2. Written Communication Examples

BEC Written Communication
予想問題と解答例

＜本パートの内容と構成＞
　本パートでは、Becker Final ReviewからWritten communicationの予想問題を抽出し、解答例を付けて解説していきます。

　それぞれの問題文に対して解説を以下のように構成しています。

1. 問題文
　↓
2. 解答例１原文（Becker解答例原文）
3. 解答例１日本語訳（Becker解答例日本語訳）
　↓
4. 解答例２原文（TAC解答例原文）
5. 解答例２日本語訳（TAC解答例日本語訳）
　↓
6. 補足解説：WC Approachに沿った流れ

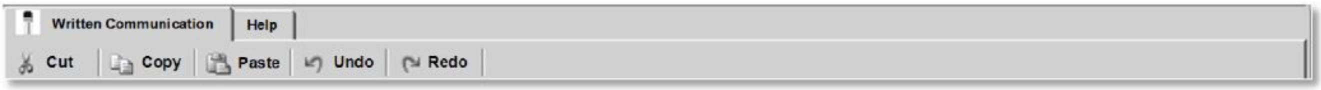
　解答例１はBeckerが公表している解答例ですので、英語が母国語が外国語かを問わず、広く一般的かつ難易度と完成度の高い解答例となっています。但し、多くの日本人のように英語が母国語でない方の場合には、実際の試験においてこの解答例１と同レベルの解答を記述することは時間的にも厳しいのが現実です。
　そこで、TACでは、解答例２として、主に英語が母国語でない方向けに推奨する”Short & Simple”な解答例を記載しています。
　また補足解説として、本テキスト前半部分で解説されているWC Approachに沿った流れを記載しております。

＜目次＞

＜問題文＞

T A S K - B A S E D S I M U L A T I O N S

T A SK - B AS E D SIM U LA T IO N 1: *W r i t t e n C o m m u n i c a t i o n*



The Chairman of the Board of Directors is worried about the upcoming audit. Specifically, he is concerned about how he will prove to the auditors that the Board of Directors has fulfilled its' oversight function in accordance with the COSO Internal Control-Integrated Framework. As the Chief Financial Officer, draft a memo to the Chairman describing what the auditors might look for in regards to the following board attributes:

- Operates independently
- Monitors risk
- Retains financial reporting expertise
- Oversees audit activities

Type your communication in the response area below using the word processor provided.

REMINDER: Your response will be graded for both technical content and writing skills. Technical content will be evaluated for information that is helpful to the intended reader and clearly relevant to the issue. Writing skills will be evaluated for development, organization, and the appropriate expression of ideas in professional correspondence. Use a standard business memo or letter format with a clear beginning, middle, and end. Do not convey information in the form of a table, bullet point list, or other abbreviated presentation.

M E M O R A N D U M

To: Chairman, Board of Directors

Subject: Board Oversight

[*Response area*]

Sincerely,

Chief Financial Officer

<解答例１原文>

TASK-BASED SIMULATION 1: *Solution*

MEMORANDUM

To: Chairman, Board of Directors
Subject: Board Oversight

The purpose of this memo is to identify and explain the kinds of activities that will enable the auditors to conclude that the Board of Directors is fulfilling its' oversight function in accordance with the COSO Internal Control-Integrated Framework.

One of the characteristics of an effective board is the ability of each member to provide independent advice to our company. You may recall, annually our company requires each board member to disclose in writing any personal relationships and material direct or indirect financial transactions with our company. In addition to this, we have a process in place where the Vice President of the board reviews these disclosures and evidences his review via signature on the certification statement. Before any vote is taken, the VP verbally reminds board members to vote independently and, if applicable, has the power to ask board members to recuse themselves from the vote in the event that they are not entirely independent on the issue at hand. While our by-laws document the responsibilities of the Vice President, the board minutes document the actions of the board and VP, consistent with the policy defined in the by-laws. Rest assured that the auditors will review both of these documents and find the evidence to support a conclusion on board oversight.

We also have a separate nominating committee that identifies and screens potential board members. Evidence that the nominating committee has performed their duties includes a review of background checks performed as well as the written recommendations made by this committee.

Another attribute that the auditors will assess is the board's ability to monitor risk. One of the most powerful ways to demonstrate effective board oversight is to establish an empowered audit committee with the authority and responsibility to meet privately with internal and external auditors and respond directly to significant audit findings. Even staffing the audit committee with knowledgeable financial professionals such as CPAs provide additional comfort to auditors that the board has the capacity to understand the gravity of the issues put before them. While the auditors have both the charter and by-laws to support the creation and empowerment of the audit committee, their selection and retention provides further support that the audit committee is actually performing the responsibilities assigned to it.

Further proof of effective oversight can be obtained by reviewing the certification statements made by the audit committee, which attest to review activities performed and decisions made. In addition, the board minutes document the adoption of new accounting policies and procedures. And lastly, the auditors can examine whistleblower logs to determine how complaints were handled and the timeliness of the board response.

As you can see, we have a number of mechanisms already in place that will objectively demonstrate the effectiveness of our board. The board does an excellent job and you will be very well prepared to speak to these issues with our auditor.

Feel free to contact me should you need anything further regarding this matter.

