

# CONTENTS

Preface v

## PART ONE

Introduction 1

### CHAPTER ONE

Understanding Workplace Communication 2

INTRODUCTORY CHALLENGE 3

THE ROLE OF COMMUNICATION  
IN BUSINESS 3

The Importance of Communication Skills 3

Why Business Depends upon Communication 4

Current Challenges for Business  
Communicators 5

Main Categories of Business Communication 8

Communication Networks of the Organization 12

Variation in Communication Activity by  
Business 14

THE BUSINESS COMMUNICATION  
PROCESS 15

Business Communication as Problem Solving 15

A Model of Business Communication 16

BUSINESS COMMUNICATION: THE BOTTOM  
LINE 20

THERE'S MORE... 21

SUMMARY BY LEARNING OBJECTIVES 21

KEY TERMS 22

CRITICAL THINKING QUESTIONS 22

SKILLS BUILDING EXERCISES 23

■ Communication Matters: Peter Drucker on the  
Importance of Communication in Business 4

■ Communication Matters: What One CEO Looks  
for in Job Candidates 7

■ Communication Matters: Channel Choice Affects  
Message Success 19

### CHAPTER TWO

Communicating Across Cultures 25

INTRODUCTORY CHALLENGE 26

THE GROWING IMPORTANCE OF  
CROSS-CULTURAL COMMUNICATION 26

DIMENSIONS OF CULTURAL  
DIFFERENCE 27

Three Major Factors That Affect Culture 27

Body Positions and Movements 29

Views and Practices Concerning Factors  
of Human Relationships 31

Effects on Business Communication 36

PROBLEMS OF LANGUAGE 36

Lack of Language Equivalency 36

Difficulties with English 38

ADVICE FOR COMMUNICATING  
ACROSS CULTURES 41

Do Your Research 41

Know Yourself and Your Company 41

Be Aware—and Wary—of Stereotypes 41

Adapt Your English to Your Audience 43

Be Open to Change 43

THERE'S MORE... 44

SUMMARY BY LEARNING OBJECTIVES 44

KEY TERMS 45

CRITICAL THINKING QUESTIONS 45

SKILLS BUILDING EXERCISES 45

■ Technology in Brief: Web Tools for Cross-Cultural  
Communication 28

■ Communication Matters: Carefully Present and  
Receive a Business Card in Japan 30

■ Communication Matters: High-Context versus  
Low-Context Cultures: Edward T. Hall 33

■ Communication Matters: Five Dimensions of  
Culture: Geert Hofstede 34

■ Communication Matters: Linear-actives, Multi-  
actives, and Reactives: Richard D. Lewis 35

■ Communication Matters: Blundering with Words 37

## PART TWO

Fundamentals of Business Writing 47

### CHAPTER THREE

Adapting Your Words to Your Readers 48

INTRODUCTORY CHALLENGE 49

THE IMPORTANCE OF ADAPTATION 49

Adaptation Illustrated 49

Adapting to Multiple Readers 50

## SUGGESTIONS FOR SELECTING WORDS 51

- Use Familiar Words 51
- Prefer Short Words 52
- Use Slang and Popular Clichés with Caution 53
- Use Technical Words and Acronyms Appropriately 53
- Use Precise Language 54
- Select Words for Appropriate Usage 56
- Prefer Active Verbs 57
- Avoid Overuse of Camouflaged Verbs 60

## SUGGESTIONS FOR NONDISCRIMINATORY WRITING 61

- Use Gender-Neutral Words 61
- Avoid Words That Stereotype by Race, Nationality, or Sexual Orientation 64
- Avoid Words That Stereotype by Age 64
- Avoid Words That Typecast Those with Disabilities 65
- Some Final Words about Words 65

## THERE'S MORE... 66

### SUMMARY BY LEARNING OBJECTIVES 66

### KEY TERMS 67

### CRITICAL THINKING QUESTIONS 67

### SKILLS BUILDING EXERCISES 68

- 
- Communication Matters: The Most Annoying Business Clichés 52
  - Communication Matters: Lost in Translation 54
  - Technology in Brief: Grammar and Style Checkers Help Writers with Word Selection 55
  - Communication Matters: The Trouble with Idioms 58
  - Communication Matters: Everything You Wanted to Know about Active and Passive Voice 59
  - Communication Matters: How Diverse Is Too Diverse? 63
  - Communication Matters: Understanding the Different Generations in the Workplace 65
- 

