CONTENTS

Preface vii How to Use This Book 1



The Building Blocks of Effective Messages

1	Succeeding	in	Bus	iness
	Communica	atio	าท	2

Newsworthy Communication 3

Benefits of Good Communication Skills 5

"I'll Never Have to Write Because . . . " 6

Communicating on the Job 7

The Cost of Communication 8

Costs of Poor Communication 8

Wasted Time 9

Wasted Efforts 10

Lost Goodwill 10

Legal Problems 11

Basic Criteria for Effective Messages 12

Using Technology for Communication 13

Following Conventions 13

Understanding and Analyzing Business Communication

Situations 13

How to Solve Business Communication

Problems 14

Gather Knowledge and Brainstorm

Solutions. 14

Answer the Five Questions for Analysis. 15

Organize Your Information to Fit Your Audiences, Your

Purposes, and the Situation. 16

Make Your Document Visually Inviting. 16

Revise Your Draft to Create a Friendly, Businesslike,

Positive Style. 17

Edit Your Draft for Standard English; Double-Check

Names and Numbers. 17

Use the Response You Get to Plan Future

Messages. 17

Summary by Learning Objectives 18

Exercises and Cases 19

Notes 23

2 Adapting Your Message to Your Audience 26

Newsworthy Communication 27

Identifying Your Audiences 28

Analyzing Your Audience 29

Analyzing Individuals 29

Analyzing Members of Groups 30

Analyzing the Organizational Culture and the

Discourse Community 32

Choosing Channels to Reach Your Audience 34

Using Audience Analysis to Adapt Your Message 37

- 1. How Will the Audience Initially React to the Message? 37
- 2. How Much Information Does the Audience Need? 38
- 3. What Obstacles Must You Overcome? 39
- 4. What Positive Aspects Can You Emphasize? 39
- 5. What Are the Audience's Expectations about the Appropriate Language, Content, and Organization of Messages? 40
- 6. How Will the Audience Use the Document? 41

Audience Analysis Works 41

Characteristics of Good Audience Benefits 42

- 1. Adapt Benefits to the Audience. 42
- 2. Stress Intrinsic as well as Extrinsic Motivators. 42
- 3. Prove Benefits with Clear Logic and Explain Them in Adequate Detail. 43
- 4. Phrase Benefits in You-Attitude. 44

Identifying and Developing Audience Benefits 44

- Identify the Needs, Wants, and Feelings that May Motivate Your Audience. 44
- Identify the Objective Features of Your Product or Policy that Could Meet the Needs You've Identified. 45

3. Show How the Audience Can Meet Their Needs with the Features of the Policy or Product. 45
Audience Benefits Work 45
Writing or Speaking to Multiple Audiences with Different Needs 46
Summary by Learning Objectives 47
Exercises and Cases 48
Notes 55

3 Building Goodwill 56

Newsworthy Communication 57 You-Attitude 59 How to Create You-Attitude 59 You-Attitude beyond the Sentence Level 61 Positive Emphasis 62 How to Create Positive Emphasis 64 How to Check Positive Emphasis 67 Positive Psychology 67 Tone, Power, and Politeness 68 Use Courtesy Titles for People You Don't Know Well 69 Be Aware of the Power Implications of the Words You Use 69 Trust 69 Using Technology to Build Goodwill 70 Reducing Bias in Business Communication 70 Making Language Nonsexist 71 Making Language Nonracist and Nonageist 74 Talking about People with Disabilities and Diseases 75 Choosing Bias-Free Photos and Illustrations 76

4 Navigating the Business Communication Environment 86

Newsworthy Communication 87 Ethics 88 Corporate Culture 92 Interpersonal Communication 93 Listening 93 Conversational Style 95 Nonverbal Communication 97 Etiquette 99 Networking 99 Time Management 100 Techniques 100 Multitasking 102 Trends in Business Communication 102 Data Security 102 Electronic Privacy 103 Customer Service 105 Work/Family Balance 105 Environmental Concern 106 Globalization and Outsourcing 106 Diversity 107 Teamwork 107 Job Flexibility 108 Innovation and Entrepreneurship 108 Big Data 109 Rapid Rate of Change 110 Summary by Learning Objectives 110 Exercises and Cases 111

Notes 115



Notes 84

PART TWO The Communication Process

5 Planning, Composing, and Revising 118

Newsworthy Communication 119
The Ways Good Writers Write 120
Activities in the Composing Process 120
Using Your Time Effectively 122