Sincerely,

Chief Financial Officer

＜解答例１日本語訳＞

T A SK - B AS E D SIMU LA T IO N 1: *S o l u t i o n*

M E M O R A N D U M

To: Chairman, Board of Directors
Subject: Board Oversight

この文書の目的は、取締役会がCOSOフレームワークに準拠しその監視機能を十分に果たしていると監査人が結論を下す際に判断材料となる活動を特定し、説明することです。

有効な取締役会の特徴の一つは、取締役会のメンバーそれぞれが会社に対し独立した助言を提供する能力を保有していることです。当社では、年に一度、各役員に当社との個人的関係、重要な直接的あるいは間接的取引について全て書面にて開示することを求めています。これに加え、Vice president(VP)がこれらの開示を調査し、証明書に署名することにより調査を証明するプロセスを実行しています。取締役会での投票が行われる前には、VPが口頭で取締役会メンバーに独立して投票をすること、当該案件に全く関係がないと言えない場合には、投票を棄権すべきことを説明しています。われわれの内規はVPの責務を文書化している上に、そこで定められている通りに、取締役とVPの活動を取締役会議事録に文書化しています。監査人がこれらの両方の文書を調査すれば、取締役会の監視が有効に機能していると結論付けるのに十分な証拠と判断するでしょう。

我々はまた、取締役会メンバー候補を選抜する独立したノミネート委員会を持っています。ノミネート委員会が取締役候補者の身元確認を実施し、また推薦状を作成しています。

監査人が評価するその他の属性はリスクを監視する取締役会の能力です。有効な取締役会監視を明示する最も証明力の高い方法は、内部監査人や外部監査人に非公式に会い、重大な監査発見事項に直接対応していくという権限と責任を与えられた監査委員会を設置していることです。またCPAなどの知識豊かな財務プロフェッショナルが監査委員会の一員であれば、取締役会が案件の重要性を理解する能力を有していると監査人は判断するでしょう。監査人は、監査委員会の設置と権限付与をより統制の効いた組織と見なしますが、そのメンバーの選抜方法や継続方法は監査委員会が実際に与えられた責任を実際に果たしていることのさらなる証拠となります。

有効な監視のさらなる証明は、取締役会によって実施された活動と意思決定を証明する監査委員会による証明書の調査により得られます。さらに、取締役会の議事録は新しい会計原則と手続きの採用などを文書化します。そして最後に、監査人は内部告発の記録を調査することで、不満がどのように扱われるか、そして取締役会の適時的な対応を判断します。

当社は取締役会の有効性を客観的に明示する数々の取り組みを既に実行しています。取締役会は素晴らしい業務を実行しており、これらは当社の取締役会の監視機能を説明するに十分な事実となるでしょう。

この件に関して、さらにご質問があればご遠慮なくご連絡ください。

Sincerely,

Chief Financial Officer

<u>＜解答例２原文＞</u>

TASK-BASED SIMULATION 1: *Solution*

MEMORANDUM

To: Chairman, Board of Directors

Subject: Board Oversight

This memo describes the types of activities that will allow auditors to conclude that the Board of Directors is fulfilling its oversight function in accordance with COSO.

At first, independence is an important characteristic of an effective board. Annually, board members should submit details in writing about any material direct or indirect financial transactions they have had with the company. Second, the ability to retain experts who monitor risk is an important characteristic of a board. By establishing an empowered board that includes professionals, such as CPA's, offers assurance to the auditor. Finally, keeping minutes from board meetings provides assurance that the board is overseeing audit activities.

These activities will objectively demonstrate the oversight function of the board of directors.

There are of course other activities to consider. I would be happy to discuss these with you at your convenience.

Regards,

Sincerely,
Chief Financial Officer

＜解答例２日本語訳＞

TASK-BASED SIMULATION 1: *Solution*

MEMORANDUM

To: Chairman, Board of Directors

Subject: Board Oversight

このメモでは、COSO に基づいて取締役会がその監視機能を果たしていると監査人が結論付ける証拠となる活動のタイプをご説明します。

まず始めに、独立性は取締役会が有効に機能している重要な証拠となります。取締役会のメンバーは、当該企業と重要な直接的、または間接的な関係がないことを書面で提出するべきです。第二に、リスクを監視する専門家をメンバーとしていることも重要です。CPA などの専門家をメンバーに含む、権限のある取締役会を設置していることは、監査人への重要な証明となります。最後に、取締役会の議事録は取締役会が監査に関連する活動を監督していることを証明します。

これらの活動が取締役会の監視機能を客観的に証明します。

その他にも考慮すべき活動があるでしょう。宜しければご都合に合わせ、これらにつき話し合う場を持ちたいと考えています。

Sincerely,

Chief Financial Officer

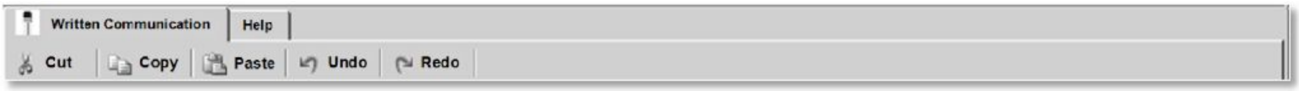
<u>＜補足解説：WC Approach に沿った流れ＞</u>

ステップ	注意するポイント	具体例
1. Stop and Think:	· Primary focus– ENGLISH · Secondary focus– Accounting · Time to complete – 15 to 20 minutes per question	
2. Prepare Scrap Paper:	· 1 full clean page	
3. Read Question	• Note the Topic	
4. Think About Topic	• Note ANY ideas that come to mind on this topic	
5. Prepare an Outline	• Topic • Thesis • Content • Conclusion	
6. Write – Content	• Short & Simple-Sentences • Clear & Concise- Concept	・Independence ・Experts ・Board minutes という Concept を用意し、Sentence を構成していく。
7. Write - Introduction		Topic: Board oversight function Thesis: Activities fulfilling its oversight function
8. Write - Conclusion		These activities will objectively demonstrate the oversight function of the board of directors.
9. Spell check & Re-read		