## CHAPTER FOUR

### Constructing Clear Sentences and Paragraphs 70

#### INTRODUCTORY CHALLENGE 71

#### THE IMPORTANCE OF ADAPTATION 71

#### CARE IN SENTENCE DESIGN 71

- Limit Sentence Content 71
- Economize on Words 74

#### Manage Emphasis in Sentence Design 78

#### Give Sentences Unity 81

#### Word Sentences Logically 82

#### CARE IN PARAGRAPH DESIGN 85

#### Give Paragraphs Unity 85

#### Keep Paragraphs Short 86

#### Make Good Use of Topic Sentences 86

#### Leave Out Unnecessary Detail 87

#### Make Paragraphs Coherent 88

#### THERE'S MORE... 89

### SUMMARY BY LEARNING OBJECTIVES 89

### KEY TERMS 90

### CRITICAL THINKING QUESTIONS 90

### SKILLS BUILDING EXERCISES 91

- 
- Technology in Brief: Readability Statistics Help Writers Evaluate Document Length and Difficulty 72
  - Communication Matters: Avoiding Stringy and See-Saw Sentences 73
  - Communication Matters: Is *That* a Surplus Word? 75
  - Communication Matters: *There Is, There Are...* Do You Really Need Them? 77
  - Communication Matters: Don't Make Me Laugh 83
  - Communication Matters: Beware the Vague or Illogical "*This*" 87
- 

## CHAPTER FIVE

### Writing for a Positive Effect 94

#### INTRODUCTORY CHALLENGE 95

#### THE IMPORTANCE OF A POSITIVE EFFECT 95

#### USING A CONVERSATIONAL STYLE 96

#### Choosing the Right Level of Formality 96

#### Cutting Out "Rubber Stamps" 98

#### USING THE YOU-VIEWPOINT 98

#### Sample Uses of the You-Viewpoint 99

#### Ethical Use of the You-Viewpoint 100

#### ACCENTUATING THE POSITIVE 100

#### Use Positive Words 100

#### Focus on What You *Can* Do 101

#### BEING COURTEOUS 103

#### Avoid Blaming the Reader 103

#### Refrain from Preaching 104

Do More Than Is Expected 104  
Be Sincere 106

#### MANAGING EMPHASIS FOR A POSITIVE EFFECT 106

Emphasis by Position 107  
Sentence Structure and Emphasis 107  
Space and Emphasis 108

#### THE ETHICS OF POSITIVE EMPHASIS 108

#### THERE'S MORE... 108

#### SUMMARY BY LEARNING OBJECTIVES 109

#### KEY TERMS 109

#### CRITICAL THINKING QUESTIONS 110

#### SKILLS BUILDING EXERCISES 110

---

■ Communication Matters: Business Etiquette—It  
Depends on Where You Are 96

■ Communication Matters: Parent, Child, or  
Adult? 102

■ Technology in Brief: Courtesy in the Age of Mobile  
Devices 105

---

### PART THREE

#### Basic Patterns of Business Messages 113

#### CHAPTER SIX

#### Choosing the Best Process and Form 114

##### INTRODUCTORY CHALLENGE 115

##### THE IMPORTANCE OF SKILLFUL WRITING 115

##### THE PROCESS OF WRITING 116

Planning the Message 116  
Drafting 119  
Revising 120

##### THE IMPORTANCE OF READABLE FORMATTING 121

##### LETTERS 123

Letters Defined 123  
Letter Form 123  
Letter Formality 124

##### MEMORANDUMS (MEMOS) 124

Memorandums Defined 124  
Memorandum Form 125  
Memorandum Formality 126

##### EMAIL 126

Email Defined 126

Email Form 127  
Email Formality 128

#### THE NEWER MEDIA IN BUSINESS WRITING 130

Text Messaging 130  
Instant Messaging 132  
Social Media 132

#### PRINT VERSUS ONLINE DOCUMENTS 133

Comparing Print and Online Text 134  
Organizing Content 134  
Presenting the Content 135  
Making Your Web Writing Accessible 136

#### THERE'S MORE... 136

#### SUMMARY BY LEARNING OBJECTIVES 136

#### KEY TERMS 138

#### CRITICAL THINKING QUESTIONS 138

#### SKILLS BUILDING EXERCISES 138

---

■ Technology in Brief: Using Good Email Etiquette  
Helps Writers Achieve Their Goals 129

