PART ONE

Chapter 1

SPECIAL FEATURES

- Eight Ways Communication
 Skills Can Help Advance Your
 Career 6
- Check Your Communication Skills 24

FOUNDATIONS OF BUSINESS COMMUNICATION

Communicating Successfully in an Organization

COMMUNICATION CLOSE-UP AT XEROX 3

The Communication Connection 5
The Uses of Organizational
Communication 5

Patterns of Communication in Organizations 8

Formal Communication Channels 9
Informal Communication Channels 12
Alternative Communication Networks 14

The Influence of Communication Climate 15

Management Style 16 Communication Ethics 17 Communication 20
Handling Routine Messag

How Companies Manage

Handling Routine Messages 20 Handling Crisis Communication 22

How You Can Improve Your Communication Skills 23 Summary 26

COMMUNICATION CHALLENGES AT XEROX 26
QUESTIONS FOR DISCUSSION 27 EXERCISES 27

Chapter 2



SPECIAL FEATURES

- How Does Your Nonverbal Credibility Measure Up? 33
- Communication Barriers to Watch For and Avoid 44

Understanding Business Communication

COMMUNICATION CLOSE-UP AT MCDONALD'S 30

The Basic Forms of Communication 31

Nonverbal Communication 32 Verbal Communication 36

The Process of Communication 38

The Sender Has an Idea 38
The Idea Becomes a Message 39
The Message Is Transmitted 39
The Receiver Gets the Message 40
The Receiver Gives Feedback to

How Misunderstandings Arise 41

Communication 47

the Sender 40

Problems in Developing the Message 41
Problems in Transmitting
the Message 42
Problems in Receiving the Message 43
Problems in Understanding
the Message 43
Special Problems of Business

How to Improve Communication 49

30

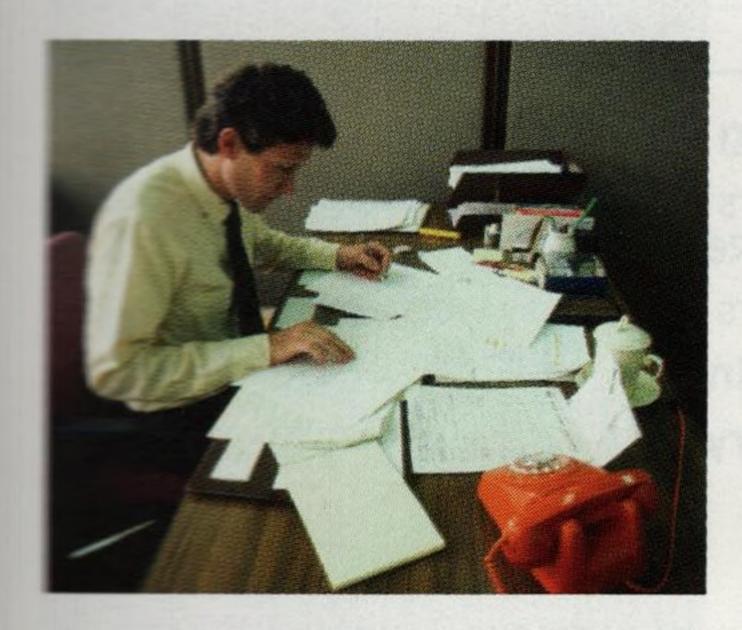
Create the Message Carefully 50 Minimize Noise 52 Provide for Feedback 52

Summary 53

COMMUNICATION CHALLENGES AT MCDONALD'S 54
QUESTIONS FOR DISCUSSION 54 DOCUMENT FOR ANALYSIS 55 EXERCISES 55

61

Chapter 3



SPECIAL FEATURES

- Fear of the Blank Page and How to Overcome It 64
- Ten Tips for Communicating
 Successfully with a Global
 Audience 68

Planning Business Messages

COMMUNICATION CLOSE-UP AT GENERAL MILLS 61

Understanding the Composition Process 62

Defining Your Purpose 63

Why You Need a Clear Purpose 64
Common Purposes of Business
Messages 66

How to Test Your Purpose 67

Analyzing Your Audience 69

Developing an Audience Profile 69
Satisfying the Audience's Information
Needs 71

Satisfying the Audience's Motivational Needs 74 Satisfying the Audience's Practical Needs 75