Summary by Learning Objectives 76

Exercises and Cases 77

Brainstorming, Planning, and Organizing Business
Documents 123
Writing Good Business and Administrative Documents 123
Business Styles 124
The Plain Language Movement 125
Individualized Styles 126

6

Hair-Truths about Business Writing 127	Using Soπware Programs for Creating Document
Half-Truth 1: "Write as You Talk." 127	Designs 169
Half-Truth 2: "Never Use I." 127	Designing Brochures 169
Half-Truth 3: "Never Use You." 127	Analyzing Your Rhetorical Situation 169
Half-Truth 4: "Never Begin a Sentence with And or	Drafting the Text 170
But." 127	Selecting Appropriate Visuals 170
Half-Truth 5: "Never End a Sentence with a	Creating the Design 170
Preposition." 128	Printing the Brochure 171
Half-Truth 6: "Never Have a Sentence with More	Designing Infographics 171
than 20 Words, or a Paragraph with More than 8	Analyzing Your Rhetorical Situation 171
Lines." 128	Researching Your Topic 172
Half-Truth 7: "Big Words Impress People." 128	Finding Visuals 172
Half-Truth 8: "Business Writing Does Not Document	Drafting the Text 173
Sources." 128	Putting It All Together 173
Ten Ways to Make Your Writing Easier to Read 128	Designing Web Pages 174
As You Choose Words 129	Attracting and Maintaining Attention 174
As You Write and Revise Sentences 132	Creating a Usable Home Page 174
As You Write and Revise Paragraphs 140	
Organizational Preferences for Style 141	Providing Easy Navigation 175
Revising, Editing, and Proofreading 141	Following Conventions 175
What to Look for When You Revise 142	Increasing Accessibility 176
What to Look for When You Edit 144	Testing the Design for Usability 176
How to Catch Typos 145	Summary by Learning Objectives 177
Getting and Using Feedback 146	Exercises and Cases 178
Using Boilerplate 147	Notes 184
Readability Formulas 147	7 Communication and Cultures 100
Summary by Learning Objectives 149	7 Communicating across Cultures 186
Exercises and Cases 150	Newsworthy Communication 187
Notes 156	Global Business 189
75	Local Culture Adaptations 189
Designing Documents 158	Outsourcing 190
Newsworthy Communication 159	International Career Experience 190
The Importance of Effective Design as Part	Diversity in North America 191
of the Writing Process 160	Ways to Look at Culture 192
Design and Conventions 161	Values, Beliefs, and Practices 194
Levels of Design 162	Nonverbal Communication 194
Guidelines for Document Design 163	Body Language 196
1. Use White Space 163	Touch 197
2. Use Headings 166	
3. Limit the Use of Words Set in All Capital	Space 197
Letters 166	Time 197
4. Use No More than Two Fonts in a Single	Other Nonverbal Symbols 198
Document 166	Oral Communication 199
5. Decide Whether to Justify Margins 167	Understatement and Exaggeration 200
6. Put Important Elements in the Top Left and Lower	Compliments 200
Right Quadrants 168	Approaches to Negatives 200
7. Use a Grid to Unify Graphic Elements 168	Writing to International Audiences 200
8. Use Highlighting, Decorative Devices,	Learning More about International Business
and Color in Moderation 168	Communication 202

