

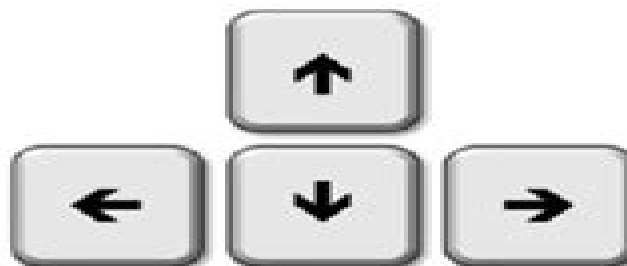
## Chapter 11: Memorandum and E-mail

**Objectives:**

1. Understand the purpose of a memo and e-mail.
2. Describe the format of a memo and e-mail.
3. Write a memorandum.

**Memorandum and E-mail**

Memorandum and E-mail are inter-office correspondences or central internal documents used for general messages such as notices, announcements or circulars. For large companies, they usually have either standardized memorandum forms, which can also move within divisions and branches of a company or electronic mail (E-mail), with the use of computer networks. E-mail whose format is similar to a memorandum can be utilized using a computer unit with modem and software to send messages electronically over networks connected by telephone lines and satellites.

**Movement of Memo and E-mail**

Memo and E-mail can move horizontally and vertically in a company; hence, they are considered vital means of dissemination which is very sure to be received by everyone in a company. Aside from this, they can also be considered written records or documents of the company. It must be remembered that the key people in the organization, though are not mentioned in the memorandum, should be furnished with all important memoranda to keep them abreast of what is happening in the agency.

A memoranda and E-mail messages do not have salutation and complimentary closing.

**Parts of a Memorandum**

The tone of a simple memorandum is formal, however the language used can be as personal as in a letter. It consists of the following parts:

**Letterhead** – This contains among other things the name of the organization, its address and the specific division of the agency from which the memo emanates.

**Heading** – This consists of the TO, FROM, SUBJECT, and DATE lines. They are written in capital letters and end with a colon.

# Mini Pat Chapter 11 Memorandum

**Eli Berman, Joseph H. Felter, Jacob N.  
Shapiro**



## **Mini Pat Chapter 11 Memorandum:**

Investigation of Illegal Or Improper Activities in Connection with 1996 Federal Election Campaign United States.

Congress. Senate. Committee on Governmental Affairs,1998      **Patrick van Rensburg** Kevin Shillington,2020-07-01 This sensitive and compelling biography of Patrick van Rensburg does justice to a giant of a man controversial throughout his life but undeniably a hero Born in KwaZulu Natal into what he described as a very ordinary South African family that believed in the virtue of racism Patrick van Rensburg was to become a rebel with several causes In his case they were initially the fight against apartheid and later a unique contribution to education which as he would tell his audience when he accepted the prestigious Right Livelihood Award as I saw it then was a necessary tool of development Exiled from South Africa because of his involvement in the boycott campaign in London that gave birth to the Anti Apartheid Movement Van Rensburg went to Serowe in Botswana then Bechuanaland where he founded co operatives provided vocational training and was one of the earliest people to espouse the discipline of development studies Perhaps his best known legacies were Swaneng Hill School in which he involved his pupils in building their school running it providing their own food and making their own equipment and furniture and brigades to provide an educational home for primary school dropouts through a curriculum that combined theory and practice mental and manual labour This sensitive and compelling biography does justice to a giant of a man controversial throughout his life but undeniably a hero      **The 9/11 Commission Report** Thomas R. Eldridge,Susan Ginsburg,Walter T. Hempel II,Janice L. Kephart,Kelly Moore,Joanne M. Accolla,The National Commission on Terrorist Attacks Upon the United States,2018-02-05 It is perhaps obvious to state that terrorists cannot plan and carry out attacks in the United States if they are unable to enter the country Yet prior to September 11 while there were efforts to enhance border security no agency of the U S government thought of border security as a tool in the counterterrorism arsenal Indeed even after 19 hijackers demonstrated the relative ease of obtaining a U S visa and gaining admission into the United States border security still is not considered a cornerstone of national security policy We believe for reasons we discuss in the following pages that it must be made one Contents A Factual Overview of the September 11 Border Story The September 11 Travel Operation a Chronology Terrorist Entry and Embedding Tactics 1993 2001 The Redbook Terrorist Travel Tactics by Plot Al Qaeda s Organizational Structure for Travel and Travel Tactics Immigration and Border Security Evolve 1993 to 2001 The Intelligence Community The State Department The Immigration and Naturalization Service Planning and Executing Entry for the 9 11 Plot The State Department The Immigration and Naturalization Service Finding a Fair Verdict Crisis Management and Response Post September 11 The Intelligence Community The Department of State The Department of Justice Response at the Borders 9 11 9 20 2001 The Department of Homeland Security      **9/11 Report: Final Report of the National Commission on Terrorist Attacks Upon the United States** Thomas R. Eldridge,Susan Ginsburg,Walter T. Hempel II,Janice L. Kephart,Kelly Moore,Joanne M. Accolla,The National Commission on Terrorist Attacks Upon the United

