
CONTENTS

PART 1	COMMUNICATIONS FOUNDATIONS AND WRITING PRINCIPLES	1
CHAPTER 1	Communication Foundations	2
CHAPTER 2	Using Words Effectively	18
CHAPTER 3	Using the Techniques of Style	50
CHAPTER 4	Organizing Ideas to Communicate	82
PART 2	COMMUNICATING THROUGH LETTERS	103
CHAPTER 5	Writing About the Routine and the Pleasant	104
CHAPTER 6	Writing About the Unpleasant	129
CHAPTER 7	Writing to Persuade	155
CHAPTER 8	Writing Special Letters	200
PART 3	COMMUNICATING ABOUT EMPLOYMENT	217
CHAPTER 9	Writing About Employment — The Application	218

CHAPTER 10	Talking About Employment — Listening and the Interview	262
PART 4	COMMUNICATING THROUGH REPORTS	281
CHAPTER 11	The Report Process and Research Methods	282
CHAPTER 12	Organizing for Reporting	304
CHAPTER 13	Managing Data and Using Graphics	326
CHAPTER 14	Preparing Memorandums and Short Reports	350
CHAPTER 15	Report Writing: The Final Steps	380
PART 5	ORAL COMMUNICATIONS AND COMMUNICATION MANAGEMENT	435
CHAPTER 16	Making Oral Presentations	436
CHAPTER 17	Communication in Organizations	454
CHAPTER 18	Communication Management	470
APPENDIX		486
INDEX		562

INDEX

- Abbreviating, 502–4
- Action
- in application letters, 241
 - in collection letters, 185
 - in sales letters, 171–73
- Active verbs, 28, 29
- Active voice
- explained, 65
 - with positive ideas, 29–30
- Adjectives
- compound, 30, 69
 - coordinate, 31
 - review of, 498
- Adjustment letters, 107, 131
- Adverbial conjunctions, 33
- Adverbs, 32, 499
- Agreement
- in number, 25
 - in person, 27
 - of pronouns, with antecedents, 25
 - subject-verb, 27
- Apology, in refusals, 145
- Appeals, in collections, 183, 186
- Application follow-ups, 251
- Application, illustrated, 229, 231, 242
- Appositives, 68
- Articulation, of speech, 438
- Attention getters
- in application letters, 236
 - in sales letters, 159–61
- Banquets, chairing, 451
- Bar charts, 335
- Behavioral concepts, 8
- Bennis, Warren, 470
- Berne, Eric, 11
- Brevity, 68–70
- Capitalization, 504–6
- Card system in reports, 288
- Case, 26
- Central selling feature, 161
- Central selling point, 158, 165
- Certainty, expressions of, 51
- Chase, Stuart, 15
- Claim letters, 105, 106, 179
- Classifying information, 321
- Clause
- dependent, 59
 - independent, 59, 66
 - nonrestrictive, 44
 - relative, 44
 - restrictive, 44
- Clichés, 54–58
- Closure, 183
- Cody, Sherwin, 478
- Coherence
- among paragraphs, 76
 - within paragraphs, 70
- Collecting data, 300
- Collection letters, 183–93
- Collection series, 184–91
- Colon, use with appositives, 68
- Comma, use of, 32, 511–13
- Commendation letters, 208
- Committee leadership, 448
- Committee membership, 450
- Common language, 344
- Communication, defined, 2
- Company policy, 135, 147
- Comparisons, incomplete, 168
- Complaint letters, 210
- Complement, 59
- Complex sentences, 60, 61
- Compositions, 74–79
- Compound adjectives, 30, 69
- Compound-complex sentences, 60
- Compound sentences, 60, 66
- Conclusion, unity in, 75
- Concrete language in sales, 166
- Condolence letters, 206
- Conference leadership, 448
- Congratulatory letters, 200
- Conjunctions, 33–34
- Conjunctive adverbs, 33
- Connecting words, 70
- Consistency versus variety, 72
- Coordinate adjectives, 31
- Coordinate conjunctions, 33
- Credit
- refusals, 136–40
 - requests, 109, 111–12
- Cue notes, 287
- Culture, 15
- Dangling participial phrases, 61
- Dash, with appositives, 68
- Data sheet. *See* Résumé
- Decoding, 5, 20