Contents

Summary by Learning Objectives 203 Exercises and Cases 203 Notes 209

8 Working and Writing in Teams 212

Newsworthy Communication 213

Team Interactions 214

Roles in Teams 215

Leadership in Teams 216

Decision-Making Strategies 217

Feedback Strategies 219

Characteristics of Successful Student Teams 219

Peer Pressure and Groupthink 220

Working on Diverse Teams 221

Conflict Resolution 222

Steps in Conflict Resolution 223

Criticism Responses 225

You-Attitude in Conflict Resolution 226

Effective Meetings 227

Technology in Teams 228

Technologies for Meetings 228

Technologies for Scheduling and Assignments 229

Technologies for Collaboration 229

Collaborative Writing 229

Planning the Work and the Document 230

Composing the Drafts 231

Revising the Document 231

Editing and Proofreading the Document 231

Making the Team Process Work 232

Summary by Learning Objectives 233

Exercises and Cases 234

Notes 240



Basic Business Messages

9 Sharing Informative and Positive Messages with Appropriate Technology 242

Newsworthy Communication 243

Purposes of Informative and Positive Messages 244

Communication Hardware 245

Smartphones 245

Portable Media Players 246

Tablets 246

Videoconferences 246

Information Overload 246

Using Common Media 248

Face-to-Face Contacts 248

Phone Calls 248

Instant Messaging and Text Messaging 249

Wikis 250

Social Media 250

E-mails, Letters, and Memos 254

Organizing Informative and Positive Messages 257

Subject Lines for Informative and Positive Messages 258

Making Subject Lines Specific 258

Making Subject Lines Concise 260

Making Subject Lines Appropriate for the Pattern of

Organization 261

Pointers for E-mail Subject Lines 261

Managing the Information in Your Messages 262

Using Benefits in Informative and Positive

Messages 263

Ending Informative and Positive Messages 264

Story in Informative Messages 265

Humor in Informative Messages 265

Varieties of Informative and Positive Messages 266

Transmittals 266

Summaries 266

Thank-You and Positive Feedback Notes 26

Positive Responses to Complaints 268

Solving a Sample Problem 269

Problem 270

Analysis of the Problem 270

Discussion of the Sample Solutions 271

Summary by Learning Objectives 274

Exercises and Cases 274

Notes 284

Purposes of Persuasive Messages 324

10 Delivering Negative Messages 286	Analyzing Persuasive Situations 325 1. What Do You Want People to Do? 326 2. What Objections, If Any, Will the Audience Have? 326 3. How Strong Is Your Case? 326 4. What Kind of Persuasion Is Best for the Situation? 328			
Newsworthy Communication 287 Purposes of Negative Messages 288				
Organizing Negative Messages 289 Giving Bad News to Clients and Customers 289 Giving Bad News to Superiors 290				
Giving Bad News to Peers and Subordinates 291 The Parts of a Negative Message 294	5. What Kind of Persuasion Is Best for the Organization and the Culture? 329			
Subject Lines 294	Choosing a Persuasive Strategy 331			
Buffers 294 Reasons 295	Why Threats and Punishment Are Less Effective Than Persuasion 331			
Refusals 296	Making Persuasive Direct Requests 332			
Alternatives 297	Writing Persuasive Problem-Solving Messages 333			
Endings 297	Subject Lines for Problem-Solving Messages 334			
Apologies 298	Developing a Common Ground 334			
Tone in Negative Messages 299	Explaining the Solution 336			
Alternative Strategies for Negative Situations 300	Dealing with Objections 336			
Recasting the Situation as a Positive Message 301 Recasting the Situation as a Persuasive	Offering a Reason for the Audience to Act Promptly 338			
Message 302	Building Emotional Appeal 339			
Varieties of Negative Messages 302	Tone in Persuasive Messages 340			
Claims and Complaints 302	Varieties of Persuasive Messages 340			
Rejections and Refusals 303	Performance Reviews 340			
Disciplinary Notices and Negative Performance	Letters of Recommendation 343			
Reviews 304	Sales and Fund-Raising Messages 345			
Layoffs and Firings 304	Organizing a Sales or Fund-Raising Message 345			
Using Technology for Negative Messages 305	Strategy in Sales Messages and Fund-Raising			
Solving a Sample Problem 306	Appeals 350			
Problem 306	Writing Style 353			
Analysis of the Problem 307	Technology and Persuasion 356			
Discussion of the Sample Solutions 307	Solving a Sample Problem 357			
Summary by Learning Objectives 310	Problem 357			
Exercises and Cases 311	Analysis of the Problem 357			
Notes 320	Discussion of the Sample Solutions 358			
11 Cuestina Deveragina Massa 200	Summary by Learning Objectives 361			
11 Crafting Persuasive Messages 322	Exercises and Cases 363			
Newsworthy Communication 323	Notes 371			