■ Communication Matters: Composing an Email:  
The Top 10 Mistakes 130

■ Communication Matters: "Twitiquette": New  
Technologies, New Expectations 131

---

### CHAPTER SEVEN

#### Getting to the Point in Good-News and Neutral Messages 141

##### THE PREVALENCE OF GOOD-NEWS AND NEUTRAL MESSAGES IN BUSINESS 142

##### PRELIMINARY ASSESSMENT 142

##### THE GENERAL DIRECT PLAN 142

Beginning with the Objective 142  
Covering the Remaining Part of the  
Objective 142  
Ending with Goodwill 143

##### ROUTINE INQUIRIES 143

##### INTRODUCTORY CHALLENGE 143

Choosing from Two Types of Beginnings 143  
Informing and Explaining Adequately 144  
Structuring the Questions 144  
Ending with Goodwill 145  
Reviewing the Order 145  
Contrasting Examples 145

##### FAVORABLE RESPONSES 150

##### INTRODUCTORY CHALLENGE 150

|  |            |
|--|------------|
| Identifying the Message Being Answered   | 150        |
| Beginning with the Answer  | 150        |
| Logically Arranging the Answers  | 151        |
| Skillfully Handling the Negatives  | 151        |
| Considering Extras   | 151        |
| Closing Cordially  | 151        |
| Reviewing the Plan   | 152        |
| Contrasting Illustrations  | 152        |
| <b>ORDER ACKNOWLEDGMENTS AND OTHER<br/>THANK-YOU MESSAGES</b>                          | <b>155</b> |
| INTRODUCTORY CHALLENGE   | 155        |
| Order Acknowledgments  | 155        |
| Directness and Goodwill Building in Order<br>Acknowledgments                           | 156        |
| Tact in Order Acknowledgments  | 156        |
| Strategies for Other Thank-You Messages  | 157        |
| Summarizing the Structure of Order<br>Acknowledgments and Other Thank-You<br>Messages  | 157        |
| Contrasting Acknowledgments  | 158        |
| <b>DIRECT CLAIMS</b>   | <b>162</b> |
| INTRODUCTORY CHALLENGE   | 162        |
| Using Directness for Claims  | 163        |
| Organizing the Direct Claim  | 163        |
| Reviewing the Plan   | 163        |
| Contrasting Examples of Claim Messages   | 163        |
| <b>ADJUSTMENT GRANTS</b>   | <b>165</b> |
| INTRODUCTORY CHALLENGE   | 165        |
| Considering Special Needs  | 166        |
| Reviewing the Plan   | 166        |
| Contrasting Adjustments  | 168        |
| <b>INTERNAL-OPERATIONAL MESSAGES</b>   | <b>169</b> |
| INTRODUCTORY CHALLENGE   | 169        |
| Casual Operational Messages  | 169        |
| Moderately Formal Messages   | 169        |
| Formal Messages  | 170        |
| Summarizing the Structure of Internal-<br>Operational Messages                         | 171        |
| Contrasting Examples of Internal-Operational<br>Messages                               | 171        |
| <b>OTHER DIRECT MESSAGE SITUATIONS</b>   | <b>173</b> |
| THERE'S MORE ...   | 173        |
| <b>SUMMARY BY LEARNING OBJECTIVES</b>  | <b>173</b> |
| <b>KEY TERMS</b>   | <b>175</b> |
| <b>CRITICAL THINKING QUESTIONS</b>   | <b>175</b> |
| <b>SKILLS BUILDING EXERCISES</b>   | <b>175</b> |
| <b>PROBLEM-SOLVING CASES</b>   | <b>176</b> |
| ■ Communication Matters: Choosing the Right<br>Font                                    | 146        |
| ■ Technology in Brief: Shortcut Tools Help Writers<br>Improve Productivity and Quality | 147        |
| ■ Technology in Brief: Tables Help Writers Organize<br>Data for Easy Reading           | 156        |
| ■ Communication Matters: A Workplace without<br>Email? One Company's Strategy          | 162        |
| <b>CHAPTER EIGHT</b>   |            |
| Maintaining Goodwill in Bad-News Messages  | 189        |
| <b>APPROACHES TO WRITING<br/>BAD-NEWS MESSAGES</b>                                     | <b>190</b> |
| <b>THE GENERAL INDIRECT PLAN</b>   | <b>190</b> |
| Using a Strategic Buffer   | 190        |
| Setting Up the Negative News   | 191        |
| Presenting the Bad News Positively   | 191        |
| Offering an Alternative Solution   | 191        |
| Ending on a Positive Note  | 192        |
| Apologizing  | 192        |
| <b>REFUSED REQUESTS</b>  | <b>192</b> |
| INTRODUCTORY CHALLENGE   | 192        |
| Developing the Strategy  | 193        |
| Setting Up the Explanation in the Opening  | 193        |
| Presenting the Explanation Convincingly  | 193        |
| Handling the Refusal Positively  | 193        |
| Using a Compromise When Practical  | 194        |
| Closing with Goodwill  | 194        |
| Fitting the General Plan to Refused Requests   | 195        |
| Contrasting Refusals   | 195        |
| <b>INDIRECT CLAIMS</b>   | <b>196</b> |
| INTRODUCTORY CHALLENGE   | 196        |
| Choosing the Right Tone  | 197        |
| Leading into the Problem in the Beginning  | 197        |
| Describing the Problem Clearly   | 197        |
| Requesting the Correction  | 198        |
| Building Goodwill with a Fair-Minded Close   | 198        |
| Outlining the Indirect Claim Message   | 198        |
| Contrasting Examples of Indirect Claim<br>Messages                                     | 199        |
| <b>ADJUSTMENT REFUSALS</b>   | <b>202</b> |
| INTRODUCTORY CHALLENGE   | 202        |
| Determining the Strategy   | 203        |
| Setting Up Your Reasoning  | 203        |
| Making Your Case   | 203        |
| Refusing Positively and Closing Courteously  | 204        |

