



培文书系经济管理系列

当代全美MBA经典教材（英文影印版）
北大光华管理学院IMBA、MBA推荐用书



第 6 版

卓越的 商务沟通

Excellence in Business
Communication

John V. Thill
Courtland L. Bovée 著



北京大学出版社
PEKING UNIVERSITY PRESS

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·院长寄语·

北京大学光华管理学院秉承北大悠久的人文传统、深邃的学术思想和深厚的文化底蕴,经过多年努力,目前已经站在中国经济发展与企业管理研究的前列,以向社会提供具有国际水准的管理教育为己任,并致力于帮助国有企业、混合所有制企业和民营企业实现经营管理的现代化,以适应经济全球化趋势。

光华 MBA 项目旨在为那些有才华的学员提供国际水准的管理教育,为工商界培养熟悉现代管理理念、原理和技巧的高级经营管理人才,使我们的 MBA 项目成为企业发展致富之源,为学员创造迅速成长和充分发挥优势的条件和机会。

为了适应现代人才需求模式和建立中国的一流商学院,北京大学光华管理学院正在推出国际 MBA“双语双学位”培养方案;同时,为了配合北大 MBA 教育工作的展开,光华管理学院与北大出版社联合推出本套《当代全美 MBA 经典教材书系(影印版)》,并向国内各兄弟院校及工商界人士推荐本套丛书。相信我们这些尝试将会得到社会的支持。而社会对我们的支持,一定会使光华 MBA 项目越办越好,越办越有特色。

北京大学光华管理学院院长

陈以寿

出版者序言

2001年12月10日中国加入世界贸易组织,从此,中国将进一步加大与世界各国的政治、经济、文化各方面的交流与合作,这一切都注定中国将在未来世界经济发展中写下浓重的一笔。

然而,中国经济的发展正面临着前所未有的人才考验,在许多领域都面临着人才匮乏的现象,特别是了解国际贸易规则、能够适应国际竞争需要的国际管理人才,更是中国在未来国际竞争中所必需的人才。因此,制定和实施人才战略,培养并造就大批优秀人才,是我们在新一轮国际竞争中赢得主动的关键。

工商管理硕士(MBA),1910年首创于美国哈佛大学。随后,MBA历经百年风雨不断完善,取得了令世人瞩目的成绩。如今,美国MBA教育已经为世界企业界所熟知,受到社会的广泛承认和高度评价。中国的MBA教育虽起步较晚,但在过去10年里,中国的MBA教育事业非常迅速,也取得了相当显著的成绩。现在国内已经有50多所高等院校可以授予MBA学位,为社会培养了3000多名MBA毕业生,并有在读学员两万多人。

目前,国内的MBA教育市场呈现一片繁荣景象,但繁荣的背后却隐藏着种种亟待解决的问题。其中很大一部分问题的成因是因为目前我国高校使用的教材内容陈旧,与国外名校的名牌教材差距较大,在教学内容、体系上也缺乏与一流大学的沟通。为适应经济全球化,国家教育管理部门曾要求各高校大力推广使用外语讲授公共课和专业课,特别是在我国加入WTO后急需的上百万人才中,对MBA人员的需求更是占1/3之多。所以,大力开展双语教学,适当引进和借鉴国外名牌大学的原版教材,是加快中国MBA教育步伐,使之走向国际化的一条捷径。

目前,国内市场上国外引进版教材也是新旧好坏参差不齐,这就需要读者进行仔细的甄别。对于国外原版教材的使用,在这里我们要提几点看法。国外每年出版的教材多达几万种,如果不了解国外的教材市场,不了解国外原版教材的品质就可能找不到真正适合教学和学习的好的教材。对于不太了解外版教材的国内读者来说,选择教材要把握以下几点,即:选择国外最新出版的书;选择名校、名作者的书;选择再版多次并且非常流行的书。综合以上几点来看,目前国内市场上真正出新、出好、出精的MBA教材还是不多的。

北京大学出版社推出的《当代全美MBA经典教材书系(影印版)》弥补了国内MBA教材市场的缺憾,给国内MBA教材市场注入了一股新鲜的血液。全套丛书共由22本书组成,覆盖了北京大学MBA的全部主修课程,包括:经济学、管理学、营销学、战略管理、管理信息系统、运作管理、人力资源管理、商务沟通、国际金融、金融管理、决策分析、货币银行学、会计学等。另外,在十几门主课的基础上又增加了几门高级选修课程,包括:国际会计学、组织行为学、投资学、商务学、财务报表解析、管理会计、管理沟通、商业伦理学、企业家精神等。