PART FOUR The Job Hunt

12 Building Résumés 374

Newsworthy Communication 375

A Time Line for Job Hunting 376

Evaluating Your Strengths and Interests 377

Conducting a Job Search 378

Using the Internet Effectively in Your Job Search 378

Building Relationships through Networking 380

Building Relationships through Internships 380

Establishing a Reputation Online 381

A Caution about Blogs, Social Networking Sites, and

Internet Tracking 382

Innovative Uses of the Internet in Job Searches 383

Be Prepared with an Excellent Traditional Résumé and

Cover Letter 384

How Employers Use Résumés 384

Guidelines for Résumés 385

Length 385

Emphasis 386

Details 386

Writing Style 387

Key Words 387

Layout and Design 388

Kinds of Résumés 389

What to Include in a Résumé 391

Name and Contact Information 391

Career Objective 392

Summary of Qualifications 393

Education 393

Honors and Awards 396

Experience 397

Other Skills 401

Activities 401

Portfolio 402

References 402

What Not to Include in a Résumé 403

Dealing with Difficulties 403

"I Don't Have Any Experience." 403

"All My Experience Is in My Family's Business." 404

"I Want to Change Fields." 404

"I've Been Out of the Job Market for a While." 404

"I Was Laid Off." 405

"I Was Fired." 405

Electronic Résumés 406

Sending Your Résumé Electronically 406

Posting Your Résumé on the Web 407

Honesty 408

Summary by Learning Objectives 410

Exercises and Cases 411

Notes 419

13 Writing Job Application Letters 420

Newsworthy Communication 421

How Content Differs in Job Letters and Résumés 422

How to Find Out about Employers and Jobs 423

Tapping into the Hidden Job Market 424

Information Interviews 424

Referral Interviews 424

Content and Organization for Job Application Letters 426

How to Organize Solicited Letters 427

How to Organize Prospecting Letters 429

First Paragraphs of Solicited Letters 429

First Paragraphs of Prospecting Letters 432

Showing a Knowledge of the Position and the

Company 433

Showing What Separates You from Other

Applicants 433

Writing the Last Paragraph 434

E-mail Application Letters 435

Creating a Professional Image 437

Writing Style 437

Positive Emphasis 437

You-Attitude 438

Paragraph Length and Unity 439

Letter Length 439

Editing and Proofreading 439

Follow-Up 440

Application Essays 440

Social Networking and Personal Websites 441

Summary by Learning Objectives 442

Exercises and Cases 442

Notes 450

14 Interviewing, Writing Follow-Up Messages, and Succeeding in the Job 452

Newsworthy Communication 453

Interview Channels 454

Campus Interviews 454

Phone Interviews 455

Video Interviews 456

Interview Strategy 456

Interview Preparation 457

Final Research 457

Elevator Speech 457

Travel Planning 458

Attire 458

Professional Materials 459

Interview Practice 460

Interview Customs 460

Behavior 460

Meal Etiquette 461

Note-Taking 462

Interview Segments 463

Traditional Interview Questions and Answers 463

Kinds of Interviews 469

Behavioral Interviews 469

Situational Interviews 470

Stress Interviews 470

Group Interviews 472

Multiple Interviews 473

Final Steps for a Successful Job Search 473

Following Up with Phone Calls and Written

Messages 473

Negotiating for Salary and Benefits 474

Deciding Which Offer to Accept 476

Dealing with Rejection 477

Starting Your Career 477

Your First Full-Time Job 477

A Long-Term Strategy 478

Summary by Learning Objectives 479

Exercises and Cases 480

Notes 484



PART FIVE Proposals and Reports

15 Researching Proposals and Reports 486

Newsworthy Communication 487

Varieties of Reports 488

The Report Production Process 489

Report Problems 490

Research Strategies for Reports 492

Finding Information Online and in Print 492

Evaluating Web Sources 495

Analyzing and Designing Surveys 496

Conducting Research Interviews 502

Using Focus Groups 505

Using Online Networks 505

Observing Customers and Users 505

Using Technology for Research 506

Source Citation and Documentation 507

Incorporating Quotations 508

Using Common Formats 509

Summary by Learning Objectives 509

Exercises and Cases 510

Notes 516

16 Creating Visuals and Data Displays 518

Newsworthy Communication 519

When to Use Visuals and Data Displays 520 Guidelines for Creating Effective Visuals and Data

Displays 521

- 1. Check the Quality of the Data. 521
- 2. Determine the Story You Want to Tell. 521
- 3. Choose the Right Visual or Data Display for the Story. 522
- 4. Follow Conventions. 524