|  |            |
|--|------------|
| Adapting the General Plan                    | 205        |
| Contrasting Adjustment Refusal Messages      | 205        |
| <b>NEGATIVE ANNOUNCEMENTS</b>                | <b>207</b> |
| <b>INTRODUCTORY CHALLENGE</b>                | <b>207</b> |
| Determining the Strategy                     | 208        |
| Setting Up the Bad News                      | 208        |
| Positively Presenting the Bad News           | 208        |
| Focusing on Next Steps or Remaining Benefits | 209        |
| Closing on a Positive or Encouraging Note    | 209        |
| Reviewing the Plan                           | 209        |
| Contrasting Negative Announcements           | 211        |
| Using Directness in Some Cases               | 212        |
| <b>THERE'S MORE . . .</b>                    | <b>212</b> |
| <b>SUMMARY BY LEARNING OBJECTIVES</b>        | <b>213</b> |
| <b>KEY TERMS</b>                             | <b>214</b> |
| <b>CRITICAL THINKING QUESTIONS</b>           | <b>214</b> |
| <b>SKILLS BUILDING EXERCISES</b>             | <b>214</b> |
| <b>PROBLEM-SOLVING CASES</b>                 | <b>215</b> |

- 
- Technology in Brief: Outlook Quick Parts Tool Allows Writers to Reuse Content 204
  - Communication Matters: Balance, Not “Spin,” in Negative Announcements 209
- 

## CHAPTER NINE

### Making Your Case with Persuasive Messages and Proposals 226

#### THE PREDOMINANCE OF INDIRECTNESS IN PERSUASIVE MESSAGES 227

#### GENERAL ADVICE ABOUT PERSUASION 227

- Know Your Readers 227
- Choose and Develop Targeted Reader Benefits 227
- Make Good Use of Three Kinds of Appeals 228
- Make It Easy for Your Readers to Comply 228

#### PERSUASIVE REQUESTS 229

#### INTRODUCTORY CHALLENGE 229

- Determining Your Strategy 229
- Gaining Attention in the Opening 231
- Developing the Appeal 231
- Making the Request Clearly and Positively 231
- Summarizing the Plan for Requests 232
- Contrasting Persuasive Requests 232

#### SALES MESSAGES 237

#### INTRODUCTORY CHALLENGE 237

- Questioning the Acceptability of Sales Messages 238
- Preparing to Write a Sales Message 239
- Determining the Central Appeal 239
- Determining the Makeup of the Mailing 241
- Gaining Attention Before the Message Begins 243
- Gaining Attention in the Opening of the Message 243
- Building a Persuasive Case 244
- Stressing the You-Viewpoint 246
- Choosing Words Carefully 247
- Enhancing Your Message with Visuals 248
- Including All Necessary Information 250
- Driving for the Sale 250
- Adding a Postscript 252
- Offering Name Removal to Email Readers 252
- Reviewing the General Sales Plan 252
- Evaluating Contrasting Examples 253

