不但要求极高，自傲而冷漠，还会肆无忌惮地谩骂部属。

普瑞维德决定辞职。然而在辞职信里，他相信还是不要透露真正的原因比较好。把心里的怨气一吐为快当然会让人觉得如释重负，但是他认为这样做其实是得不偿失。所以，他决定宣布辞职的消息，但是不对任何人显露敌意。

### 范例

亲爱的礼察：

经过仔细的考量与自我评估，我决定辞去布莱德威尔企业内部稽核的职务。我可以向你保证，这并不是一项容易的决定。

也许你曾经听过我提起想要成为执业会计师的志愿。自从我由鲁格斯大学毕业以来，这一直是我生涯规划的长程目标。我打算申请商学院研究所，主修会计并取得企业管理硕士，随后再参加会计师资格考试。

辞职生效的日期，我建议订在6月30日。不过如果你需要多一点的时间寻找替补的人选，我愿意延后离职两个星期。另一方面，如果你认为我尽早离职对你会比较方便的话，我也能够了解。

我会珍惜在布莱德威尔企业学习到的工作经验，我相信那对我未来的会计师生涯会有很大的帮助。

诚挚问候

## 第 14 篇

# 社交信函

社交信函包括正式与非正式的邀请函，接受或婉谢邀请的正式与非正式回函，以及回应盛情款待或照顾的谢函（通常称为“日常礼仪信函”）。虽然这样的社交信函乍看之下好像应该属于礼仪手册的范畴，但是许多类似的书信其实都与商业相关。

第14篇收录了几种正式与非正式的书面社交信函的写法，撰写时应该注意的准则则列入每一封范例后的说明部分。

## 第三十九章 正式的邀请函与回函

企业与其他组织经常会发出正式的信函，邀请来宾出席特殊的场合，包括欢迎新任总裁或校长的宴会，肯定员工杰出成就或是特殊纪念日的晚宴，庆祝公司成立周年的招待会，接待贵宾的宴会，宣布两家企业合并并介绍核心主管的说明会等等。类似场合的正式邀请函通常都是用印刷的，使用的信纸材质则多与结婚喜帖相同。有些正式邀请函会注明（敬请惠予回复）请应邀者告知是否出席；这样的话，即使没有随邀请函附上回复用的卡片，应邀者还是应该写一封接受或婉谢邀请的正式回函。

## 39-1

## Formal Invitation to Honor a New President

## Situation

Rothmoor University has appointed a new president who will take office in late summer. A formal invitation is sent to the alumni of the university and other important people to attend a reception in the president-elect's honor.

## The Invitation

THE BOARD OF TRUSTEES AND THE FACULTY  
of  
ROTHMOOR UNIVERSITY  
invite you to attend a reception  
in honor of  
DR. MARTHA SILLIS CLEVERDON  
President-elect  
to be held in American Women Patriots Hall  
on the Campus  
Thursday evening, June 2  
at half after eight o'clock

R.S.V.P.  
Dean of Faculty

## Analysis of the Invitation

1. The invitation is printed in black on high-quality white paper of postcard weight. A popular size is 4¼ by 4¼ inches, although a number of different sizes may be used.
2. The placement of the message varies, but note that each line is centered.
3. The envelope is usually hand-addressed, and there is often a card of the same quality as the invitation, enclosed with the following message:  
"I will \_\_\_\_\_ attend the reception for President-elect Cleverdon on Thursday, June 2.  
Name \_\_\_\_\_"
4. A stamped, self-addressed envelope is enclosed for mailing the card.

## 第一节 正式邀请函——欢迎新任校长

### 事由

罗斯摩尔大学最近刚任命了一位新校长，即将在今年夏末到职。学校为此发函邀请校友与重要人士参加欢迎甫经任命的新校长的宴会。

### 邀请函

罗斯摩尔大学  
理事会暨全体教职员  
敬邀阁下出席晚宴  
欢迎  
新任校长  
玛莎·席尔思·克蕾佛顿博士  
晚宴定于本校校园美国女爱国者厅举行  
6月2日 周二  
晚间8:30

敬请惠予回复

本校教务长

### 说明

1. 这封邀请函用的是黑色字体印制在磅数与明信片相同的高品质白色信纸上。通用的邀请函的尺寸为  $4\frac{1}{2}$  英寸  $\times$   $4\frac{1}{2}$  英寸。当然，你也可以使用其他的尺寸。
2. 邀请函上的文字排列并没有一定的标准，但是请注意范例里每一行文字都是居中的。
3. 邀请函信封上的收信人姓名地址通常都是手写的，而且应该附上一张与邀请函相同材质的卡片，供应邀者回复。回复卡上可以印上：

我将\_\_\_\_\_出席6月2日周二所举行，欢迎新任校长克蕾佛顿博士的晚宴。

姓名：\_\_\_\_\_

4. 此外，还要附上回邮信封，方便应邀者寄还回复卡。

**39-2****Formal Invitation to an Annual Banquet****Situation**

The Lakeport Business Council in Support of the Arts invites members and special guests to its annual banquet meeting by a formal printed invitation.