本套丛书的筛选大体上本着以上所提到的几点原则,即,(1)出“新”。克服以往教材知识陈旧、落后的弊端,大部分教材的出版年限都选择在2002年以后,与国外原版书同步出版,并根据国外版本及时更新。(2)出“好”。本套丛书收入了美国哈佛大学、斯坦福大学、麻省理工学院等著名院校所采用的教材,如:《管理学》、《营销管理》、《管理信息系统》、《管理人力资源》、《财务会

计》、《管理会计》、《面向管理的数量分析》等；本套丛书收入著名学术界宗师包括斯蒂芬·罗宾斯(《管理学基础》)、菲利普·科特勒(《营销管理架构》)、查尔斯·亨格瑞(《财务会计》)、威廉·鲍莫尔(《经济学：理论与方针政策》)等人的学术巨著。(3)出“精”。本丛书大多数教材都是再版多次，经过不断地修改和完善而成的，如：再版5次的《现代投资理论》、《商业伦理：概念和案例》等；再版6次的《货币、银行和金融市场经济学》、《卓越的商务沟通》、《商务学》、《财务报表解析》等；再版7次的《面向管理的数量分析》等；再版8次的《经济学：理论与方针政策》、《财务会计》、《管理信息系统》等；甚至还有再版12次的《金融管理与政策》、《管理会计》。本丛书中每一本书的选择都依据该书旧的版本或作者过去同类书籍的销售情况，选择居于该领域销售排行榜首位的教材。

本套《当代全美 MBA 经典教材书系(影印版)》集合了美国经济学界和管理学界各个学科领域专家的权威巨著，该丛书经过北京大学光华管理学院及其他著名高校的知名学者的精心选编，包括了大量精深的理论指导和丰富的教学案例，真正称得上是一套优中选精的丛书。

致谢

本套教材是我社与国外一流专业出版公司合作出版的，是从大量外版教材中选出的最优秀的一部分。在选书的过程中我们得到了很多专家学者的支持和帮助，可以说每一本书都经过处于教学一线的专家、学者们的精心审定，北京大学出版社英文影印版教材的顺利出版离不开他们的无私帮助。在此，我们将对审读并对本套图书提出过宝贵意见的老教师们表示衷心的感谢，他们是：

北京大学光华管理学院：符国群、李东、梁钧平、陆正飞、王建国、王其文、杨岳全、于鸿君、张国有、张圣平、张志学、朱善利(按拼音排序)

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本套丛书的顺利出版还得到了培生教育集团(Pearson Education)北京代表处、汤姆森学习集团(Thomson Learning)北京代表处的大力支持，对他们的付出我们再次表示感谢。

教辅资料说明

教材，顾名思义教学之材料，它和普通的书籍有一个很大的区别，就是必须以“方便教授教学”为主。所以，好的教材更需有完备的教学辅助材料相匹配，且每一本教材都要有教辅材料，只有配备了齐全的辅助材料才能称其为完整的教材。北京大学出版社的《当代全美 MBA 经典教材书系(影印版)》系我社获全球最大的教育出版集团，美国培生教育集团(Pearson Education Group)独家授权之英文影印版本。Pearson Education 旗下的国际知名教育图书出版公司 Prentice Hall/Addison Wesley/Longman，以其高品质的经济类出版物，已成为全美乃至全球高校采用率最高的教材，享誉全球教育界、工商界。我社在选择此套教材的过程中，尽量选择教辅资料齐全的教材，这些教辅资料包括：教学指导用书、教学提纲、测试题、解答题、课堂演示文稿等，以书、幻灯片(Powerpoint Mesentation)、Disk、CD、CD-ROM 等形式出现。这些材料由培生教育集团免费提供，还可通过访问培生教育集团相关站点：<http://www.prenhall.com>、<http://www.pearsoned.com>、<http://www.aw.com> 免费下载。

欲获得相关教辅资料的教师烦请填写后面《教辅资料支持表》，以确保此教辅资料仅为教师获得。

出版声明

本套丛书是对国外原版教材的直接影印,由于各个国家政治、经济、文化背景的不同,原作者所持观点还请广大读者在阅读过程中加以分析和鉴别。我们希望本套丛书的出版能够促进中外文化交流,加快国内经济管理专业教学的发展,为中国经济走向世界做出一份贡献。

我们欢迎所有关心中国 MBA 教育的专家学者对我们的工作进行指导,欢迎每一位读者给我们提出宝贵的意见和建议。

北京大学出版社
培文教育文化公司

Preface

Learn How We Blend Text and Technology to Create a Total Teaching and Learning Solution

Excellence in Business Communication is a compelling model of today's most effective instructional techniques.