#### PROPOSALS 254

#### INTRODUCTORY CHALLENGE 254

- Types of Proposals 255
- Proposal Format and Contents 259

#### THERE'S MORE . . . 269

#### SUMMARY BY LEARNING OBJECTIVES 270

#### KEY TERMS 272

#### CRITICAL THINKING QUESTIONS 272

#### SKILLS BUILDING EXERCISES 273

#### PROBLEM-SOLVING CASES 274

- 
- Communication Matters: The Ingredients of Successful Fundraising 232
  - Communication Matters: Sophisticated Selling in White Papers 240
  - Communication Matters: Gaining—and Keeping—Readers' Attention on Facebook and Twitter 244
  - Communication Matters: The Importance of Vividness in Sales Messages 247
  - Communication Matters: Persuasive Strategies Vary across Cultures 250
  - Technology in Brief: Web Resources for Proposal Writing 255
  - Communication Matters: Wise Words from a Professional Proposal Writer 259
  - Communication Matters: The Seven Deadly Sins of Proposal Writing 260
-

## CHAPTER TEN

### Conducting a Winning Job Campaign 284

#### INTRODUCTORY CHALLENGE 285

#### THE JOB SEARCH 285

Building a Network of Contacts 285

Obtaining an Internship 286

Identifying Appropriate Jobs 286

Finding Your Employer 289

#### PREPARING THE APPLICATION DOCUMENTS 292

#### CONSTRUCTING THE RÉSUMÉ 292

Résumé Content 292

Printed (Hardcopy) Résumés 307

Electronic Résumés 311

Scannable Résumés 312

#### WRITING THE COVER MESSAGE 313

Cover Letters 313

Email Cover Messages 325

#### HANDLING THE INTERVIEW 326

Investigating the Company 326

Making a Good Appearance 326

Anticipating Questions and Preparing Answers 327

Putting Yourself at Ease 328

Helping to Control the Dialogue 329

#### FOLLOWING UP AND ENDING THE APPLICATION 329

Other Job-Search Messages 330

Continuing Job-Search Activities 331

#### THERE'S MORE ... 332

#### SUMMARY BY LEARNING OBJECTIVES 332

#### KEY TERMS 334

#### CRITICAL THINKING QUESTIONS 334

#### SKILLS BUILDING EXERCISES 335

#### PROBLEM-SOLVING CASES 336

---

■ Communication Matters: The Where, What, and Whys of Hiring 287

■ Technology in Brief: Make Your LinkedIn Profile Work for You 290

■ Communication Matters: The Most Important Six Seconds in Your Job Search 308

■ Communication Matters: Developing a Professional Portfolio 321

■ Technology in Brief: Websites Offer Valuable Interview Advice 323

■ Communication Matters: Answers to the 10 Toughest Interview Questions 327

■ Communication Matters: What's the Number One Interviewing Mistake? 329

---

## PART FOUR

### Fundamentals of Report Writing 341

## CHAPTER ELEVEN

### Preparing Informative and Influential Business Reports 342

#### INTRODUCTORY CHALLENGE 343

#### REPORTS AND YOUR FUTURE 343

#### DEFINING REPORTS 343

#### DETERMINING THE REPORT PROBLEM AND PURPOSE 344

The Preliminary Investigation 344

The Need for Clear Problem and Purpose Statements 344

#### DETERMINING THE FACTORS 345

Use of Subtopics in Information Reports 345

Hypotheses for Problems Requiring Solution 346

Bases of Comparison in Evaluation Studies 346

#### GATHERING THE INFORMATION NEEDED 347

#### INTERPRETING THE FINDINGS 349

Advice for Avoiding Human Error 350

Appropriate Attitudes and Practices 351

Statistical Tools for Data Analysis 351

#### ORGANIZING THE REPORT INFORMATION 352

The Nature and Benefits of Outlining 352

Organization by Division 353

Division by Conventional Relationships 354

Combination and Multiple Division Possibilities 356

From Outline to Table of Contents 357

#### WRITING THE REPORT 360

Beginning and Ending 360

Being Objective 361

Being Consistent with Time 362

Including Transitions 363

Maintaining Interest 365

#### COLLABORATIVE REPORT WRITING 365

Determining the Group Makeup 365

Creating the Ground Rules 366

Choosing the Means of Collaboration 366

Making a Project Plan 367  
Researching and Writing the Report 367  
THERE'S MORE... 369