- Deductive outline, 84, 87
- Deductive paragraphs, 73
- De-emphasis
 - of price, 170
 - techniques, 65–68
 - with third person, 26
- Dependent clause, 59
- Dependent phrase, 61
- Details in applications, 224
- Discrimination, 270
- Dividing words, 508
- Dysphemism, 51

- Editorial system, 482
- Educational programs, 477
- Ego states, 11
- Emphasis
 - through active verbs, 28
 - in application letters, 225
 - of central selling point, 161, 165
 - in compositions, 76, 77
 - by enumeration, 68
 - through headings, 76
 - through nonverbal devices, 77
 - in paragraphs, 73, 74
 - by position in letter, 85
 - of prepositions, 34
 - through punctuation, 66
 - of reasons, 85
 - through repetition, 76
 - through second person, 29
 - with second person, 26
 - of subject in sentence, 26
 - by tabulation, 67
- Employment applications, 218–50
- Employment agencies, 221
- Enclosures, 171, 532
- Encoding, 5, 20
- Envelopes, 533
- Ethics, in applications, 219
- Euphemism, 52
- Evaluation letters, 208–12
- Evidence
 - in applications, 239
 - in sales letters, 165, 170
- Experimental research, 298
- Expletive, 62

- Fair play appeal, 187
- Favor request, 146, 180
- Feedback, defined, 5
- Feminine pronoun, 24
- Fog Index, 71–72
- Follow-ups, to application letters, 251
- Form letters, 112, 117, 141, 191, 248, 478
- Form reports, 361
- Formal-informal continuum, 304
- Fragment, in sentence, 60
- Future tense, with passive, 30

- Gender of pronouns, 24, 25
- General words, 67
- Gerund, 23, 24
- Grading symbols, 561
- Graphics, use of, 332
- Guarantees in sales, 171
- Guide letters, 480
- Gunning, Robert, 71

- Harris, Thomas, 11
- Hayakawa, S. I., 15
- Headings
 - for emphasis, 76
 - talking, 77, 96
- Health, in applications, 220
- Hierarchy of communication levels, 15
- Hierarchy of needs, 7
- Human relations, 26, 29, 58
- Hyphen with compound adjective, 31
- Hypotheses, 284

- Incomplete comparison, 168
- Independent clause
 - defined, 59, 61
 - for emphasis, 66
- Inductive outline, 86, 88
- Inductive paragraphs, 73
- Infinitives, 28
- Information, 4
- Information theory, 3
- Ingram, Harrington, 12
- Input, defined, 5
- Inquiries
 - about jobs, 222
 - in collections, 185

- Integrity in applications, 219
- Interpreting data, 300
- Interview, following up, 277
- Interview, types of,
 - evaluative, 267
 - personnel, 266
 - persuasive, 267
 - stress, 267
 - structured, 267
 - unstructured, 267
- Interviewee's role, 271
- Interviewer's role, 267, 269
- Introduction, unity in, 75
- Invitations, 204

- James, Muriel, 11
- Johari window, 12
- Job-acceptance letters, 251
- Job-inquiry letters, 250
- Job opportunities, 220–23
- Job-refusal letters, 251
- Job requirements, 223
- Job résumés, 224–28

- Kinesic communication, 19

- Language
 - defined, 14
 - general versus specific, 67
- Length in application letters, 224
- Letter outlines, 84, 86, 87, 88
- Letter parts, 528–32
- Letter placement, 524–28
- Letter placement guide, 533–34
- Letter types
 - acknowledgment, 116
 - collections, 183–93
 - complaint, 210
 - condolence, 206
 - congratulations, 200
 - criticism, 210
 - good news, 104–23
 - introduction, 204
 - job acceptance, 251
 - job inquiry, 250
 - job refusal, 251
 - persuasive, 156–93
 - praise, 208
 - recommendation, 202, 222, 248