＜問題文＞

TASK-BASEDSIMULATIONS

TASK-BASEDSIMULATION: *WrittenCommunication*



The owner of a private school is trying to increase its revenues to meet rising costs. Capacity is limited and you have been asked to comment on the ways in which revenue can be increased.

Prepare a memorandum to the owner describing why pure price increases may result in increased revenue.

Type your communication in the response area below using the word processor provided.

REMINDER: Your response will be graded for both technical content and writing skills. Technical content will be evaluated for information that is helpful to the intended reader and clearly relevant to the issue. Writing skills will be evaluated for development, organization, and the appropriate expression of ideas in professional correspondence. Use a standard business memo or letter format with a clear beginning, middle, and end. Do not convey information in the form of a table, bullet point list, or other abbreviated presentation.

MEMORANDUM

To: Private School Owner

Subject: Price Increases

[*Response area*]

Sincerely,

Accountant

<u>＜解答例１原文＞</u>

TASK-BASED SIMULATION: *Solution*

MEMORANDUM

To: Private School Owner

Subject: Price Increases

Increasing tuition may be a highly effective method of increasing revenue. Although increases in tuition may result in decreased enrollment, if the percentage increase in revenue exceeds the percentage decrease in enrollment, total revenue will increase.

The inelasticity of demand (the idea that demand will remain relatively unchanged in responses to changes in price) is generally equated with essential items for survival like water, or food or even fuel. However the quality of education of our children has a strong perceived value to the families already enrolled. Clearly the families you serve have elected to use your school rather than to rely on public schools that are “free.”

As you review your strategy for the coming year, recognize you are electing to differentiate yourself from the competition as a premier choice in education that is worth the price, not as a cost leader that undersells other options.

Revenue can increase purely based on tuition increases but you will need to insure that the demand for your school’s service is differentiated from the competition and remains an alternative that cannot be duplicated by your competition.

Let me know if you need further assistance on this issue.

Sincerely,

Accountant

＜解答例１日本語訳＞

TASK-BASED SIMULATION: *Solution*

MEMORANDUM

To: Private School Owner

Subject: Price Increases

収益の増加には授業料の引き上げが有効でしょう。しかしながら、授業料の引き上げは入学者数の減少をもたらす可能性があります。授業料の引き上げ率が入学の減少率を超過した場合、総収益は増加します。

需要の非弾力性（価格における変更に対応して需要は比較的変わらずに残るという考え方）は一般的に、水、食糧、燃料といった、生き残るために不可欠なアイテムで表れる現象です。しかしながら、子供の教育の質という価値は強力に認知されています。すでに入学されているご家族は、無料の公立学校に頼るよりも（有料の）貴校を選択していることからもこれは明らかです。

来年の戦略を検討するにあたり、コストリーダーとしてではなく、金額に見合った質の高い教育を提供する学校として差別化してください。収益は授業料に基づき増加しますが、貴校のサービス需要が競合校から差別化され、競合校ではマネのできない選択肢となることを確実にする必要があります。

この件に関係して、何かあればお知らせください。

Sincerely,
Accountant

＜解答例２原文＞

TASK-BASED SIMULATION: *Solution*

MEMORANDUM

To: Private School Owner

Subject: Price Increases

This memo discusses the conditions where a price increase can result in increased revenue.

Increasing tuition fees may be an effective way to increase revenue. The increase may result in decreased enrollment. However, if the percentage increase in tuition fees exceeds the percentage decrease in enrollment, total revenue will increase.

Important here is that your customers feel your educational service is superior to public education, which is generally free. The extra services that you offer differentiate you from the competition. Those who perceive your added value should still be willing to pay the higher fees. Of course, it is crucial that the price you charge is in line with this perceived value.

Revenue can increase based on tuition increases but you will need to insure that the demand for your school's service is differentiated from the competition.

If you would like to discuss this in further detail, please let me know.