**The  
Invitation**

THE LAKEPORT BUSINESS COUNCIL IN SUPPORT OF THE ARTS

cordially invites you to its

Annual Meeting and Banquet

at the Lakeport Country Club

on Saturday, May 8, at half after six o'clock

featuring

Anton Michetti, Director of the Pine State Symphony

speaking on "What Is Good Music?"

and a special performance by the

Abelard String Quartet

R.S.V.P.  
Pamela Webster  
555-4417

Black Tie

**Analysis  
of the  
Invitation**

1. The stationery and the setup are similar to the invitation on page 347.
2. Note that the response can be made by telephone, and the person's name and number appear under "R.S.V.P."

## 第二节 正式邀请函——参加年会

### 事由

湖港市商会艺术协进会正式发函，邀请会员及特别来宾出席协会的年度宴会。

### 邀请函

湖港市商会艺术协进会  
衷心敬邀阁下  
于五月八日周六 晚间六点半 莅临  
湖港市乡村俱乐部  
出席  
本会年度会议暨晚宴  
本会特别安排  
松树州立交响乐团指挥 安东·米切堤先生  
发表演说：“何谓好音乐？”  
以及雅布拉德管弦四重奏  
特别演出

敬请惠予回复

请系黑色领带

潘蜜拉·伟伯斯特

555-4417

### 说明

1. 这封邀请函使用的信纸与字体的排列方式均与前一封范例类似。
2. 请注意应邀者可以利用电话回复，联络人的姓名与电话号码列在“敬请惠予回复”之下。

## 39-3

## Accepting a Formal Invitation

## Situation

Cynthia Dolan, Vice President of a pharmaceutical house, receives a formal invitation from the National Medical Research Foundation to a reception in honor of Dr. Ormond Shipley, who has received the foundation's annual award for outstanding medical research. Although the invitation included an R.S.V.P., there is no card enclosed for the response. Dolan accepts the invitation.

The  
Acceptance

*Cynthia Dolan  
accepts with pleasure  
the kind invitation of  
The National Medical Research Foundation  
to a reception in honor of  
Dr. Ormond Shipley  
on Wednesday, the fifth of December  
at five-thirty o'clock  
The Century Club*

Analysis of  
the  
Acceptance

The response is handwritten on a blank, high-quality card or a social note sheet either monogrammed or blank. If the sheet contains her full name, Dolan can begin the acceptance as follows:

"I accept with pleasure your kind invitation to a reception..."  
Then she begins her name below the message.



### 第三节 接受正式邀请的回函

#### 事由

某家药厂的副总裁欣席雅·杜兰接获全国医学研究基金会的正式的邀请函，请她出席庆贺奥蒙·席普力博士荣获基金会今年年度杰出医学研究奖的晚会。虽然邀请卡注明“敬请惠予回复”，却没有附上卡片。欣席雅回函接受邀请。

#### 回函

本人欣席雅·杜兰  
欣然接受  
全国医学研究基金会  
邀请  
出席于12月5日 周三  
下午5:30  
于世纪俱乐部举行宴会  
共同庆贺  
奥蒙·席普之博士  
杰出成就

#### 说明

这封回函是亲笔写在一张材质精美的卡片上，也可以使用个人专用，印有姓氏字样或空白的社交信笺。如果她的个人专用信纸已经印有姓名，杜兰接受邀请的回函可以这样写：“本人欣然接受贵会邀请，出席宴会……”，随后再于信末署名。

## 39-4

Accepting a Formal Invitation  
with a Qualification**Situation**

Janette Reichel, an executive, and her husband Kenneth receive a formal invitation from the parents of Janette's administrative assistant to a party to announce their daughter's engagement. The social hour begins at four o'clock, followed by dinner at seven o'clock. The Reichels will attend the social hour, but because of a previous engagement, cannot remain for dinner.