Students can experience business communication firsthand through a variety of highly involving simulations, activities, and real-world examples that no other textbook matches.

This textbook offers an extraordinary number of devices to simplify teaching, promote active learning, stimulate critical thinking, and develop career skills. That's why it's the most effective teaching and learning tool you'll find for a business communication course. As you'll see on the pages that follow, this text makes classes livelier, more relevant, and more enjoyable.

NEW TECHNOLOGY IN THIS EDITION

Integrated Approach to Technology. Students are introduced to the pervasive role of communication technology in a special four-page photo essay in Chapter 1, "Powerful Tools for Communicating Effectively." Colorful photos and informative text illustrate e-mail, instant messaging, wireless networks,

Powerful Tools for Communicating Effectively

The tools of business communication evolve with every new generation of digital technology. Selecting the right tool for each situation can enhance your business communication in many ways. In today's flexible office settings, communication technology helps people keep in touch and stay productive. When co-workers in different cities need to collaborate, they can meet and share ideas without costly travel. Manufacturers use communication technology to keep track of parts, orders, and shipments—and to keep customers well-informed. These same customers can also communicate with companies in many ways at any time of day or night.

Flexible Workstations

Many professionals have abandoned desktop PCs for laptops they can carry home, on travel, and to meetings. Back at their desks, a docking station transforms the laptop into a full-featured PC with network connection. Workers without permanent desks sometimes share PCs that automatically reconfigure themselves to access each user's e-mail and files.

Wireless Networks

Laptop PCs with wireless access cards let workers stay connected to the network from practically anywhere within the office—any desk, any conference room. This technology offers high-speed Internet access within range of a wireless access point.

Redefining the Office

Technology makes it easier for people to stay connected with co-workers and retrieve needed information. Some maintain the connection without leaving a permanent office, a desktop PC, or even a big filing cabinet. For example, Sun Microsystems lets staff members choose to work either at the main office or at remote offices called "Work-in centers." Many Sun facilities have specially equipped "Work" areas that can quickly reconfigure phone and computer connections to meet individual requirements.

Follow-me Phone Service

To be reachable without juggling multiple forwarding numbers, some people have follow-me phone service. Callers use one number to reach the person anywhere—at the office, a remote site, a home office. The system automatically forwards calls to a list of preprogrammed numbers and transfers unanswered calls to voice mail.

Intranets

Businesses use Internet technologies to create an intranet, a private computer network that simplifies information sharing within the company. Intranets can handle company e-mail, instant messaging (IM), websites, and even Internet phone connections. To ensure the security of company communication and information, intranets are shielded from the public Internet.

Electronic Presentations

Combining a color projector with a laptop or personal digital assistant (PDA) running the right software lets people give informative business presentations that are enhanced with sound, animation, and even website hyperlinks. Having everything in electronic form also makes it easy to customize a presentation or to make last-minute changes.

Internet Videophone

Person-to-person video calling has long been possible through popular instant messaging programs. Internet videophone services do even more, letting multiple users participate in a videoconference without the expense and complexity of a full-fledged videoconferencing system. Some services are flexible enough to include telecommuters who have broadband Internet connections.

Collaborating

Working in teams is essential in almost every business. Teamwork can become complicated, however, when team members work in different parts of the company in different time zones, or even for different companies. Technology helps bridge the distance by making it possible to brainstorm, attend virtual meetings, and share files from widely separated locations. Communication technology also helps companies save money on costly business travel without losing most of the benefits of face-to-face collaboration.

Shared Workspace

Online workspaces such as eRoom and Groove make it easy for far-flung team members to access shared files anywhere, any time. Accessible through a browser, the workspace contains a collection of folders and has built-in intelligence to control which team members can read, edit, and save specific files.

Wall Displays

Teams commonly solve problems by brainstorming at a whiteboard. Wall displays take this concept one step further, letting participants comment words and diagrams to discuss colleagues via the corporate intranet. Users can even share the virtual pen to make changes and additions from more than one location.

Web-based Meetings

Workers can actively participate in web-based meetings by logging on from a desktop PC, laptop, or cell phone. Websites such as WebEx help users integrate voice, text, and video, and let them share applications such as Microsoft PowerPoint and Microsoft Word in a single browser window.

