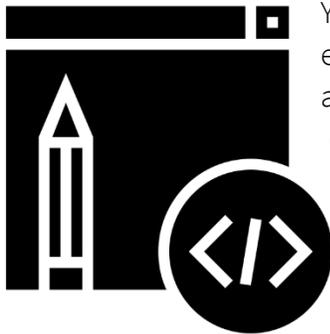


CORRESPONDENCE

SCENARIOS

SCENARIO 1



You are the technical manager of a large internet design firm (100+ employees), Figure8. One of your primary responsibilities is to manage a team of developers. The team's primary goal is to build and deliver custom web applications and update client websites.

Due to the increase of information delivery through company intranets, Figure8 has grown considerably. About eight months ago you hired a small startup, iSupport, to perform routine maintenance for clients' websites, because you needed to focus more attention on the custom applications you were building. iSupport does not interact with your clients—they work as sub-contractors through your company. Your clients are not aware of this move and for now you and your company president, Amina El-Fouly, want to keep it this way.

The last several months you've been experiencing problems with iSupport not paying attention to version dates. On several occasions they've made changes requested by clients, but also uploaded old pages to the site while doing so. Having dealt with a number of complaints—the most recent two weeks ago—you had a long conversation with Brad Smyth, the president of iSupport, that such mistakes are not acceptable.

Now, this morning, you receive an angry call from a client, Patti Stern at Bridge Industries, because an executive who was fired two months ago has been added back to the executive page. Bridge Industries was one of the first clients your firm ever signed. While the client is on the phone, the mistake is corrected, and you end up setting up a meeting for lunch next week.

For the first six months or so, the relationship with iSupport was great. At this point, you're uncertain if you want to continue the relationship, but at the same time, you cannot afford to bring maintenance work back in-house. Apparently, the phone call to Brad wasn't enough.

Deliverables for this scenario:

- Document to the client, Bridge Industries
- Document to iSupport
- Document to the president, who is a micro-manager and likes to know everything that is going on

Please put all documents in *one* file.

SCENARIO 2

You are the project manager of a civil engineering firm, Follet & Yarborough. Your current project is a large-scale (100 miles) construction project that is restoring a portion of the wetlands in coastal Louisiana and southeast Texas.



Currently, you are building a series of temporary access roads to get equipment to one of the low-lying areas in the restoration zone. This project involves a convoy of heavy trucks. Your company has received numerous complaints from local residents about the noise and dust. In particular, you've received three letters from the same woman: Constance Boquet Fontenot. The last letter contained ten additional signatures. If residents' complaints continue to escalate, they could slow the project down and put you behind schedule.

You make a trip from the office headquarters in Lafayette, LA to the Calcasieu/Sabine Coastal Wetlands Planning, Protection, and Restoration Area to see what's been going on. On site, you see everything seems to be progressing fine. Workers are on the job by 7am and running until almost sundown, but in the local bar and grill, all the talk is about "the damn government project to nowhere."

When you get back to the office, you decide you need to take action.

Deliverables for this scenario:

- Document to Constance Boquet Fontenot (who, after further investigation, is a local resident who seems to spearhead any effort the town needs)
- Document to the company vice president, Ronald Hoxsie, who asked to be told of any problem, or in his words, "anything that even remotely smells like a problem" with the project
- Document to sub-contractor supervisor at the construction site: Mollie Ingraham with Greene Construction. Your firm has used Greene Construction as a sub-contractor for almost five years, but this is the first project you've worked on with this particular supervisor.

Please put all documents in *one* file.

SCENARIO 3



You are the compliance coordinator for a biomedical company, Harte Services, which provides field service technicians to local hospitals and medical offices. Harte's specialty is radiological equipment, particularly open MRIs. Your primary job is to coordinate the schedules for repair, calibration, and preventative maintenance for all of Harte's clients. You are also responsible for writing the reports that keep the company in compliance with both local and federal guidelines.

Since many medical facilities are starting to replace their outdated MRI machines with the new open MRIs, Harte has grown considerably in the last two years. Harte has a longstanding relationship with the personnel at Hitachi Medical, who manufacture the AIRIS Elite, the most commonly used machine in your market.

In the early afternoon, you get an email from one of Harte's newest clients, Beechy Clinic, which is a brand new clinic of the Allied Medical Group. When Beechy opened two months ago, they signed on with Harte. The Beechy account meant a lot to Harte, since they had been pursuing the Allied Medical Group for years.

The email is from Beechy's clinic administrator, Britney Browne. The technician, Mike Morris, just left after completing a safety check, and now the machine is no longer recording data. You immediately dispatch another more experienced technician (Lyle Hernandez) to address the problem, and call Ms. Browne. While you're on the phone with her, Lyle texts you to tell you that the problem is solved. You relay the information to Ms. Browne and hang up.

After chatting with both technicians, you determine that the problem was simple. Mike Morris had failed to connect the data port snugly, which is a rookie technician mistake. Now that everything has settled down, you know that you have some additional work to do.

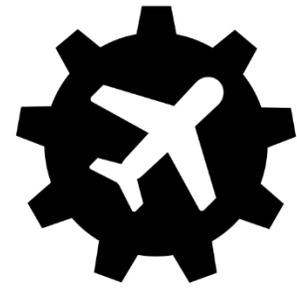
Deliverables for this scenario:

- Document to Britney Browne, the client
- Document to Harte's client rep, Jaime Timmins, who is responsible for the Beechy account, letting her know of the developments with her clinic
- Document to Mike Morris

Please put all documents in *one* file.

SCENARIO 4

As the quality control supervisor at Aero Coast, you make sure that the structural repairs on wide body passenger and freight aircraft are completed in compliance with all federal regulations. Aero Coast specializes in re-fitting aircraft, and they have developed quite a reputation for innovative structural designs. In addition, Aero Coast is known for their attention to detail and finishing projects on time.



You and the team have just completed a structural re-design of the interior of a plane that will be used to ship mini-widgets overseas. The re-design focused on customized racking systems to hold the sensitive mini-widgets in place on the long flight. About four hours after the plane has left, you get a text from the pilot. The plane has been grounded in the northeast because of “improper aircraft configuration.” The lens covers on the emergency lighting system are not FAA specified.

After a few calls, you find a line mechanic that can make the necessary repairs, but he can’t get there for another 24 hours. You call the client and deliver the bad news: the flight will be delayed by a day. The client, Global Widget Freight, has been with Aero Coast for about three years, and you have a solid business relationship. They account for about 17% of your annual revenue, but they’ve just been bought out.

You have some work to do to keep people happy, as well as to make sure that this type of problem does not happen again.

Deliverables for this scenario:

- Document to Richard Winstone, VP at Global Widget Freight
- Document to Aislin O’Donoghue, Aero Coast’s inspector who signed off on the completed job
- Document to Ned Whyte, VP of Aero Coast

Please put all documents in *one* file.

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Some content, exercises, and language adapted from Dr. Lisa Melonçon.