State,2020-07-03 The Report of the National Commission on Terrorist Attacks Upon the United States is the official report of the events leading up to the September 11 2001 terrorist attacks It was prepared by the National Commission on Terrorist Attacks Upon the United States The commission interviewed over 1 200 people in 10 countries and reviewed over two and a half million pages of documents including some closely guarded classified national security documents Before it was released by the commission the final public report was screened for any potentially classified information and edited as necessary

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*9/11 Final Report of the National Commission* Thomas R. Eldridge,Susan Ginsburg,Walter T. Hempel II,Janice L. Kephart,Kelly Moore,Joanne M. Accolla,The National Commission on Terrorist Attacks Upon the United State,2020-12-17 9 11 Final Report of the National Commission on Terrorist Attacks Upon the United States is the official report of the events leading up to the September 11 2001 terrorist attacks It was prepared by the National Commission on Terrorist Attacks Upon the United States The commission interviewed over 1 200 people in 10 countries and reviewed over two and a half million pages of documents including some closely guarded classified national security documents Before it was released by the commission the final public report was screened for any potentially classified information and edited as necessary A Factual Overview of the September 11 Border Story The September 11 Travel Operation a Chronology Terrorist Entry and Embedding Tactics 1993 2001 The Redbook Terrorist Travel Tactics by Plot Al Qaeda s Organizational Structure for Travel and Travel Tactics Immigration and Border Security Evolve 1993 to 2001 The Intelligence Community The State Department The Immigration and Naturalization Service Planning and Executing Entry for the 9 11 Plot The State Department The Immigration and Naturalization Service Finding a Fair Verdict Crisis Management and Response Post September 11 The Intelligence Community The Department of State The Department of Justice Response at the Borders 9 11 9 20 2001 The Department of Homeland Security

**The 9/11 Commission Report: Complete Edition** Thomas R. Eldridge,Susan Ginsburg,Walter T. Hempel II,Janice L. Kephart,Kelly Moore,Joanne M. Accolla,The National Commission on Terrorist Attacks Upon the United States,2018-03-21 The Commission s Final Report provides a full and complete account of the circumstances surrounding the September 11th 2001 terrorist attacks including preparedness for and the immediate response to the attacks It also includes

recommendations designed to guard against future attacks Below you will find the official Government edition of the Final Report of the National Commission on Terrorist Attacks Upon the United States **What They Wished For** Lawrence J. McAndrews,2014-05-15 As a religious bloc Roman Catholics constitute the most populous religious denomination in the United States comprising one in four Americans With the election of John F Kennedy as president in 1960 they attained a political prominence to match their rapidly ascending socioeconomic and cultural profile From Vietnam to Iraq the civil rights movement to federal funding for faith based initiatives and from birth control to abortion American Catholics have won at least as often as they have lost What They Wished For by Lawrence J McAndrews traces the role of American Catholics in presidential policies and politics from 1960 until 2004 Though divided by race class gender and party Catholics have influenced issues of war and peace social justice and life and death among modern presidents in a profound way starting with the election of President Kennedy and expanding their influence through the intervening years with subsequent presidents McAndrews shows that American Catholics led by their bishops and in some cases their pope have been remarkably successful in shaping the political dialogue and at helping to effect policy outcomes inside and outside of Washington Indeed although they opened this era by helping to elect one of their own Catholic voters have gained so much influence and have become so secure in their socioeconomic status and so confident in their political standing that they closed the era by rejecting one of their own voting for George W Bush over John Kerry in 2004 *Small Wars, Big Data* Eli Berman,Joseph H. Felter,Jacob N. Shapiro,2020-07-14 How a new understanding of warfare can help the military fight today s conflicts more effectively The way wars are fought has changed starkly over the past sixty years International military campaigns used to play out between large armies at central fronts Today s conflicts find major powers facing rebel insurgencies that deploy elusive methods from improvised explosives to terrorist attacks *Small Wars Big Data* presents a transformative understanding of these contemporary confrontations and how they should be fought The authors show that a revolution in the study of conflict enabled by vast data rich qualitative evidence and modern methods yields new insights into terrorism civil wars and foreign interventions Modern warfare is not about struggles over territory but over people civilians and the information they might choose to provide can turn the tide at critical junctures The authors draw practical lessons from the past two decades of conflict in locations ranging from Latin America and the Middle East to Central and Southeast Asia Building an information centric understanding of insurgencies the authors examine the relationships between rebels the government and civilians This approach serves as a springboard for exploring other aspects of modern conflict including the suppression of rebel activity the role of mobile communications networks the links between aid and violence and why conventional military methods might provide short term success but undermine lasting peace Ultimately the authors show how the stronger side can almost always win the villages but why that does not guarantee winning the war *Small Wars Big Data* provides groundbreaking perspectives for how small wars can be better strategized and favorably won to the benefit of