**The  
Acceptance**

*Janette and Kenneth Reichel  
are pleased to accept the kind invitation of  
Mr and Mrs Overstreet  
to the party on Sunday, May fifteenth, at four o'clock.  
Because of a previous engagement  
we sincerely regret that we will be unable  
to remain for dinner following the social hour*

**Analysis of  
the  
Acceptance**

The message may be handwritten on a plain white card or note sheet. Note that the acceptance precedes the regrets.

#### 第四节 接受正式邀请的回函——注明不能全程参与

##### 事由

珍娜·瑞秋是一家公司的高级主管。她和她先生肯尼斯接到她的行政助理的父母正式来函邀请他们参加女儿的订婚宴会。当天的社交聚会在 4:00 开始，正式的晚宴则在 7:00 举行。瑞秋夫妇打算出席社交聚会，晚宴则因为有约在先，而不参加。

##### 回函

珍娜暨肯尼斯·瑞秋

十分乐意接受

欧佛史崔特先生及夫人

盛情邀请

出席于 5 月 15 日 周日 下午 5:00 举行的宴会

由于有约在先

我们很遗憾地无法

参加社交聚会后的晚宴

##### 说明

这封回函可以用亲笔写在一张空白的白色卡片或个人专用的社交信笺上。请注意接受邀请的讯息要先于随后的婉谢说明。

## 39-5

## Expressing Regrets to a Formal Invitation

## Situation

JoAnne and Wilford Ross receive a formal invitation to a dinner dance, but must decline because they will be out of the country on the date of the affair.

## The Regrets

*Wilford and JoAnne Ross  
sincerely regret  
that because they will be in Mexico City all of September  
they are unable to accept  
Mr. and Mrs. Gaultford's  
kind invitation for the twelfth of September*

Analysis of  
the Regrets

Again, the regrets are handwritten on formal stationery. Note there is no need to indicate the nature of the occasion or the location.

## 第五节 婉谢正式邀请的回函

### 事由

琼安与卫福得·罗斯夫妇接到正式来函，邀请他们参加一项晚宴暨舞会。但是因为届时将会出国，他们不得不婉谢对方的邀请。

### 回函

卫福得暨琼安·罗斯  
由于9月份均在墨西哥城  
至感遗憾 未能接受  
季福特先生及夫人  
9月12日  
之盛情邀约

### 说明

同样的，这封回函是用亲笔写在一张用于正式场合的信纸上。请注意婉谢的回函，不用再注明邀请的事由与场所。

## 第四十章 非正式的邀请函与回函

非正式的宴会、晚餐及其他各项聚会的安排与邀约，通常不是透过电话进行，就是在办公室、餐厅，以及其他场所见面时彼此敲定。然而，视实际场合所需，有人还是偏好使用社交信纸或高级主管用纸，撰写并寄发邀请函。

一般来说，手写的邀请函就用手写的回函应对。

## 40-1

## Informal Invitation to Dinner

## Situation

Edward Agajanian, Executive Vice President of a corporation, and his wife Peggy are having a farewell dinner in their home for Ted and Virginia Novak (Novak is a subordinate of Agajanian) prior to the Novaks' departure for a foreign assignment. Ten couples, friends of the Novaks, are being invited.

## The Invitation

EDWARD G. AGAJANIAN  
Old Mill Creek Road  
Princeton, New Jersey 08540

Dear Ruth and Cliff:

Peggy and I would like it very much if you would be our guests at dinner on August 9 at seven o'clock. It's an informal farewell party for Ted and Virginia Novak who, as you know, will be leaving in a few weeks for Hong Kong, where Ted will be the managing director of our new office there. We're inviting ten couples, all of whom are special friends of the Novaks.

I know that Ted and Virginia would be delighted to have you in the group, as would we. By the way, it's not a surprise and no gifts are expected.

Will you call me or Peggy if you can't come? Otherwise, we'll be expecting you. My office number is 333-2174 and our home number is 333-6120.

Yours,

Mr. and Mrs. C. H. Renfro  
120 Cedar Drive East  
Belaircliff Manor, New York 10510

## Analysis of the Invitation

1. Some executives have personal stationery that can be used for messages such as this, with either the business or home address (or both). Usually it is smaller than standard letterhead size—either Monarch (7¼ by 10¼ inches) or Baronial (5½ by 8¼ inches). The stock is sometimes tinted—light tan, grey, and so on.
2. The message may be typewritten since it is a social-business event as opposed to a purely social one. For the same reason, the letter appropriately comes from Edward Agajanian, rather than from Peggy.