Defining the Main Idea 76

Use Brainstorming Techniques 77 Limit the Scope 78

Selecting the Channel and Medium 79

Oral Communication 79
Written Communication 80

Summary 83

COMMUNICATION CHALLENGES AT GENERAL MILLS 84
QUESTIONS FOR DISCUSSION 84 EXERCISES 85

Chapter 4

SPECIAL FEATURES

Organizing and Composing Business Messages

87

COMMUNICATION CLOSE-UP AT MERCY HOSPITAL 87

The Case for Being Well Organized 89

Why Some Messages Seem
Disorganized 89
What Good Organization Is 90
Why Good Organization Is Important 91

Good Organization Through Outlining 94 Define and Group Ideas 94

Establish Sequence with Organizational Plans 97

EXERCISES 118

From Outline to First Draft 105

The Composition Process 105
Style and Tone 106

Summary 116

How Personal Computers Aid the Composition Process 104

■ Tailor Your Writing Style to Get the Results You Want 108

COMMUNICATION CHALLENGES AT MERCY HOSPITAL 117
QUESTIONS FOR DISCUSSION 117 DOCUMENTS FOR ANALYSIS 117

Chapter 5

Revising Business Messages

12

COMMUNICATION CLOSE-UP AT BEAR CREEK 121

Practicing the Craft of Revision 123

Edit for Content and Organization 124 Edit for Style and Readability 125 Edit for Mechanics and Format 127

Selecting the Right Words 128

Functional Words and Content Words 129 Word Choice 130

Creating Effective Sentences 134

The Three Types of Sentences 135 Sentence Style 136

Developing Coherent Paragraphs 144

Elements of the Paragraph 144
Five Ways to Develop a Paragraph 145
Paragraph Pointers 146

Summary 149

SPECIAL FEATURES

- Fifteen Secrets of Successful Business Writers 124
- How to Proofread Effectively 127
- Plain-English Laws 137

COMMUNICATION CHALLENGES AT BEAR CREEK 150

QUESTIONS FOR DISCUSSION 150

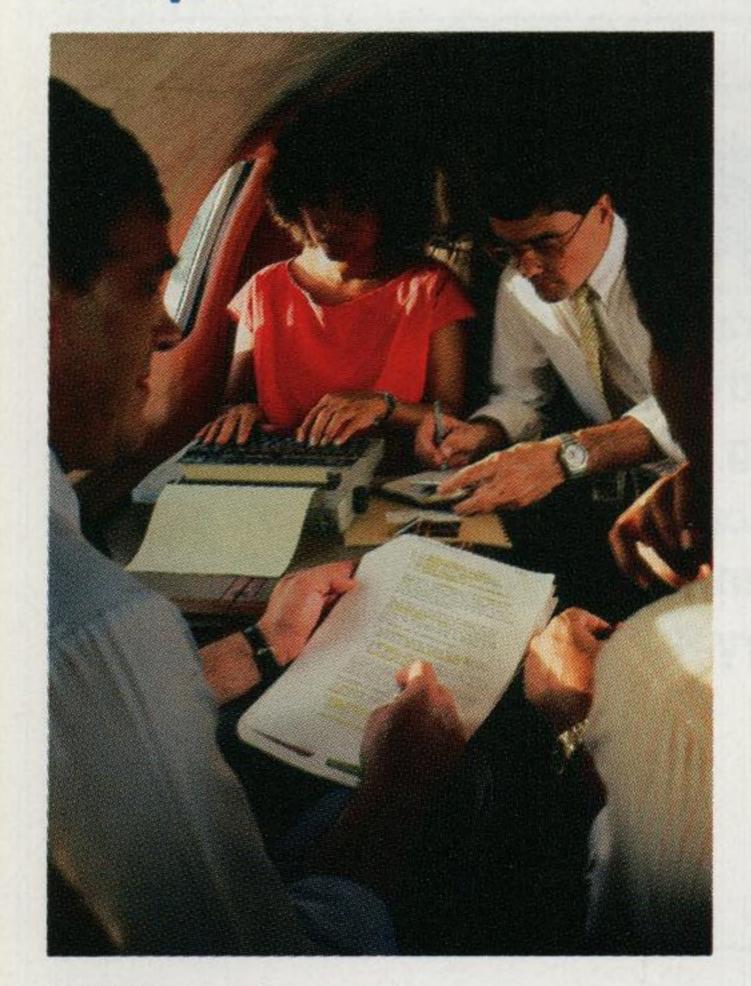
Bias-Free Writing 132

DOCUMENTS FOR ANALYSIS 150

EXERCISES 151

159

Chapter 6



SPECIAL FEATURES

- Pitfalls of Writing International Business Letters 160
- Writing Claim Letters That Get
 Results 172