the local population      Boy Interrupted Patrick King,2019-07-27 Imagine you are five years old You haven't started kindergarten and your only knowledge of the outside world are those trips to the park where your nanny Bella lets you swing as high as you want and teeter totter and jungle gym to your little heart's content Or when your sweet mother shows up by surprise and spirits you away to the ice cream shop for your favorite cone very berry strawberry cherry thank you very much or better still when she takes you to the movies for one of those fantastical adventures on that gigantic screen Man that Darth Vader is one scary dude At home you are ensconced in the space they call your bedroom but to you it is the universe You designed it and in it you are the master of all There you line up your army of soldiers and battle the Pteranodon while every stuffed critter under your watch spies it all from the edge of your bed Your imagination is king and all is well with the world until one night The assault had been brutal pure physical torture It had shocked you to the core left you breathless and stunned Witless Took you weeks to recover But that was only your body Where does a five year old take such a thing To whom do you speak How do you even wrap your head around such cruelty Such pain Such betrayal Daddy      **The Sisterhood** Marcia Cohen,2014-04-01 In this epic drama of personality and politics passion and ambition courage and betrayal Marcia Cohen tells the fascinating inside story of the feminist revolution through the lives of the women who made it and were sometimes unmade by it Focusing on Betty Friedan Gloria Steinem Germaine Greer and Kate Millett The Sisterhood is a revealing group portrait of the women whose ideas and actions have so profoundly transformed us all This classic account traces the women's movement from its quiet birth in the 1960s through its startling triumphs in the 1970s and its troubled legacy in the 1980s Today everything seems possible for women as they function on an equal plane with men in nearly every walk of life But the revolution was hard won Now the irreverent entertaining chronicle that reveals all the well kept secrets of feminism with a thoughtful new foreword by the author appears in a special edition that serves as a riveting social history casting light on an entire era so important for women as well as men      The Irish Diaspora Andrew Bielenberg,2014-05-12 This book brings together a series of articles which provide an overview of the Irish Diaspora from a global perspective It combines a series of survey articles on the major destinations of the Diaspora the USA Britain and the British Empire On each of these there is a number of more specialist articles by historians demographers economists sociologists and geographers The interdisciplinary approach of the book with a strong historical and modern focus provides the first comprehensive survey of the topic      **Running Steel, Running America** Judith Stein,2000-11-09 The history of modern liberalism has been hotly debated in contemporary politics and the academy Here Judith Stein uses the steel industry long considered fundamental to the U S economy to examine liberal policies and priorities after World War II In a provocative revision of postwar American history she argues that it was the primacy of foreign commitments and the outdated economic policies of the state more than the nation's racial conflicts that transformed American liberalism from the powerful progressivism of the New Deal to the feeble policies of the 1990s Stein skillfully integrates a number of narratives usually

treated in isolation labor civil rights politics business and foreign policy while underscoring the state's focus on the steel industry and its workers By showing how those who intervened in the industry treated such economic issues as free trade and the globalization of steel production in isolation from the social issues of the day most notably civil rights and the implementation of affirmative action Stein advances a larger argument about postwar liberalism Liberal attempts to address social inequalities without reference to the fundamental and changing workings of the economy she says have led to the foundering of the New Deal state

*Financial Justice* Larry Kirsch, Robert N. Mayer, 2013-05-09 This provocative and accessible narrative recounts the inside story of how a broad based people's campaign was mobilized and subsequently succeeded in pushing Congress to create a consumer financial regulator with clout What would Congress do if anything to tame Wall Street and the nation's lenders following the financial meltdown of 2008 This book tells the true story of how an alliance of consumer civil rights labor fair lending and other progressive groups emerged to effectively challenge Wall Street and its official protectors and to win substantial new legislative reforms actions that resulted in the Dodd Frank Act and its path breaking Consumer Financial Protection Bureau CFPB Based largely on in depth interviews with the leading activists involved in the campaign *Financial Justice* The People's Campaign to Stop Lender Abuse taps into the world of contemporary citizen movements to present evidence into the conditions that determine the success and failure of social movement campaigns It goes well beyond general global variables such as effective management to show how the formal and informal rules adopted by a campaign can serve to preclude fragmentation and incoherence