## 第一节 非正式的邀请函——共进晚餐

### 事由

某家企业的执行副总裁爱德华·雅各詹宁和他的太太佩姬打算在家里举行一次晚餐聚会，欢送即将被公司派驻海外的泰得与维琴妮雅·诺瓦克夫妇（泰得是爱德华的属下）。他们邀请的10对夫妇都是诺瓦克夫妇的朋友。

### 邀请函

爱德华·G.雅各詹宁  
古磨坊溪路  
普林斯顿市 纽泽西州08540

亲爱的茹思、克里福：

佩姬和我很希望你们能接受邀请，在8月9日7:00到我们这儿来共进晚餐。这是为泰得与维琴妮雅·诺瓦克夫妇举行的一次轻松的送别聚会。你们知道的，泰得奉派前往香港，担任我们新的分公司总经理；他们夫妇俩再过几个星期就要启程了。我们打算邀请10对夫妇，每一对都是诺瓦克夫妇的好友。

我知道泰得还有维琴妮雅都和我们一样，很希望你们能够参加这次的聚会。对了，这次不是什么惊喜宴会，可别准备礼物。

如果没有办法过来，可不可以麻烦你们打电话让我或是佩姬知道？如果没有接到通知，我们届时一定恭候大驾光临。我办公室的电话是555-2174，家里则是555-6120。

衷心问候

C.H.蓝佛洛先生及夫人  
杨杉东道120号  
布莱克里福壮园市 纽约州10510



3. At a farewell dinner, anniversary event, or similar occasion, it is usually wise to indicate whether a gift is expected.
4. To reduce the business flavor of such a message, the inside address may appear below the letter.

## 40-2

### Accepting an Informal Invitation

#### Situation

During the week of April 11, Dr. Russell Chancellor and his wife Maureen will attend a medical convention in Seattle. Old friends of the couple who live in Seattle have written a note inviting them to dinner at a downtown restaurant, followed by attendance at a performance of the Seattle Symphony.

#### The Letter

Dear Grace and Milt,

It was nice of you to invite Russ and me to dinner on April 14 when we are in Seattle and to attend a performance by the Seattle Symphony. We're delighted to accept.

It will be wonderful seeing both of you again. We're staying at the Alhambra, and I'll give you a ring when we are settled in. Seattle will be a new experience for me, and I'm really looking forward to it.

Affectionately,  
Maureen

#### Analysis of the Letter

1. The letter is written by hand on either plain social stationery or a personal letterhead.
2. Note that Maureen tells Grace and Milt where she and Russ will be staying in Seattle. This is always a good idea in case there is any change in plans.

Note: The letter may be written by either of the Chancellors.

## 说明

1. 有些高级主管备有个人专用的信纸，上面印有公司或家里的住址(或是两者并列)，可以用来撰写像这样的邀请函。专用信纸的尺寸要比标准信纸小一些，通常用的都是帝王式 $7\frac{1}{4}$ 寸 $\times$  $10\frac{1}{4}$ 寸)或是男爵式( $5\frac{1}{2}$ 寸 $\times$  $8\frac{1}{2}$ 寸)。有人也使用浅色的信纸，像是淡褐或是浅灰等颜色。
2. 由于这次的聚会并非纯粹的私人交往，在社交之外，它还带有些许商务色彩，所以邀请函不妨用打字的。同样的，邀请函应该如范例所示，由爱德华·雅各詹宁具名寄出，而不是由佩姬来写。
3. 举行送别、周年纪念日或类似场合的聚会，最好先让应邀者知道是不是应该准备礼物。
4. 为了冲淡邀请函的商务色彩，不妨将应邀者的住址列于信末。

## 第二节 接受非正式邀请的回函

### 事由

罗素·钱史勒医生和她的太太茂琳将在 4月11日这个星期前往西雅图出席一项医学研讨会。他们在西雅图的老朋友们寄来一张卡片，邀请他们在市内的一家餐厅聚会，随后还会招待他们去欣赏西雅图交响乐团的演奏。

### 回函

亲爱的葛瑞丝·密特：

真是谢谢你们邀请罗素和我在西雅图的时候一起共进晚餐，以及欣赏西雅图交响乐团的演奏。我们当然是欣然接受。

能够和老友重聚是多么美好的一件乐事。我们会住在喜来登饭店，住宿的事情一打点妥当，我就会打电话给你们。西雅图之行于我是一次崭新的经验，真教人期待。

深情问候

茂琳

## 40-3

## Expressing Regrets to an Informal Invitation

## Situation

Agatha and Culver Wierdewald receive an informal invitation from friends for a weekend of skiing. They are unable to accept.