- Letter types (*continued*)
 - routine, 104–23
 - special, 200–212
 - thank you, 207, 252
 - yes, 104–23
- Library research, 286
- Line charts, 336
- Listening habits, 263–66
- Listening, importance of, 262
- Luft, Joseph, 12
- Managerial tips, 471
- Managing quantitative data, 326
- Managing written communication, 475
- Maps, 341
- Masculine pronoun, 24
- Maslow, Abraham, 9
- McGregor, Douglas, 10
- Measures of central tendency
 - mean, 329
 - median, 329
 - mode, 330
- Memorandums
 - deductive, 353, 354
 - format of, 356
 - inductive, 353, 357
- Message, defined, 5
- Metacommunication, 18
- Mood, subjunctive, 64
- Morse, Samuel F. B., 3
- Motivation in sales, 171
- Negative ideas, with third person, 26
- Negatives, de-emphasized, 67
- Negative words, 63
- Nepotism, 222
- Newspaper ads, for jobs, 221
- Nichols, Ralph G., 263
- "No" letters, 129–48
- Nominative case, 26, 27
- Nonrestrictive clauses, 44
- Nonverbal communication, 19
- Nonverbal devices for emphasis, 77
- Normative survey research, 290
- Nouns
 - concrete versus abstract, 23, 489
 - proper versus nonproper, 489
 - specific versus general, 489
 - use of, 23–24
- Number, agreement in, 25, 27
- Numbers
 - for emphasis, 73
 - use of, 506–8
- Objective case, 26, 27
- Observational research, 297
- Oral reports, 445
- Order letters, 115–18
- Order refusals, 140–46
- Organization(s)
 - characteristics of, 455
 - communication flow in, 462
 - communication problems in, 471
 - downward communication in, 462
 - external systems in, 460
 - horizontal communication in, 463
 - internal systems in, 460
 - supportive climate in, 464
 - upward communication in, 463
- Organizational communication, 454
- Organizational communication guides, 474
- Organizational structure, 457
- Organizing
 - data for reports, 322
 - ideas, 82–89
 - letters, 84–89
 - reports, 89–96, 317–24
- Originality
 - in headings, 94
 - in sales openings, 162
- Outline symbols, 321
- Outlines for letters, 84, 86, 87, 88
- Outlining application letters, 233
- Output, defined, 5
- Paragraphs
 - length, 72, 162
 - sequence, 75
 - summarized, 78, 79
- Parallel construction, 52, 96, 388
- Parentheses, with appositives, 68
- Passive verbs, 28, 29
- Passive voice, 29, 30, 65
- Person
 - agreement in, 27
 - defined, 28
 - first, 25–26
 - second, 25–26
 - third, 26
- Persuasive claims, 179
- Persuasive favor requests, 180
- Persuasive requests, 179–83
- Phrases
 - dangling, 61
 - defined, 59
 - summarized, 77
- Pictograms, 341
- Pie charts, 340
- Phonation, 437
- Placement bureaus, 222
- Positive ideas, 26
- Positive words, 63
- Positives, emphasized, 67
- Possessive, before gerund, 24
- Prepositions, 27, 34
- Presiding officer, 447
- Price, in sales letters, 169
- Pride, as an appeal, 188
- Problem-solving steps, 283
- Pronouns
 - agreement, 490
 - case, 491
 - interrogative, 491
 - relative, 491
 - use of, 24, 70
- Pronunciation, 436
- Punctuation
 - apostrophe, 509
 - brackets, 510
 - colon, 510
 - comma, 511
 - dash, 513
 - ellipsis, 514
 - hyphen, 514
 - parenthesis, 516
 - period, 516
 - quotation marks, 517
 - semicolon, 519
 - symbols, 520
 - underscore, 520