*The Year that Broke Politics* Luke A. Nichter, 2023-01-01 The unknown story of the election that set the tone for today's fractured politics A Wall Street Journal Best Book of 2023 Politics The book is a delightful demolition of the many political myths that continue to muddy our understanding of that election year Nichter's book stands out for its clear direct prose and the scrupulous research on which it's based Barton Swaim Wall Street Journal The 1968 presidential race was a contentious battle between vice president Hubert Humphrey Republican Richard Nixon and former Alabama governor George Wallace The United States was reeling from the assassinations of Martin Luther King Jr and Robert F Kennedy and was bitterly divided on the Vietnam War and domestic issues including civil rights and rising crime Drawing on previously unexamined archives and numerous interviews Luke A Nichter upends the conventional understanding of the campaign Nichter chronicles how the evangelist Billy Graham met with Johnson after the president's attempt to reenter the race was stymied by his own party and offered him a deal Nixon if elected would continue Johnson's Vietnam War policy and also not oppose his Great Society if Johnson would soften his support for Humphrey Johnson agreed Nichter also shows that Johnson was far more active in the campaign than has previously been described that Humphrey's resurgence in October had nothing to do with his changing his position on the war that Nixon's Southern Strategy has been misunderstood since he hardly even campaigned there and that Wallace's appeal went far beyond the South and anticipated today's Republican populism This eye opening account of the political

calculations and maneuvering that decided this fiercely fought election reshapes our understanding of a key moment in twentieth century American history      Flying Cars Andrew Glass,2015-08-25 Stories of inventors who have aimed for the sky Start your engines and get ready to take off for an amazing read Kirkus Reviews starred review Humans have always wanted to fly and as soon as there were planes and cars many people saw a combination of the two as the next step for personal transportation Visionary engineers and inventors did their best to make the flying car a reality not just an elusive dream This book is a breezy account of hybrid vehicles and their creators and of the intense drive that kept bringing inventors back to the drawing board despite repeated failures and the dictates of common sense Illustrated with archival photos this entertaining survey tells the stories of dreamers from Robert Fulton to Henry Ford to Buckminster Fuller taking readers as far back as Icarus and forward into the present day with a look toward the possibilities of the future as well Readers learn about many intriguing airplane car hybrids such as the Airphibian invented by Robert Fulton who flew his vehicle at 110 miles per hour landed it single handedly converted it into a car in under five minutes then drove the convertible proudly into Manhattan at a breezy 55 miles per hour These stories of invention are undeniably appealing Fascinating School Library Journal Includes illustrations source notes bibliography and an index      *The Victoria History of the County of Northampton* Sir William Ryland Dent Adkins,1906      **Report** Commonwealth Shipping Committee,1912

Class Action Dilemmas Deborah R. Hensler,Bonnie Dombey-Moore,Elizabeth Giddens,Jennifer Gross,Erik Moller,2000-08-02 Class action lawsuits allowing one or a few plaintiffs to represent many who seek redress have long been controversial The current controversy centered on lawsuits for money damages is characterized by sharp disagreement among stakeholders about the kinds of suits being filed whether plaintiffs claims are meritorious and whether resolutions to class actions are fair or socially desirable Ultimately these concerns lead many to wonder Are class actions worth their costs to society and to business Do they do more harm than good To describe the landscape of current damage class action litigation elucidate problems and identify solutions the RAND Institute for Civil Justice conducted a study using qualitative and quantitative research methods The researchers concluded that the controversy over damage class actions has proven intractable because it implicates deeply held but sharply contested ideological views among stakeholders Nevertheless many of the political antagonists agree that class action practices merit improvement The authors argue that both practices and outcomes could be substantially improved if more judges would supervise class action litigation more actively and scrutinize proposed settlements and fee awards more carefully Educating and empowering judges to take more responsibility for case outcomes and ensuring that they have the resources to do so can help the civil justice system achieve a better balance between the public goals of class actions and the private interests that drive them      *Scrum Wars* Allan Levine,1996-08-08 The image of the scrum a beleaguered politician surrounded by jockeying reporters is central to our perception of Ottawa The modern scrum began with the arrival of television but even in Sir John A Macdonald's day a century earlier reporters in the



parliamentary press gallery had waited outside the prime minister's office pen in hand hoping for a quote for the next edition. The scrum represents the test of wills, the contest of wits and the battle for control that have characterized the relationship between Canadian prime ministers and journalists for more than 125 years. *Scrum Wars* chronicles this relationship. It is an anecdotal as well as analytical account showing how earlier prime ministers like Sir John A. Macdonald and Sir Wilfrid Laurier were able to exercise control over what was written about their administrations while more recent leaders like John Diefenbaker, Joe Clark, John Turner and Brian Mulroney often found themselves at the mercy of intense media scrutiny and comment. On the Move Ron Blicq, 1976

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