Writing Direct Requests

COMMUNICATION CLOSE-UP AT TOUCAN-DU 159

Organizing Direct Requests 161

Direct Statement of the Request or Main Idea 162

Justification, Explanation, and Details 162

Courteous Close with Request for Specific Action 163

Placing Orders 164

Requesting Routine Information and Action 166

Requests to Company Insiders 166
Requests to Other Businessses 168
Requests to Customers and Other
Outsiders 169

Writing Direct Requests for Claims and Adjustments 172

Making Routine Credit Requests 176

Inquiring About People 176

Letters Requesting a Recommendation 177 Letters Checking on a Reference 179

Issuing Invitations 179
Summary 181

COMMUNICATION CHALLENGES AT TOUCAN-DU 182
QUESTIONS FOR DISCUSSION 182 DOCUMENTS FOR ANALYSIS 183 CASES 183

Chapter 7

Writing Routine, Good-News, and Goodwill Messages

COMMUNICATION CLOSE-UP AT PEPSICO 189

Planning Positive Messages 191

Clear Statement of the Main Idea 191
Necessary Details 191
Courteous Close 192

Writing Positive Replies 192

Acknowledging Orders 192
Replying to Requests for Information and Action 194

Responding Favorably to Claims and Adjustment Requests 197

When the Company Is at Fault 199
When the Buyer Is at Fault 200
When a Third Party Is at Fault 201

Handling Routine Credit Requests 202

Approving Credit 202
Providing Credit References 204

Conveying Positive Information About People 205

Recommendation Letters 205 Good News About Employment 207 odwill Messages 189

Writing Directives and Instructions 207

Conveying Good News About Products and Operations 208

Writing Goodwill Messages 210

Congratulations 212 Letters of Appreciation 212 Condolences 214 Greetings 216

Summary 218

SPECIAL FEATURES

- Turn Complaining Customers into Company Boosters 198
- Hazards of Writing
 Recommendation Letters 204

COMMUNICATION CHALLENGES AT PEPSICO 218

QUESTIONS FOR DISCUSSION 218 DOCUMENTS FOR ANALYSIS 219 CASES 220

Writing Bad-News Messages

COMMUNICATION CLOSE-UP AT SOUTHLAND CORPORATION 225



Easing the Pain of Bad-News Messages 226

Indirect Plan 227 Direct Plan 232

Conveying Bad News About Orders 232

Unclear Orders 232
Back Orders 233
Substitutions 234
Unfillable Orders 235
Nonconforming Orders 237

Communicating Negative Answers and Information 238

Providing Bad News About Products 238

Denying Cooperation with Routine
Requests 239

Declining Invitations and Requests for Favors 241

Refusing Adjustment of Claims and Complaints 241

Refusing to Extend Credit 244
Conveying Unfavorable News About
People 246

Refusing to Write Recommendation Letters 247 Rejecting Job Applicants 248
Giving Negative Performance
Reviews 248

Terminating Employees 248

Handling Bad News About Company Operations or Performance 249 Summary 250

SPECIAL FEATURES

- How to Avoid Libelous Letters 242
- How to Criticize yet Maintain Goodwill 246

COMMUNICATION CHALLENGES AT SOUTHLAND CORPORATION 250
QUESTIONS FOR DISCUSSION 251 DOCUMENTS FOR ANALYSIS 251 CASES 252

Chapter 9

Writing Persuasive Messages

COMMUNICATION CLOSE-UP AT NEWSWEEK 260

Preparing to Write a Persuasive Message 262

Setting the Course 262
Appealing to the Audience 263
Organizing the Message 266

Writing Persuasive Requests for Action 267

Writing Persuasive Claims and Requests for Adjustment 269

Writing Sales Letters 272

Prewriting 272
Preparing the Copy 274
Choosing the Format and Mailing
List 279

SPECIAL FEATURES

- Dangers in Writing Sales
 Letters 273
- How to Write Collection
 Letters That Conform to the
 Law 283