Sincerely,

Accountant

<解答例２日本語訳>

TASK-BASED SIMULATION: *Solution*

MEMORANDUM

To: Private School Owner

Subject: Price Increases

　このメモは、価格の上昇が収益の上昇となる状況について説明するものです。

　収益の増加には授業料の引き上げが有効でしょう。授業料の引き上げは入学者の減少となるかもしれません。しかしながら、授業料の引き上げ率が入学者の減少率を上回れば、総収益は上昇します。

　ここで重要なことは、通常無料である公立学校に対して、貴校の教育サービスが優れていると顧客に認識して頂くことです。追加のサービスは、他の競合校から貴校を差別化します。貴校のサービスに付加価値を認識した顧客は喜んでより高い授業料を払うでしょう。もちろん、授業料は認知される価値に一致していることが非常に重要です。

　収益は授業料に基づき増加しますが、サービスの差別化により貴校への需要を確実にする必要があります。

　さらに詳細についての議論が必要であれば、ご連絡ください。

Sincerely,

Accountant

＜補足解説：WC Approach に沿った流れ＞

ステップ	注意するポイント	具体例
1. Stop and Think:	· Primary focus– ENGLISH · Secondary focus– Accounting · Time to complete – 15 to 20 minutes per question	
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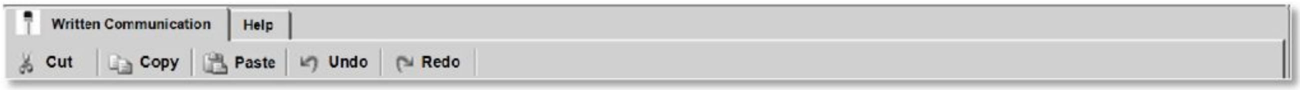
4. Think About Topic	• Note ANY ideas that come to mind on this topic	
5. Prepare an Outline	• Topic • Thesis • Content • Conclusion	
6. Write – Content	• Short & Simple-Sentences • Clear & Concise- Concept	・Price と Revenue の関係 ・差別化による付加価値 という Concept を用意し、Sentence を構成していく。
7. Write - Introduction		Topic: Price increase Thesis: Conditions where a price increase can result in increased revenue.
8. Write - Conclusion		価格の引き上げにより収益は上昇すること、但し、価格の引上げではサービスの差別化により需要を確保する必要があることを結論で強調する。
9. Spell check & Re-read		

＜問題文＞

TASK - BASED SIMULATION: *Written Communication*



The new *staff member* at your company is confused about the underlying assumptions of net present value and internal rate of return calculations. As the manager, write a memo to the *staff member* describing the difference between the two techniques, as well as the advantages and disadvantages.

Type your communication in the response area below using the word processor provided.

REMINDER: Your response will be graded for both technical content and writing skills. Technical content will be evaluated for information that is helpful to the intended reader and clearly relevant to the issue. Writing skills will be evaluated for development, organization, and the appropriate expression of ideas in professional correspondence. Use a standard business memo or letter format with a clear beginning, middle, and end. Do not convey information in the form of a table, bullet point list, or other abbreviated presentation.

MEMORANDUM

To: Staff Member

Subject: NPV vs. IRR

[*Response area*]

Sincerely,

Manager

＜解答例１原文＞

TASK - BASED SIMULATION: *Solution*

MEMORANDUM
To: Staff Member Subject: NPV vs. IRR
Net present value and *internal rate of return* are two techniques that we can use to evaluate investment opportunities and justify the decision to accept or reject an opportunity based on quantified benefits and costs. The *net present value* technique discounts cash flows at the opportunity cost of capital which is generally the weighted average cost of capital to the organization. The NPV compares the value of one dollar today with the value of one dollar in the future. It assumes that projects/investments with positive cash flows greater than zero are acceptable and those with negative cash flows are not acceptable. One of the strengths of this method is that it considers the time value of money. In addition, it also recognizes there is always risk associated with any future cash flow as the company may not be viable in the future. A disadvantage, however, involves the underlying assumption that there is a never-ending supply of capital. We also don't know exactly when a project becomes profitable. For example, a project may have a positive cash flow at the end of 10 years, but it may have negative cash flows for the first 8 years of the project life. The *internal rate of return* technique is similar to the *net present value* method in that it also relies on the time value of money. However, through trial and error, IRR is reached when the discount rate of the NPV = 0. Often, this can result in multiple discount rates.
Sincerely, *Manager*

＜解答例１日本語訳＞

TASK - BASED SIMULATION: *Solution*

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MEMORANDUM

To: Staff Member

Subject: NPV vs. IRR

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現在価値法と内部収益率法は投資の機会を評価する際の２つのテクニックで、定量化された便益とコストに基づいてこの投資を行うべきか行わないべきかという決定とその根拠を提供します。

現在価値法は、一般的には企業に対する資本の加重平均コストを資本の機会コストとしてキャッシュフローを現在価値に割引きます。現在価値法では今日現在の1ドルの価値と将来の1ドルの価値を比較します。ゼロよりも大きいプラスのキャッシュフローのプロジェクト／投資は受け入れ可能となり、マイナスのキャッシュフローは受け入れ不可能であるという結論となります。

この手法の強みの一つは、貨幣の時間価値を考慮することです。さらに、それはまた、企業は将来には存続していない可能性があるため、将来のキャッシュフローを検討することには必ずリスクが伴うことも認識できます。欠点は資本の提供に制限がないということを前提にしていることです。また、いつプロジェクトが採算が取れるようになるか正確にはわかりません。例えば、10年後はプラスのキャッシュフローとなっているかもれませんが、最初の８年はマイナスのキャッシュフローとなるかもしれません。

内部収益率法は、貨幣の時間的価値に依存する点で現在価値法と類似しています。しかしながら、IRRでは現在価値が０となる割引率を導き出します。

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Sincerely,

Manager

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<u>＜解答例２原文＞</u>

TASK - BASED SIMULATION: *Solution*

MEMORANDUM

To: Staff Member

Subject: NPV vs. IRR

Net present value (NPV) and internal rate of return (IRR) are two techniques used to evaluate investments and assist you in decisions regarding these investments. This memo provides an overview of both.