	 5. Use Color and Decoration with Restraint. 6. Be Accurate and Ethical. 526 Integration of Visuals and Data Displays into Your Text 527 Software Programs for Creating Visuals and Data 		Analyzing Data and Information for Reports 577 Evaluating the Source of the Data 578 Choosing the Best Data 579 Analyzing Numbers 580
	Software Programs for Creating Visuals and Data Displays 528		Analyzing Patterns 580
	Conventions for Specific Visuals and Data Displays 52	29	Checking Your Logic 581 Choosing Information for Reports 582
	Tables 529		Organizing Information in Reports 583
	Pie Charts 529		Patterns for Organizing Information 583
	Bar Charts 530		Patterns for Specific Varieties of Reports 587
	Line Graphs 531		Presenting Information Effectively in Reports 591
	Gantt Charts 532		1. Use Clear, Engaging Writing. 592
	Photographs 532		2. Keep Repetition to a Minimum. 593
	Drawings 533		3. Introduce Sources and Visuals. 593
	Maps 534		4. Use Forecasting, Transitions, Topic Sentences, and
	Infographics 534		Headings. 593
	Dynamic Displays 535		Writing Formal Reports 596
	Summary by Learning Objectives 535		Title Page 597
	Exercises and Cases 536		Letter or Memo of Transmittal 607
	Notes 548		Table of Contents 608
417	Whiting Dunnesda and Dunnesda		List of Illustrations 608
17	Writing Proposals and Progress		Executive Summary 608
	Reports 550		Introduction 610
	Newsworthy Communication 551		Background or History 611
	Defining Proposals 552		Body 611
Brainstorming for Writing Proposals 552			Conclusions and Recommendations 611
Proposal Questions 553			Appendixes 611
	Proposal Style 554		Summary by Learning Objectives 612 Exercises and Cases 613
	Organizing Proposals 555		Notes 619
	Proposals for Class Research Projects 555		Notes 019
	Proposals for Businesses 557	10	Making Oral Presentations 620
	Preparing the Budget and Costs Sections 557 Writing Proposal Varieties 562	3.7	
	Sales Proposals 562		Newsworthy Communication 621
	Business Plans and Other Proposals for Funding 56	53	Comparing Written and Oral Messages 622
	Writing Progress Reports 564		Identifying Purposes in Oral Presentations 623
	Chronological Progress Reports 566		Planning a Strategy for Your Presentation 623 Choosing the Kind of Presentation 624
	Task Progress Reports 568		Adapting Your Ideas to the Audience 625
	Recommendation Progress Reports 568		Choosing Information to Include 625
	Summary by Learning Objectives 568		Choosing Data 626
	Exercises and Cases 569		Choosing Demonstrations 626
	Notes 572		Organizing Your Information 626
18	Analyzing Information and Writing Reports 574		Planning a Strong Opening 626 Structuring the Body 628 Planning a Strong Conclusion 629
	Newsworthy Communication 575		Planning Visuals 629
	Using Your Time Efficiently 576		Designing PowerPoint Slides 630
	y		<u> </u>

17

Contents

Creating a Prezi 632 Using Figures and Tables 633 Using Technology Effectively 633 Delivering an Effective Presentation 634 Dealing with Fear 634 Using Eye Contact 635 Developing a Good Speaking Voice 635 Standing and Gesturing 636 Using Notes and Visuals 637 Involving Your Audience 637 Practicing 638 Handling Questions 638 Making Group Presentations 639 Summary by Learning Objectives 641 Exercises and Cases 642 Notes 647

Appendixes

A Formatting Letters and E-mail Messages 648

Formats for Letters 649
Formats for Envelopes 654
Formats for E-mail Messages 654
State and Province Abbreviations 657

B Writing Correctly 658

Using Grammar 659

Agreement 659

Case 661

Dangling Modifier 662

Misplaced Modifier 662

Parallel Structure 662

Predication Errors 663

Understanding Punctuation 663 Punctuating Sentences 663 Comma Splices 664 Run-on Sentences 665 Fused Sentences 665 Sentence Fragments 665 Punctuation within Sentences 665 Apostrophe 666 Colon 666 Comma 667 Dash 668 Hyphen 668 Parentheses 668 Period 669 Semicolon 669 Special Punctuation Marks 669 Quotation Marks 669 Square Brackets 670 Ellipses 670 Italics and Underlining 670 Writing Numbers and Dates 671 Words That Are Often Confused Proofreading Symbols 677 Exercises and Cases 678

C Citing and Documenting Sources 683

American Psychological Association (APA) Format 685 Modern Language Association (MLA) Format 685

Glossary 692
Photo Credits 702
Name Index 703
Company Index 708
Subject Index 712