260

Preparing Collection Messages 282

The Collection Context 282

The Collection Collect 202
The Collection Series 284
Summary 288

COMMUNICATION CHALLENGES AT NEWSWEEK 288

QUESTIONS FOR DISCUSSION 289 DOCUMENTS FOR ANALYSIS 289 CASES 290

Chapter 10

Writing Resumes and Application Letters

301

COMMUNICATION CLOSE-UP AT PRICE WATERHOUSE 301



Thinking About Your Career 303

Analyzing What You Have to Offer 303
Determining What You Want 304
Seeking Employment Opportunities 306

Writing a Resume 308

Letter 327

Controlling the Format and Style 308
Tailoring the Contents 308
Choosing the Best Organizational
Plan 314

Writing the Perfect Resume 316

Writing an Application Letter 320

Writing the Opening Paragraph 320
Summarizing Your Key Selling
Points 322
Writing the Closing Paragraph 325
Writing the Perfect Application

Writing Other Types of Employment Messages 329

Writing Job-Inquiry Letters 329

Filling Out Application Forms 329
Writing Application Follow-ups 330
Summary 330

SPECIAL FEATURES

- Ten Skills That Can Help You Succeed in Any Career 323
- Eight Ways to Sidestep Hidden
 Job-Hunting Hazards 325

COMMUNICATION CHALLENGES AT PRICE WATERHOUSE 331

QUESTIONS FOR DISCUSSION 331 DOCUMENTS FOR ANALYSIS 331 CASES 333

Chapter 11

SPECIAL FEATURES

- Illegal Interview Questions:
 Your Rights When the
 Questions Are Wrong 340
- Winning Answers to 15
 Challenging Interview
 Questions 346
- Turning Tough Interview
 Situations to Your Advantage
 352

Interviewing for Employment and Following Up

335

COMMUNICATION CLOSE-UP AT APPLE COMPUTER 335

Interviewing with Potential Employers 337

How Interviewers Learn About
Applicants 337
What Employers Look For 339
What Applicants Need to Find Out 341
How to Prepare for a Job Interview 342
How to Be Interviewed 350

Following Up After the Interview 355

Thank You 356
Inquiry 356
Request for a Time Extension 358
Letter of Acceptance 358
Letter Declining a Job Offer 359
Letter of Resignation 359

Summary 361

COMMUNICATION CHALLENGES AT APPLE COMPUTER 361
QUESTIONS FOR DISCUSSION 361 DOCUMENTS FOR ANALYSIS 362 CASES 362

Chapter 12



SPECIAL FEATURES

 Beyond the Typewriter: Using a Computer to Prepare Reports 371

Using Reports and Proposals as Business Tools

367

COMMUNICATION CLOSE-UP AT CALVIN KLEIN 367

What Makes a Good Business Report 368

Solid Content 369
Responsive Format, Style, and Organization 371

How Companies Use Reports and Proposals 372

Procedures 375

Reports for Monitoring and Controlling Operations 374 Reports for Implementing Policies and Reports for Complying with Regulatory Agencies 378

Proposals for Obtaining New Business or Funding 379

Reports for Documenting Client Work 386

Reports for Guiding Decisions 388

Summary 396

COMMUNICATION CHALLENGES AT, CALVIN KLEIN 396
QUESTIONS FOR DISCUSSION 396 EXERCISES 397

Chapter 13

Gathering and Interpreting Information

398

COMMUNICATION CLOSE-UP AT LOWRY & ASSOCIATES 398

Defining the Problem 399

Asking the Right Questions 400
Developing the Statement
of Purpose 400

Outlining Issues for Analysis 401

Developing a Logical Structure 402 Following the Rules of Division 404 Preparing a Preliminary Outline 405

Preparing the Work Plan 407

Doing the Research 409

Reviewing Secondary Sources 409 Collecting Primary Data 411

Analyzing Data 415

Calculating Statistics 416
Drawing Conclusions 417
Developing Recommendations 419

Summary 420

COMMUNICATION CHALLENGES AT LOWRY & ASSOCIATES 421
QUESTIONS FOR DISCUSSION 421 EXERCISES 421

SPECIAL FEATURES

- Plugging into Electronic Data
 Bases 410
- Seven Errors in Logic That
 Can Undermine Your Reports
 418