NPV discounts cash flows at the opportunity cost of capital. The NPV compares the value of one dollar today with the value of one dollar in the future. It assumes that investments with a positive cash flow will be accepted and those with a negative cash flow rejected. And important advantage of NPV is that it considers the time value of money. A disadvantage is that it assumes there is a never-ending supply of capital.

IRR is similar to NPV. It also relies on the time value of money. However, through trial and error, the IRR is reached when the discount rate of the NPV equals zero.

These are the techniques used to evaluate investments and assist you in decisions regarding these investments.

If you would like to discuss these in further detail, please let me know.

Sincerely,

Manager

<u>＜解答例２日本語訳＞</u>

TASK - BASED SIMULATION: *S o l u t i o n*

M E M O R A N D U M

To: Staff Member

Subject: NPV vs. IRR

現在価値法と内部収益率法は投資の機会を評価する際の２つのテクニックです。このメモは、この２つの手法に関して概略を述べます。

現在価値法は資本の機会コストでキャッシュフローを割り引きます。現在価値法では今日現在の 1 ドルの価値と将来の 1 ドルの価値を比較します。ゼロよりも大きいプラスのキャッシュフローのプロジェクト／投資は受け入れ可能となり、マイナスのキャッシュフローは受け入れ不可能であるという結論となります。現在価値法の重要な利点は、貨幣の時間的価値を考慮している点です。欠点としては、資本の供給に制限がない前提が挙げられます。

内部収益率法は、現在価値法に似た手法です。内部収益率法は、同じく貨幣の時間的価値に基づきます。しかしながら、IRR では現在価値が０となる割引率を導き出します。

これらが投資意思決定を支援する２つの手法です。

さらに詳細についての議論が必要であれば、ご連絡ください。

Sincerely,

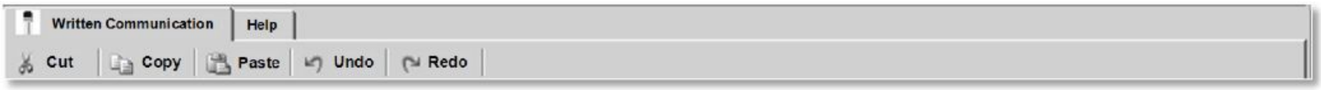
Manager

＜補足解説：WC Approach に沿った流れ＞

ステップ	注意するポイント	具体例
1. Stop and Think:	・ Primary focus– ENGLISH ・ Secondary focus– Accounting ・ Time to complete – 15 to 20 minutes per question	
2. Prepare Scrap Paper:	・ 1 full clean page	
2. Read Question	• Note the Topic	
3. Think About Topic	• Note ANY ideas that come to mind on this topic	
4. Prepare an Outline	• Topic • Thesis • Content • Conclusion	
5. Write – Content	• Short & Simple-Sentences • Clear & Concise- Concept	・キャッシュフローの使用 ・評価基準 ・メリットとデメリット ・NPV と IRR の差異 という Concept を用意し、Sentence を構成していく。
6. Write - Introduction		Topic: NPVとIRR Thesis: Two techniques used to evaluate investments
7. Write - Conclusion		説明した手法が、投資の意思決定を支援することを繰り返す。
8. Spell check & Re-read		

＜問題文＞

TASK-BASEDSIMULATION1: *WrittenCommunication*



Prime FL, Inc, is a Florida-based company currently working on its disaster recovery plan. John Gordon, the company controller, has been given a large budget for this project, but he is unclear whether a *cold*, *hot*, or *warm site* is the right decision for his environment. As the *Disaster Recovery Specialist*, draft a memo to John Gordon discussing the benefits of each site in order to assist him with his decision.

Type your communication in the response area below using the word processor provided.

REMINDER: Your response will be graded for both technical content and writing skills. Technical content will be evaluated for information that is helpful to the intended reader and clearly relevant to the issue. Writing skills will be evaluated for development, organization, and the appropriate expression of ideas in professional correspondence. Use a standard business memo or letter format with a clear beginning, middle, and end. Do not convey information in the form of a table, bullet point list, or other abbreviated presentation.

MEMORANDUM

To: John Gordon, Controller

Subject: Backup Solution

[*Response area*]

Sincerely,

Disaster Recovery Specialist

<u>＜解答例１原文＞</u>

TASK-BASEDSIMULATION1:*Solution*

MEMORANDUM

To: John Gordon, Controller
Subject: Backup Solution

The purpose of this memo is to provide you with information regarding *disaster recovery* offsite location options and how they would be advantageous to Prime FL, Inc.

Disaster recovery and offsite locations consist of plans for continuing operations in the event of destruction of program and data files, as well as processing capability. Small outages should be reestablished at the original site; however, you should plan for an offsite location should Prime FL not be available due to a disaster.

Along with the cost involved, in order to make the right decision on which site is correct for Prime FL, you will have to decide how urgently you will need to get your data, network, and users up and running.

A *hot site* is the most complete offsite option as well as the most costly. It would be fully equipped and would be ready to take over Prime FL's data processing in a matter of hours, as the backup copies of your essential data files would also be maintained at the same location. This would be the best option for a quicker recovery.