## The Letter

Dear Cindy and Ed —

Culver and I wish so much that we could accept your invitation to join you in Steamboat Springs the weekend of February 16. Unfortunately, we cannot. Ed's family is having a big reunion that weekend in Salt Lake City, which is really a must for both of us.

We'll be thinking of you and the rest of the gang. Both of us have happy memories of our numerous stays at Wynward's Chalet and hope you'll ask us again one day. Have fun!

Fondly,

Agatha

Analysis of  
the Letter

This letter can come from either Agatha or Culver Wierdewald. It should be handwritten either on plain social stationery or a "Mr. and Mrs." letterhead. Note its informality.

## 说明

1. 这封回函是用亲笔写在一张空白的白色社交信纸，或是印有个人姓名住址的信纸上。
2. 请注意茂琳特别让葛瑞丝和密特知道她和罗素的下榻之处。这样做蛮好的，因为可以在原订计划有所更动时，方便通知。

附注：这封回函由钱史勒夫妇两人谁来撰写与签名都可以。

### 第三节 婉谢非正式邀请的回函

## 事由

阿嘉莎与库佛·卫斯聂司基接到朋友寄来的非正式信函，邀请周末一起去滑雪，但是他们却必须婉拒。

## 回函

亲爱的欣蒂、艾德：

库佛和我多么希望能够接受你们的邀请，一起在2月6日那个周末到汽泉滑雪。然而很遗憾的，我们却无法成行。库佛他们家那个周末在盐湖城刚好有个盛大的家庭聚会，我们两个都不能缺席。

我们会惦记着你们。库佛和我都十分珍惜我们在温伍德山庄的美好回忆，希望改天你们能再找我们去。祝你们玩得愉快！

深情问候

阿嘉莎

## 说明

这封回函由阿嘉莎或是库佛·卫斯聂司基来写都可以，而且应该是亲笔手写在空白的社交用信纸或是他们夫妇专用的信纸上。请注意回函那种轻松的非正式写法。

## 第四十一章 感谢函

我们每个人从很小的时候，就学会了在别人帮我们忙的时候说：“谢谢。”一百次里有九十九次，我们都能亲自或通过电话向人家致谢。

然而，在某些特定的情况下，还是有必要利用感谢函的方式，来表达我们内心的感激。第四十一章收录了两封谢函的范例。

## 41-1

## Expressing Thanks for a Personal Favor

**Situation**

Lou Aldridge, an assistant purchasing manager, is discussing his summer vacation plans with Len Rogoff, the sales representative for a long-time supplier. "This year," Lou tells his friend, "Beth and I are going to take the boys on a trip through New England—you know, a little camping and fishing, sightseeing, and the like." "That sounds great," Len says. "Millie and I have a small lakefront cottage near Bridgton, Maine. You're welcome to use it if you're headed in that direction." Lou quickly accepts the invitation, and upon returning home writes Len a letter of thanks.

**The Letter**

Dear Len:

Here's the key to "Rogoff's Retreat," along with my deepest thanks for allowing us to stay there. We spent a couple of days and three nights there—early one of the best memories of our trip.

The boys became fairly expert in maneuvering that 34-horsepower motor boat around the lake and even caught a few pickerel of respectable size. Cathy and I swam, sunned, and lolled on that breezy screened-in porch, catching up on our reading, crossword puzzles, and napping. It was a great interlude for all of us. Even Fitz, the dog, was reluctant to leave—too much fun yapping at the ducks that dropped in on us every day.

It was very generous of you and Millie to lend us "Rogoff's Retreat," and we're mighty grateful.

Best regards,

PS: I think I fixed that drip in the outdoor shower you spoke about. I fully intended to mow the lawn, but the machine simply coughed a few times, proving (to no one's surprise) that Dad doesn't know a lot about motors.

**Analysis of the Letter**

The letter can be written on plain paper or on the company letterhead (we prefer the former), and it may be handwritten or type-written, depending on how personal Aldridge wants to make it. In any event, he is appropriately warm, grateful, and whimsical.