Chapter 14

Developing Visual Aids

424

COMMUNICATION CLOSE-UP AT FIRESTONE 424

Planning Visual Aids 426

Why Business Professionals Use Visual Aids 426

The Process of "Visualizing" Your Text 427

Designing Visual Aids 429

Understanding the Art of Graphic Design 429

Selecting the Right Visual Aid for the Job 431

Producing Visual Aids 438

Using a Computer Graphics System 439
Fitting Visual Aids into the Text 440
Checking Over the Visual Aids 442

Summary 444

SPECIAL FEATURES

- Creating Visual Aids for an International Audience 430
- Creating Colorful Visual Aids with Computers following page 432

COMMUNICATION CHALLENGES AT FIRESTONE 444

QUESTIONS FOR DISCUSSION 445 DOCUMENTS FOR ANALYSIS 445 EXERCISES 446

Writing Reports and Proposals Chapter 15 448 COMMUNICATION CLOSE-UP AT MAYTAG 448 Preparing to Write Reports and Organization Based on Logical Arguments 461 Proposals 450 Making Reports and Proposals Deciding on Format and Length 450 Readable 472 Establishing a Basic Structure 452 Choosing the Proper Degree Organizing Informational Reports 455 of Formality 473 A Periodic Report 456 Establishing a Time Perspective 473 A Personal Activity Report 457 Developing Structural Clues 474 Organizing Analytical Reports 458 Summary 479 SPECIAL FEATURES Organization Based on Conclusions How to Handle Crash and Recommendations 458 Assignments 451 Writing Headings That Spark COMMUNICATION CHALLENGES AT MAYTAG 479 Reader Interest 476 QUESTIONS FOR DISCUSSION 480 EXERCISES 480 CASES 480

Completing Formal Reports and Proposals Chapter 16 484 COMMUNICATION CLOSE-UP AT TUPPERWARE 484 Components of a Formal The Report Process 486 Proposal 513 Components of a Formal Report 487 Prefatory Parts 513 Prefatory Parts 488 Text of the Proposal 514 Text of the Report 491 Summary 518 Supplementary Parts 495 SPECIAL FEATURES Analyzing a Sample Formal Report: An In-Depth Critique COMMUNICATION CHALLENGES AT TUPPERWARE 518

CASES 519

531

PART SIX ORAL COMMUNICATION Listening, Interviewing, and Conducting Meetings Chapter 17 COMMUNICATION CLOSE-UP AT KELLY SERVICES 531 Communicating Orally 533 Speaking 534 Listening 536

Categorizing Interviews 539

Planning the Interview 540

Handling Difficult Interview

Situations 543

QUESTIONS FOR DISCUSSION 518



SPECIAL FEATURES

496

- Telephone Tactics 534
- Globetrotter's Guide to Mastering Meetings 550
- Seven Deadly Blunders Made in Meetings 552

Conducting Meetings 547 Understanding Group Dynamics 547 Arranging the Meeting 549 Running a Productive Meeting 553

Conducting Interviews on the Job 538

Summary 554

COMMUNICATION CHALLENGES AT KELLY SERVICES 554 QUESTIONS FOR DISCUSSION 555 EXERCISES 555

Chapter 18

Giving Speeches and Oral Presentations

557

COMMUNICATION CLOSE-UP AT AT&T 557

Preparing to Speak 558

Analyzing the Purpose 558 Analyzing the Audience 560 Planning Your Speech or Presentation 561

Preparing for Successful Speaking 577 Delivering the Speech 578 Handling Questions 579

Developing Formal Speeches and Presentations 567

The Introduction 568 The Body 570 The Final Summary 572 The Question-and-Answer Period 573 The Visual Aids 574

Summary 582

SPECIAL FEATURES

- Five Proven Ways to Get Attention and Keep It 571
- Answering Questions from the Floor with Confidence and Courage 580

Mastering the Art of Delivery 577

COMMUNICATION CHALLENGES AT AT&T 582 QUESTIONS FOR DISCUSSION 582 EXERCISES 583

PART SEVEN

SPECIAL TOPICS IN BUSINESS COMMUNICATION

585

Component Chapter A

Intercultural Business Communication

586

Basics of Intercultural Business Communication 586

Understanding Culture 587 Developing Intercultural Communication Skills 587

Difficulties of Intercultural Business Communication 588

Language Barriers 588 Cultural Differences 590 Ethnocentric Reactions 592

Tips for Communicating with People from Other Cultures 592

Learning About a Culture 593 Handling Written Communication 593 Handling Oral Communication 598