A *cold site* would have all the electrical connections and other physical requirements for data processing, but it would not have the actual equipment. Cold sites usually require one to three days to be made operational because equipment would have to be acquired. This would be the cheapest option for an offsite location.

A *warm site* is a combination between a *hot site* and a *cold site*. A *warm site* facility would already be stocked with all the hardware it takes to create a reasonable duplicate of what you have in your primary data center. The difference is that it would not maintain a copy of your data backup and it would have to be shipped to the offsite location. A restoration would be accomplished in a reasonable amount of time. Prime FL would still have a continued cost because a maintenance contract would have to be kept with the facility to keep hardware up-to-date.

In today's world, for a substantial organization not to have an offsite location as part of your disaster recovery plan is very risky. As budget does not seem to be an obstacle for Prime FL, Inc., I would suggest an implementation of a *hot site*.

I hope I have provided you with enough information to make an educated decision regarding which option would be best suited for Prime FL, Inc.

Sincerely,

Disaster Recovery Specialist

＜解答例１日本語訳＞

TASK-BASEDSIMULATION1:*Solution*

MEMORANDUM

To: John Gordon, Controller
Subject: Backup Solution

このメモは、災害復旧オフサイトロケーションの選択肢に関する情報の提供と、Prime FL, Inc.にとってそれぞれどのような利点があるかをご説明するためのものです。

災害復旧とオフサイトロケーションの検討には、プログラムとデータファイルが破壊された状況において営業を継続する計画とその処理能力の検討が含まれます。小規模な機能停止は通常使用している場所で再度実行されるべきでしょう、しかしながら、Prime FLが災害により機能不全にならないようオフサイトロケーションを計画しなければなりません。

関連するコストを含め、Prime FLに適したサイトはどれかを正しく決定するためには、データ、ネットワーク、ユーザーをどのくらい緊急に起動可能にするか決定する必要があります。

ホットサイトは最も完全なオフサイトオプションで、費用も最も多くかかります。完全に設備されており、不可欠なデータファイルのバックアップコピーも用意されているので、通常のデータ処理を数時間のうちに引き継ぐことが出来ます。これは素早い復旧のための最良なオプションでしょう。

コールドサイトはデータ処理のための、全ての電子的接続とその他の物理的要求を保持しています。しかし、実際の機器は所有しません。コールドサイトは稼働するまで、たいてい1日から3日かかります。これはオフサイトロケーションの最も安価なオプションです。

ウォームサイトはホットサイトとコールドサイトの組み合わせです。ウォームサイト施設は全てのハードウェアを常備しており、主要なデーセンターで所有しているものと実質的に同等の機能を保持しています。但し、データのバックアップコピーは保持しておらず、これらはバックアップデータを保持している場所からオフサイトロケーションに届けなければいけないという点がホットサイトと相違します。通常稼働状態の復元は合理的時間内に実施されます。ハードウェアを最新の設備に保持しなければならないために、継続的な費用を払う必要があります。

災害復旧計画の一部としてオフサイトロケーションを持たないことはかなりリスクの高いものです。Prime FL、Incでは予算が障害とならないようですので、ホットサイトの実施をお勧めいたします。

Prime FL, Inc.に最も適したオプションを選択する上で、十分な情報提供となれば幸いです。

Sincerely,

Disaster Recovery Specialist

TASK-BASEDSIMULATION1:*Solution*

MEMORANDUM

To: John Gordon, Controller

Subject: Backup Solution

The purpose of this memo is to provide information regarding disaster recovery offsite location options. These include hot sites, cold sites and warm sites.

A hot site is the most complete offsite option. It is also the most expensive. It would be fully equipped. Also, it would have back up copies of your data files. It would be ready to take over your company's data processing within hours.

A cold site has electrical connections and other physical requirements for data processing. However, it would have no actual equipment. This type of site would take a few days to make operational.

A warm site is a combination of a hot site and a cold site. This type of site has all of the necessary equipment ready. However, there would be no back up copies of your data files. These files would have to be sent to the site when needed. This option would take a reasonable amount of time to make operational.

In order to make the right decision on which option is correct for Prime FL, you will have to decide how urgently you will need to get your offsite location.

If you would like to discuss these options in further detail, please let me know.

Sincerely,

Disaster Recovery Specialist

＜解答例２日本語訳＞

TASK-BASEDSIMULATION1: *Solution*

MEMORANDUM

To: John Gordon, Controller

Subject: Backup Solution

このメモでは、災害復旧オフサイトロケーションの選択に関する情報をご説明致します。ホットサイト、コールドサイト、及びウォームサイトの説明を含んでいます。

ホットサイトは最も完全なオフサイトロケーションのオプションです。これはまた最も高価でもあります。ホットサイトは完全に装備されており、またデータファイルのバックアップコピーも保持しています。データ処理を数時間以内で開始可能です。

コールドサイトは全ての電子的接続とその他の物理的要求を保持しています。しかし、実際の機器は所有しません。コールドサイトは稼働するまで、たいてい 1 日から 3 日かかります。

ウォームサイトはホットサイトとコールドサイトの組み合わせです。ウォームサイト施設は全てのハードウェアを常備しています。但し、データのバックアップコピーは保持していません。これらのデータは必要に応じてオフサイトロケーションに送付されなければなりません。通常稼働状態の復元は合理的時間内に実施されます。