SUMMARY BY LEARNING OBJECTIVES 369  
KEY TERMS 371  
CRITICAL THINKING QUESTIONS 372  
SKILLS BUILDING EXERCISES 372

- 
- Communication Matters: Report-Writing Practices and the Sarbanes-Oxley Act 345
  - Technology in Brief: Report-Writing Tools Help Businesses Succeed 348
  - Technology in Brief: Brainstorm and Outline with Visualization Tools 353
  - Communication Matters: Formal, Informal, or Somewhere in Between? 362
  - Communication Matters: Choice Lines Gleaned from Accident Reports Submitted to Insurance Companies 364
  - Communication Matters: Does Your Group Have Emotional Intelligence? 366
  - Technology in Brief: Comment and Review Tools Help Writers Track Changes to Their Documents 368
- 

## CHAPTER TWELVE

Choosing the Right Type of Report 374

INTRODUCTORY CHALLENGE 375

AN OVERVIEW OF REPORT COMPONENTS 375

The Report Classification Plan 375  
The Report Components 376

CHARACTERISTICS OF THE SHORTER REPORTS 381

Little Need for Introductory Information 381  
Predominance of the Direct Order 381  
A More Personal Writing Style 383  
Less Need for a Structured Coherence Plan 385

FORMS FOR SHORT TO MID-LENGTH REPORTS 385

The Short Report 385  
Letter Reports 395  
Email and Memo Reports 395  
Written Reports in Other Forms 398

COMMON TYPES OF SHORT REPORTS 398

Routine Operational Reports 399  
Progress Reports 402

Problem-Solving Reports 402  
Meeting Minutes 404

COMPONENTS OF LONG, FORMAL REPORTS 407

The Report Introduction 407  
The Report Body 410  
The Ending of the Report 411  
Appended Parts 412

THE STRUCTURAL COHERENCE PLAN 412

THE FORMAL REPORT ILLUSTRATED 414

THERE'S MORE... 414

SUMMARY BY LEARNING OBJECTIVES 431

KEY TERMS 433

CRITICAL THINKING QUESTIONS 433

SKILLS BUILDING EXERCISES 433

PROBLEM-SOLVING CASES 435

ADDITIONAL TOPICS FOR REPORTS 448

- 
- Communication Matters: Creating a Report Title with the 5 Ws and 1 H 377
  - Communication Matters: Tips from a Professional Explainer 383
  - Technology in Brief: Using a Report Template for a Polished Look 384
  - Communication Matters: Knowledge Management Gives Companies the Competitive Edge 398
  - Technology in Brief: Using a Table of Contents Generator for Speed and Accuracy 410
- 

## CHAPTER THIRTEEN

Conducting Research for Decision Makers 453

INTRODUCTORY CHALLENGE 454

WHY RESEARCH MATTERS 454

WHAT RESEARCH IS 455

Primary versus Secondary Research 455  
Quantitative versus Qualitative Strategies 456

HOW TO FIND EXISTING RESEARCH 456

Searching the Web 456  
Evaluating Websites 463  
Taking Advantage of Social Networks 464  
Using the Library 469

HOW TO DO NEW RESEARCH 474

Conducting a Survey 474  
Conducting an Experiment 480  
Using Observation 482  
Conducting Qualitative Research 482

**CONDUCTING ETHICAL BUSINESS  
RESEARCH 484**

Treating Research Participants Ethically 484  
Reporting Information Accurately and  
Honestly 484

**THERE'S MORE... 485**

**SUMMARY BY LEARNING OBJECTIVES 485**

**KEY TERMS 490**

**CRITICAL THINKING QUESTIONS 490**

**SKILLS BUILDING EXERCISES 491**

---

■ Technology in Brief: Managing Citations with  
Zotero 462

■ Technology in Brief: Web-Based Survey Tools  
Help Writers Design, Analyze, and Report Results  
of Questionnaires 478