## 第一节 感谢私人的照顾

### 事由

任职采购副理的卢·奥得瑞治和公司一家长期往来的供应商的业务代表连·若高夫叙述他的暑假计划。卢告诉他的朋友“今年蓓丝和我打算带着孩子们到新英格兰各州旅游，你知道的露营、钓鱼、观光，什么都有”。连听了以后告诉他：“蜜莉和我在缅因州桥顿市附近有一间湖滨的小木屋。如果到那儿去的话，很欢迎你们全家去住”。卢很快地接受了这项邀请。而在旅游归来以后，写了一封感谢函给连。

### 谢函

亲爱的连：

随函附上“若高夫别墅”的钥匙，以及我深切的感激之情，谢谢你让我们住在那儿。我们在那里度过的几天成为这次旅行最美好的回忆。

我两个儿子开起你那台3.5马力的汽艇，有模有样地在湖上巡航，还钓到了几条颇有份量的梭鱼。我和蓓丝也不闲着，游泳、晒太阳，悠然自得，任着穿过帘幕的微风吹拂，读书、玩拼字游戏，外加小睡。对我们全家来说，这次的湖滨之行真是人生一段美丽的插曲。连我们家的小狗费丝都舍不得离开，大概是和每天都会来拜访我们的鸭子们玩得太高兴了。

你和蜜莉让我们借住“若高夫别墅”这份盛情，真是教我万分感激。祝

事事顺心

附：你上次提到在木屋外头的莲蓬头漏水，我想我大概给修好了。另外，我真的是全心会意地想要整理草坪，不过割草机就只是咳了几声，不肯发动，一点也不令人意外地证明了我这个老爹对马达实在是所知有限。

### 说明

这封谢函可以写在空白的信纸或是印有公司名称的商务信纸上(我们比较赞同前者)；手写或打字都没关系，主要得看奥得瑞治希望自己的谢函读起来有多亲切。总之，他的写法语调都很适当、温馨、感恩，而独树一格。

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## Expressing Thanks for Generous Hospitality

**Situation**

Peter Hostler is a buyer of men's clothing for a department store in Dayton. On a recent buying trip to New York accompanied by his wife Lisa, the couple is given royal treatment by Bernard Jacobs, a sales representative for a men's apparel manufacturer. Upon returning home, Hostler writes a letter of appreciation.

**The Letter**

Dear Berdie

Lisa and I are still talking about the great afternoon and evening you gave us in New York. It is an occasion that will be long remembered.

Although you probably take New York in stride, everything we saw and did was a great adventure: the boat trip around Manhattan Island, cocktails at the top of the World Trade Center, dinner at the Four Seasons, the Broadway revival of our favorite musical, "The Gracie," and finally the famous cheesecake at Lindy's.

The buying trip was very successful, and my boss was immensely pleased with my selections. Never again will I believe the old adage, "You can't mix business with pleasure." You provided the pleasure—and, incidentally some of the business. Thank you!

Sincerely,

**Analysis of  
the Letter**

1. In the first paragraph, Hostler mentions the memorable afternoon and evening.
2. He then points out each of the treats they received, showing that none was forgotten.
3. The letter ends on a business-social note and with a hearty "thank you."



## 第二节 感谢盛情款待

### 事由

彼得·哈司乐是一家位于戴顿市的百货公司男装部的采购员。最近他和太太丽莎一起到纽约进行采购，受到当地一家制衣厂的业务代表柏纳德·杰科比的盛情款待。哈司乐回来以后特地写信向杰科比致谢。

### 谢函

亲爱的柏纳德：

丽莎和我到现在都还在谈论纽约之行你带给我们的美好的回忆。那个下午与夜晚真是令人难以忘怀。

也许你对纽约已经了若指掌了，可是我们的一切所见所为都是新奇的冒险：曼哈顿的环岛航行、世界贸易中心顶楼的鸡尾酒、四季饭店的晚餐、百老汇我们最喜欢的音乐剧“预言”，最后还有林蒂餐厅有名的乳酪蛋糕。

这次的采购也相当成功，老板对我挑选的服装十分满意。我再也不会相信“公事与乐趣不能混为一谈”这句谚语了。因为你不但提供了乐趣，碰巧也帮助我完成了一部分的公事。谢谢你！

诚挚问候

### 说明

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1. 哈司乐在谢函的第一段先点出难忘的一天。
  2. 接下来，他再逐项列出所受到的各式款待，表示自己一样也没忘记。
  3. 整封信的结语社交商务两者并重，并以爽朗的一句“谢谢你”做结。
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