QUESTIONS FOR DISCUSSION 599

EXERCISES 599

Component Chapter B

Business Communication Technology

600

A Survey of Office Technology 600

Origination Equipment 600 Production Equipment 601 Reproduction Equipment 601 Distribution/Transmission Equipment 602

Storage Equipment 604 The Electronic Office 605

> Equipping the Electronic Office 605 Working in the Electronic Office 607

EXERCISES 608 QUESTIONS FOR DISCUSSION 608

XIX

Component Chapter C Fundamentals of Grammar and Usage 609 2.8 Hyphens 622 1.0 Grammar 609 2.9 Apostrophes 623 1.1 Nouns 609 2.10 Quotation Marks 623 1.2 Pronouns 611 2.11 Parentheses 623 1.3 Verbs 613 2.12 Ellipses 624 1.4 Adjectives 615 2.13 Underscores and Italics 624 1.5 Adverbs 616 3.0 Mechanics 624 1.6 Other Parts of Speech 616 1.7 Whole Sentences 617 3.1 Capitals 624 3.2 Abbreviations 624 2.0 Punctuation 620 3.3 Numbers 625 2.1 Periods 620 3.4 Word Division 625 2.2 Question Marks 620 4.0 Vocabulary 625 2.3 Exclamation Points 621 2.4 Semicolons 621 4.1 Frequently Confused Words 625 2.5 Colons 621 4.2 Frequently Misused Words 627 2.6 Commas 621 4.3 Frequently Misspelled Words 627 2.7 Dashes 622 4.4 Transitional Words and Phrases 628 QUESTIONS FOR DISCUSSION 629 EXERCISES 629 Component Chapter D Format and Layout of Business Documents 638 First Impressions 638 Folding to Fit 652 Memos 652 Paper 638 Customization 639 Time-Saving Messages 654 Typing 639 Reports 654 Letters 640 Margins 654 Standard Letter Parts 640 Headings 655 Additional Letter Parts 643 Spacing and Indentions 655 Letter Formats 647 Page Numbers 656 Envelopes 650 **Meeting Documents 656** Addressing the Envelope 650 **EXERCISES 658** QUESTIONS FOR DISCUSSION 658 Component Chapter E **Documentation of Report Sources** 659 Secondary Sources 659 Bibliographies 668 A Library's Resources 659 Mechanics 668 Computerized Data Banks 661 Examples 668 Note Cards 661 Reference Citations 669 Copyright and Fair Use 662 Author-Date System 670 Source Notes 663 Key-Number System 670 MLA Simplified Style 670 Mechanics 663 Further Information on Form 664 Documentation 671 Examples 666

QUESTIONS FOR DISCUSSION 671

EXERCISES 671

Books on Writing and Language 673
Handbooks and Manuals 673
Periodicals 674

Scholarly Journals and Professional/ Trade Publications 674

Newsletters 674

Computer Data Bases 674

Data Base Vendors 675

Data Bases 675

Computer Software 675

Word-Processing Software 675 Style Checkers 676

Professional Associations 676
Career Information 676

Periodicals 676 Books 677

Eppendix II

Correction Symbols

678

Content and Style 678 Grammar, Usage, and Mechanics 679 Proofreading Marks 680

Refierences i

Credits iv

Organization Index vi

Subject/Person Index vii

CHECKLISTS

Application Letters 328

Audience Analysis 561

Bad News About Orders 236

Claims and Requests for Adjustment 175

Collection Messages 286

Credit Approvals 203

Credit Refusals 245

Dictation 106

Favorable Responses to Claims and Adjustment

Requests 201

Follow-up Messages 360

Formal Reports and Proposals 516

Goodwill Messages 217

Interviews 354

Interviews on the Job 546

Invitations 181

Meetings 554

Message Planning 83

Orders 166

Persuasive Claims and Requests for Adjustment 271

Persuasive Requests for Action 269

Positive Replies 197

Refusals to Make Adjustments 243

Resumes 319

Revision 148

Routine Requests 171

Sales Letters 280

Short, Informal Reports 478

Speeches and Oral Presentations 579

Unfavorable News About People 249