---

**CHAPTER FOURTEEN**

Using Visuals to

Make Your Point 493

INTRODUCTORY CHALLENGE 494

PLANNING THE VISUALS 494

DETERMINING THE GENERAL MECHANICS  
OF CONSTRUCTION 494

Size 495

Orientation 495

Type 495

Rules and Borders 495

Color and Cross-Hatching 496

Clip Art 496

Background 496

Numbering 496

Construction of Titles and Captions 497

Placement of Titles and Captions 498

Footnotes and Acknowledgments 498

CONSTRUCTING TEXTUAL VISUALS 499

Tables 499

Pull Quotes 500

Bulleted Lists 501

Flowcharts and Process Charts 501

CONSTRUCTING CHARTS, GRAPHS,  
AND OTHER VISUALS 503

Bar and Column Charts 503

Pictographs 506

Pie Charts 506

Line Charts 507

Scatter Diagrams 508

Maps 509

Combination Charts 510

Three-Dimensional Visuals 510

Photographs 511

Other Visuals 512

Visual Integrity 512

PLACING AND INTERPRETING  
THE VISUALS 517

**THERE'S MORE... 518**

**SUMMARY BY LEARNING OBJECTIVES 518**

**KEY TERMS 520**

**CRITICAL THINKING QUESTIONS 520**

**SKILLS BUILDING EXERCISES 520**

---

■ Communication Matters: Infographics: Everything  
Old Is New Again 497

■ Communication Matters: Avoiding Chartjunk 514

■ Communication Matters: The Periodic Table of  
Visualization Methods 516

---

**PART FIVE**

Oral Forms of Business

Communication 523

**CHAPTER FIFTEEN**

Communicating Effectively in Meetings  
and Conversations 524

INTRODUCTORY CHALLENGE 525

THE PREVALENCE OF ORAL  
COMMUNICATION ON THE JOB 525

INFORMAL WORKPLACE TALKING 526

Elements of Professional Talking 526

Courtesy in Talking 528

CONDUCTING AND PARTICIPATING  
IN MEETINGS 528

Techniques of Conducting Meetings 529

Techniques for Participating in a Meeting 533

USING THE PHONE 533

Professional Voice Quality 533

Courtesy 533

Effective Phone Procedures 535

Effective Voice Mail Techniques 535

Courteous Use of Cell Phones 535

LISTENING 536

The Nature of Listening 536

Improving Your Listening Ability 536

THE REINFORCING ROLE OF NONVERBAL  
COMMUNICATION 539



|                                       |     |
|---------------------------------------|-----|
| The Nature of Nonverbal Communication | 539 |
| Types of Nonverbal Communication      | 540 |
| THERE'S MORE...                       | 542 |
| SUMMARY BY LEARNING OBJECTIVES        | 542 |
| KEY TERMS                             | 544 |
| CRITICAL THINKING QUESTIONS           | 544 |
| SKILLS BUILDING EXERCISES             | 544 |

---

|   |     |
|---|-----|
| ■ Communication Matters: Finding Your Professional Voice            | 526 |
| ■ Communication Matters: The Art of Negotiation                     | 527 |
| ■ Technology in Brief: Collaborative Tools Support Virtual Meetings | 529 |
| ■ Communication Matters: What's in a Handshake?                     | 537 |

---

## CHAPTER SIXTEEN

Delivering Oral Reports and Business Speeches 547

INTRODUCTORY CHALLENGE 548

MASTERING FORMAL SPEAKING 548

REPORTING ORALLY 548

Defining Oral Reports 548

Understanding the Differences between Oral and Written Reports 549

Planning the Oral Report 549

GIVING SPEECHES AND PRESENTATIONS 550

Determining the Topic and Purpose 550

Preparing the Presentation 551

Choosing the Presentation Method 554

Choosing the Means of Audience Feedback 554

PREPARING YOURSELF TO SPEAK 555

Appealing Personal Traits 555

Appropriate Appearance and Physical Actions 557

Pleasant Voice and Speaking Style 559

SUPPORTING YOUR TALK WITH VISUALS 560

What Kinds of Information to Present Visually 560

Techniques for Using Visuals 561

Use of Presentation Software 562

Use of Handouts 564

DELIVERING WEB-BASED PRESENTATIONS 564

Varieties of Web Presentations 564

|   |     |
|---|-----|
| Special Guidelines for Web Presentations  | 566 |
| GIVING TEAM (COLLABORATIVE) PRESENTATIONS | 566 |
| THERE'S MORE...                           | 568 |

SUMMARY BY LEARNING OBJECTIVES 568

KEY TERMS 570

CRITICAL THINKING QUESTIONS 570

SKILLS BUILDING EXERCISES 571

---

|   |     |
|---|-----|
| ■ Communication Matters: Have You Met TED?  | 552 |
| ■ Technology in Brief: Presentation Delivery Tools Help You Convey Your Message Effectively | 556 |
| ■ Communication Matters: Look Like a Pro with PowerPoint Keyboard Shortcuts                 | 559 |
| ■ Technology in Brief: Virtual Presentations: The Next Best Thing to Being There            | 565 |