Prime FL に適したオプションはどれかを正しく決定するためには、オフサイトロケーションをどのくらい緊急に起動可能にするか決定する必要があります。

さらに詳細についての議論が必要であれば、ご連絡ください。

Sincerely,

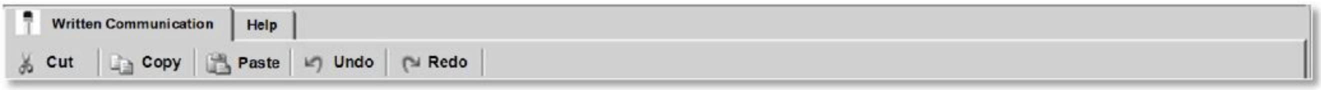
Disaster Recovery Specialist

＜補足解説：WC Approach に沿った流れ＞

ステップ	注意するポイント	具体例
1. Stop and Think:	· Primary focus– ENGLISH · Secondary focus– Accounting · Time to complete – 15 to 20 minutes per question	
2. Prepare Scrap Paper:	· 1 full clean page	
3. Read Question	• Note the Topic	
4. Think About Topic	• Note ANY ideas that come to mind on this topic	
5. Prepare an Outline	• Topic • Thesis • Content • Conclusion	
6. Write – Content	• Short & Simple-Sentences • Clear & Concise- Concept	・Hot site ・Cold site ・Warm site という Concept を用意し、Sentence を構成していく。
7. Write - Introduction		Topic: Backup solution Thesis: Information regarding disaster recovery offsite location options
8. Write - Conclusion		説明したオプションの選択に対する注意点を述べて結論とする。
9. Spell check & Re-read		

＜問題文＞

TASK-BASED SIMULATION 1: *Written Communication*



A U.S.-owned multinational company, Multinational Company A, manufactures and sells inventory in both the United States and Country X. While Country X has already adopted IFRS, Multinational Company A continues to report its financial statements using U.S. GAAP. The LIFO inventory valuation method is used in the United States while FIFO is used in Country X. Jack Connelly, the controller of Multinational Company A, has expressed concerns about implementing IFRS. In particular, he does not understand why this change is necessary and how the implementation of IFRS will be beneficial to his company. As the *audit engagement manager* of this client, prepare a memo to Jack Connelly explaining both the purpose of IFRS and how applying IFRS to inventory valuation will benefit Multinational Company A with respect to:

- Eliminating redundancy
- Increasing transparency
- Accessing capital

Type your communication in the response area below using the word processor provided.

REMINDER: Your response will be graded for both technical content and writing skills. Technical content will be evaluated for information that is helpful to the intended reader and clearly relevant to the issue. Writing skills will be evaluated for development, organization, and the appropriate expression of ideas in professional correspondence. Use a standard business memo or letter format with a clear beginning, middle, and end. Do not convey information in the form of a table, bullet point list, or other abbreviated presentation.

MEMORANDUM

To: Jack Connelly, Controller

Subject: Benefits of Implementing IFRS

[*Response area*]

Sincerely,

Audit Engagement Manager

<u>＜解答例１原文＞</u>

TASK-BASED SIMULATION 1: *Solution*

MEMORANDUM

To: Jack Connelly, Controller
Subject: Benefits of Implementing IFRS

The purpose of this memo is to provide a brief overview of International Financial Reporting Standards (IFRS) and to describe some of the ways that your company, Multinational Company A, might benefit from early implementation of IFRS with respect to eliminating redundancy, increasing transparency, and providing the Company with increased access to capital.

IFRS uses a principal-based approach in recording accounting transactions where economic substance determines how a transaction will be treated. In creating IFRS, the International Accounting Standards Board intended to create one universal set of accounting standards throughout the world that would promote reporting consistency, enhance global competition and improve financial reporting transparency.

As more and more countries consider implementing IFRS, one of the benefits may be a significant cost savings in infrastructure required to sustain two of more reporting processes. For example, Multinational Company A currently maintains two systems that enable the company to value inventory under both FIFO and LIFO models. Under IFRS, LIFO is not an acceptable inventory valuation method. Consequently, Multinational Company A could streamline its reporting process by eliminating the LIFO method and relying exclusively on FIFO. In doing so, the company may reduce its period-end closing time because inventory valued in Country X would not have to be revalued using LIFO in the United States.

Another possible benefit of adopting IFRS is the potential for greater access to capital. If Multinational Company A used only one inventory valuation model, lenders could evaluate the company's profitability more efficiently. This transparency would eliminate some of the obstacles that companies frequently encounter as they seek financing and lenders must analyze conflicting valuation models. Thus, Multinational Company A may have access to a larger pool of international lenders, resulting in lower cost of capital as more compete for the Company's business.

Feel free to let me know if you have any additional questions, as I will be happy to discuss them with you at your convenience.