- Qualifications for jobs
 - analyzed, 223
 - in applications, 238
- Questionnaires, 293
- Range, in statistics, 330
- Rating scales, 294
- Readability, 71–72
- Reader reaction, 84
- Recommendation letters, 202, 222, 248
- Redundancies, 53
- Reference letter, 202, 248
- References in applications, 226, 228
- Refusal letters
 - adjustment, 131
 - favours, 146
 - job, 251
 - order, 140–46
- Regularity, in collection series, 184
- Relative clauses, 44
- Reminder, in collection series, 185
- Repetition, 53, 66, 70, 76
- Report placement guide, 534–35
- Reports
 - addenda in, 315
 - bibliographies in, 392
 - body, 390
 - characteristics, 350
 - composition methods, 381
 - conclusion, 391
 - contents page, 310
 - conviction in, 384
 - defined, 282
 - definitions in, 285, 389
 - documentation in, 392
 - footnotes in, 392
 - formal checklist for, 416
 - headings in, 395
 - hypotheses in, 284
 - introducing graphics in, 343
 - introduction in, 389
 - letter of transmittal for, 307, 396
 - limiting the problem in, 285
 - oral, 445
 - organizing, 317
 - outlining, 317
 - physical presentation of, 391
 - problem definition in, 284
 - role in business of, 351
 - sample pages, 405–15
 - short form of, 363
 - summary in, 313
 - synopsis in, 313, 402
 - table of contents for, 400
 - tabulation techniques in, 388
 - title page, 308, 398
 - transition in, 387
 - verb tense in, 386
- Requests, 179–83, 202
- Resale, 107, 141
- Research methods, 286
- Reservations, 204
- Restrictive clauses, 44
- Richetto, Gary, 471
- Role, 7
- Routine letters
 - claim, 105
 - credit, 109
 - favours, 121
 - order, 115
 - requests, 118
- Ruesch, Jurgens, 7
- Salary, in interviews, 277
- Sales letter illustrated, 174
- Sales-promotional material, 107, 146
- Salutation forms, 530
- Sampling
 - defined, 291
 - random, 292
 - stratified random, 292
 - systematic random, 292
- Sarcasm, 52
- Semantics, 15
- Sentences
 - active versus passive, 65
 - fragmentary, 60
 - length, 71
 - summarized, 77
 - topic, 73
 - transition, 76
- Shannon, Claude, 4
- Sharing, 13
- Simple sentences, 60
- Simple words, 21
- Social situation, 7
- Solicited applications letter, 244
- Solicited sales letters, 159
- Special letters, 200–212
- Specific words, 67
- Speech(es)
 - content, 441
 - delivery style, 442, 444
 - expository types of, 440
 - extemporaneous style in, 442
 - impromptu style in, 442
 - knowing the audience for, 439
 - memorized style in, 443
 - organization of, 440
 - persuasive style in, 440
 - visual aids in, 446
 - written and read style in, 443
- Spelling, 77, 520
- Split infinitive, 28
- Stages, in collections, 185–91
- Standardization, 481
- Status, 7
- Status symbols, 7
- Stringency, in collections, 184
- Stroking, 12
- Style, techniques of, 50–79
- Subject, 59
- Subject line, 120, 527, 529
- Subject-verb agreement, 27
- Subjunctive mood, 44, 64
- Subordinate conjunctions, 33, 34
- Subordination through passive, 29
- Superlative, 32
- Surprise, expressions of, 58
- Sympathy letters, 206
- Table layout, 333
- Tables, use of, 331
- Tabulating data, 327
- Tabulation, for emphasis, 74
- Tact, with subjunctive mood, 64
- Talking headings, 77, 79
- Telegram, in collections, 193
- Telephone, in collections, 193
- Tense, 28, 30, 73, 386

Testimonials, 171
 Thank-you letters, 207, 252
 Theory of human communication, 6
 Theory X and Theory Y, 10
 Timeliness, in collections, 184
 Tone, 63, 64
 Topic sentences, 73
 Training programs, 477
 Transactional analysis, 10
 Transition sentence, 76
 Trust, 13

 Ultimatum, in collections, 190
 Understanding, in collections, 184
 Unity, in compositions, 75

Unsolicited application letter, 235
 Unsolicited sales letters, 159
 Urgency, in collections, 189
 Variety
 in paragraphs, 72
 in sentences, 72
 Verbs
 mood, 494
 number, 494
 person, 496
 tense, 497
 use of, 27–30, 59
 voice, 497
 Vocabulary, 21–22
 Vocal qualities, 436
 Voice, 65

Who-whom, 493
 Wiener, Norbert, 15
 Word categories, 22–35
 Word processing
 advantages, 483
 centers, 481
 disadvantages, 484
 in credit functions, 112
 practices, 522–24
 Word size, 71
 Words
 connecting, 70
 frequently misused, 35–45
 general versus specific, 67
 often misspelled, 520–21
 positive versus negative, 63

 “Yes” letters, 104–23