---

## PART SIX

Elements of Professionalism: Technological Proficiency and Correctness 573

## CHAPTER SEVENTEEN

Leveraging Technology for Better Writing 574

INTRODUCTORY CHALLENGE 575

TECHNOLOGICAL SUPPORT FOR WRITING TASKS 575

TOOLS FOR CONSTRUCTING MESSAGES 575

Computer Tools for Planning a Writing Project 575

Computer Tools for Gathering and Organizing Information 576

Computer Tools for Presenting Information 580

Computer Tools for Drafting 581

Computer Tools for Revising and Editing 583

COMPUTER TOOLS FOR COLLABORATION 587

Collaborative Writing Programs 587

Discussion Boards 588

A LOOK TO THE FUTURE 588

THERE'S MORE... 590

SUMMARY BY LEARNING OBJECTIVES 590

KEY TERMS 591

CRITICAL THINKING QUESTIONS 591

SKILLS BUILDING EXERCISES 591

- Technology in Brief: Backing Up Frequently Is the Writer's Responsibility 585
- Communication Matters: Do U Txt? 589

## CHAPTER EIGHTEEN

Conveying Professionalism  
Through Correctness 592

INTRODUCTORY CHALLENGE 593

THE IMPORTANCE OF CORRECTNESS 593

THE NATURE OF CORRECTNESS 593

STANDARDS FOR PUNCTUATION 594

Apostrophe: Apos 1 594

Apos 2 595

Apos 3 595

Brackets: Bkts 595

Colon: Cln 1 596

Cln 2 596

Comma: Cma 1 597

Cma 2-1 597

Cma 2-2 597

Cma 3 597

Cma 4-1 598

Cma 4-2 598

Cma 4-3 598

Cma 4-4 599

Cma 5-1 599

Cma 5-2 599

Cma 6-1 600

Cma 6-2 600

Dash: Dsh 1 600

Dsh 2 600

Exclamation Mark: Ex 600

Hyphen: Hpn 1 601

Hpn 2-1 601

Hpn 2-2 601

Hpn 2-3 601

Italics: Ital 1 601

Ital 2 601

Ital 3 601

Parentheses: Parens 603

Period: Pd 1 603

Pd 2 603

Pd 3 603

Question Mark: Q 603

Quotation Marks: QM 1 603

QM 2 604

QM 3 604

QM 4 604

Semicolon: SC 1 604

SC 2 604

SC 3 606

SC 4 606

STANDARDS FOR GRAMMAR 606

Adjective-Adverb Confusion: AA 606

Subject-Verb Agreement: Agmt SV 606

Adverbial Noun Clause: AN 608

Awkward: Awk 608

Dangling Modifiers: Dng 608

Misplaced Modifiers: Misl 609

Mixed Construction: MixCon 609

Incomplete Constructions: IncCon 609

Sentence Fragment: Frag 609

Pronouns: Pn 1 610

Pn 2 610

Pn 3 611

Pn 4 612

Parallelism: Prl 612

Tense: Tns 612

Tns 1 613

Tns 2 613

Tns 3 613

Tns 4 613

Tns 5 613

Word Use: WU 614

Wrong Word: WW 614

STANDARDS FOR THE USE OF  
NUMBERS 614

Numbers: No 1 615

No 2 615

No 3 615

No 4 615

No 5 615

No 6 615

No 7 616

No 8 616

No 9 616

No 10 616

No 11 616

SPELLING: SP 616

Rules for Word Plurals 617

Other Spelling Rules 617

CAPITALIZATION: CAP 618

THERE'S MORE ... 619

KEY TERMS 619

CRITICAL THINKING QUESTIONS 620

SKILLS BUILDING EXERCISES 621

A SELF-ADMINISTERED DIAGNOSTIC TEST OF  
CORRECTNESS 623

- 
- Communication Matters: Can You Detect the Difference that Punctuation Makes? 594
  - Communication Matters: Good Grammar: Your Ticket to Getting and Keeping a Job 596
  - Technology in Brief: Using the Internet to Improve Your Grammar 602
  - Technology in Brief: Hyphen, Small Dash, or Big Dash? 605
- 

## APPENDIXES

A Corrections for the Self-Administered Diagnostic Test of Correctness 624

B Physical Presentation of Letters, Memos, and Reports 626

C General Grading Symbols: Punctuation, Grammar, Numbers, Spelling, Proofreading, Technique, Strategy, and Formatting 641

D Grading Codes and Checklists: Messages and Reports 645

E Documentation and the Bibliography 649

---

■ Communication Matters: Quotation Marks, Citation, Both, or Neither? 650

■ Technology in Brief: Using Microsoft 2010 to Add Footnotes 657

■ Communication Matters: Citation Management Tools: Use with Caution 663

---

Photo Credits 669

Index 670