Sincerely,

Audit Engagement Manager

＜解答例１日本語訳＞

TASK-BASED SIMULATION 1: *Solution*

MEMORANDUM

To: Jack Connelly, Controller
Subject: Benefits of Implementing IFRS

このメモは御社、Multinational Company AがIFRSの導入において剰余の削減、透明性の強化、資本へのアクセスを提供するという点においての利益となる事項を記述するものです。

IFRSは経済的実態に即して取引をどのように扱うか決定するという原則主義を採用しています。IFRSの設定にあたり、国際会計基準審議会は、財務報告の一貫性を促進し、国際競争力を強化し、財務報告の透明性を改善するであろう全世界で共通の会計基準の設置を目指しました。

IFRSの実施を検討する国が増えるにつれ、利益の一つは、1つあるいはそれ以上の報告プロセスを保持する必要がある国において、相当の費用節減効果があるという点です。例えば、Multinational company Aでは、現在2つのシステムを保持し、FIFOとLIFOモデル両方のもとで、在庫の評価を行っています。Multinational company AはLIFOをやめ、FIFOに絞ることで報告プロセスの無駄を合理化できるでしょう。またそうすることで、X国で評価された在庫は米国のLIFOを使用して再評価する必要がなくなり、企業は期末処理の時間を削減できます。
IFRSの採用によるその他潜在的利益は、資本へのアクセスです。Multinational Company Aが一つの在庫評価モデルのみを使用した場合、貸し手は企業の収益性をより効率的に評価できるでしょう。この財務報告の透明性は、企業が資金調達においてしばしば直面するような障害、つまり貸し手が複数存在する評価モデルを分析しなければならないというような障害を取り除くでしょう。そのため、Multinational Company Aは国際的貸し手のより大きな資金プールへのアクセスが可能となり、より低いコストで資本を調達できるという結果をもたらすでしょう。

さらにご質問があれば、ご遠慮なくお知らせください。ご都合の良い時にご説明に伺います。

Sincerely,
Audit Engagement Manager

<解答例２原文>

TASK-BASED SIMULATION 1: *Solution*

MEMORANDUM

To: Jack Connelly, Controller

Subject: Benefits of Implementing IFRS

This memo describes some of the benefits of using International Financial Reporting Standards (IFRS). These include eliminating redundancy, increasing transparency and accessing capital.

IFRS is intended to provide one accounting standard for use throughout the world. It enables multinational companies to eliminate redundant reporting. These companies would no longer need to maintain multiple, redundant reporting systems. One standard would mean one systems.

Further, this single reporting system enhances transparency. Valuation of the company is simplified. There is no need, for example, to re-value inventory due to the use of FIFO in one country and LIFO in another. This makes it easier for lenders to value the company more accurately. This may improve their willingness to provide capital to the company.

These are major benefits of implementing IFRS.

There are further benefits to adopting IFRS early. I would be happy to discuss them with you.

Sincerely,

Audit Engagement Manager

＜解答例２日本語訳＞

TASK-BASED SIMULATION 1: *Solution*

MEMORANDUM

To: Jack Connelly, Controller

Subject: Benefits of Implementing IFRS

このメモは、IFRS の導入の便益をご説明するものです。余剰の削減、透明性の向上及び資本へのアクセスの説明を含んでいます。

IFRS は世界で共通に使用される会計基準を目指して作成されました。IFRS は多国籍企業が重複した報告を削減することを可能とします。これらの企業は複数の重複した報告システムを保持する必要がなくなるでしょう。一つの基準とは一つのシステムを意味しています。

加えて、この単一の報告システムは透明性を向上します。企業における評価は単純化されます。例えば、ある国で FIFO を使用し別の国で LIFO を使用していることによる棚卸資産の再評価というような状況はなくなります。これは貸し手が企業をより正確に評価することを容易にし、資本提供の意欲を向上させるでしょう。

これらが IFRS 導入の主要な便益です。

IFRS の採用による利点はまだ多くあるでしょう。ご要望があれば、さらに議論させて頂きたいと思います。

Sincerely,

Audit Engagement Manager

<u>＜補足解説：WC Approach に沿った流れ＞</u>

ステップ	注意するポイント	具体例
1. Stop and Think:	· Primary focus– ENGLISH · Secondary focus– Accounting · Time to complete – 15 to 20 minutes per question	
2. Prepare Scrap Paper:	· 1 full clean page	
3. Read Question	• Note the Topic	
4. Think About Topic	• Note ANY ideas that come to mind on this topic	
5. Prepare an Outline	• Topic • Thesis • Content • Conclusion	
6. Write – Content	• Short & Simple-Sentences • Clear & Concise- Concept	・Eliminating redundancy ・Increasing transparency ・Accessing capital という Concept を用意し、Sentence を構成していく。
7. Write - Introduction		Topic: IFRS Thesis: Benefits for implementing IFRS
8. Write - Conclusion		説明した内容が IFRS 導入の主要な便益であることを繰り返して結論とする。
9. Spell check & Re-read		

＜参考：構文フレームワーク＞

M E M O R A N D U M

To:　XXX

Subject:　XXX

Introduction

This memo describes XXX. These include <key concept 1>, <key concept 2>, and <key concept 3>.

Content

First, <key concept1>.
<key concept 1>の説明や事例.
Second, <key concept 2>.
<key concept 2>の説明や事例.
Finally, <key concept 3>.
<key concept 3>の説明や事例.

Conclusion

These are XXX.

If you would like to discuss these in further detail, please let me know.

Sincerely,

XXX

注）上記はあくまで構文のフレームワークを表現しています。実際に記述する際には同一パラグラフ内での改行や、箇条書きは使用しないでください。