Videoconferencing and Telepresence

Less costly than travel, videoconferencing provides many of the same benefits as an in-person meeting. Advanced systems include telepresence and robot surrogates, which use computers to "place" participants in the room virtually, letting them see and hear every one while being seen and heard themselves. Such realistic interaction makes meetings more productive.


Communicating in the Office

Communicating Remotely


web-based meetings, videoconferencing and telepresence, intranets, extranets, Internet videophones, flexible workstations, electronic wall displays, electronic presentations, corporate blogs, and online workspaces. This overview helps students quickly grasp how technology is helping businesspeople communicate effectively.

“Document Makeovers.” In each chapter of the book, an assignment overview directs students to the OneKey website, where interactive exercises help them apply chapter concepts to an actual business document. “Document Makeovers” offer students an appealing opportunity to refine and reinforce their writing skills in a dynamic multimedia environment.

Course Documents



Guided Tour



Excellence in Business Communication
Sixth Edition
John V. Thill
Courtland L. Bovee

OneKey is all you need to access the best teaching and learning resources. OneKey offers anywhere - anytime access to your sociology course materials. All resources are conveniently organized by textbook chapter or resource category to reinforce and apply what you've learned in class. OneKey for convenience, simplicity, and success!

Your OneKey course for Business Communication contains many valuable resources for extending your understanding including:

- Document Makeovers
- Online Grammar Assessments
- Learning Modules with activities and quizzes
- Student PowerPoints
- Chapter Quizzes

What's New?

Document Makeover

IMPROVE THIS MEMO

To practice correcting drafts of actual documents, visit www.prenhall.com/onekey on the web. Click “Document Makeovers,” then click Chapter 1. You will find a memo that contains problems and errors relating to what you’ve learned in this chapter about overcoming communication barriers in business messages. Use the Final Draft decision tool to create an improved version of this memo. Check the memo for an audience-centered approach, ethical communication, communicating efficiently, and facilitating feedback.

"Peak Performance Grammar and Mechanics."

In each chapter, students are directed to the OneKey website to improve their skills with mechanics and specific parts of speech by using the "Peak Performance Grammar and Mechanics" module. Students can take the pretest to determine whether they have any weak areas; then they can review those areas in the module's refresher course. Students can also take a follow-up test. For an extra challenge or advanced practice, students can take the advanced test.

The screenshot shows the 'peak performance GRAMMAR' website. At the top is a navigation bar with links: INTRODUCTION, GRAMMAR BASICS, SENTENCES, PUNCTUATION, MECHANICS OF STYLE, VOCABULARY, and SPELLING. Below this, the 'Grammar Basics' section is highlighted. It features a cartoon character of a woman pointing to a menu. The menu lists: NOUNS AND PRONOUNS, VERBS, ADJECTIVES AND ADVERBS. To the right, under 'Nouns and Pronouns', there is a 'Pretest' button and a 'Refresher Course' section with a list: Nouns: Plural and Possessive, Pronouns, Pronoun Classes, and Pronoun Case. Below the menu, there is a 'Learn Interactively' section. It contains two main parts: 'INTERACTIVE STUDY GUIDE' which directs users to visit the Companion Website at www.prenhall.com/hill, and 'PEAK PERFORMANCE GRAMMAR AND MECHANICS' which describes the module's purpose and provides instructions on how to use it, including taking a pretest, refresher course, and follow-up test.

NEW CONTENT IN THIS EDITION

"Improve Your Grammar, Mechanics, and Usage" exercises. To give students additional practice in and reinforcement of English skills, each chapter includes one set of 10 exercises. These exercises help students identify specific areas of weakness so that they can overcome them by studying the "Handbook of Grammar, Mechanics, and Usage," which appears near the end of the book. Students are directed to the text's website for additional exercises that they can complete online using the "Handbook of Grammar, Mechanics, and Usage Practice Sessions."

The screenshot shows a page titled 'Improve Your Grammar, Mechanics, and Usage'. It contains a paragraph explaining that the following exercises help improve knowledge of English grammar, mechanics, and usage, and directs students to the 'Handbook of Grammar, Mechanics, and Usage' at the end of the textbook. Below this paragraph is a list of 10 exercises. Exercises 1 through 6 are numbered 1 to 6. Exercises 7 through 10 are numbered 7 to 10. The exercises involve identifying the correct pronoun or possessive form to use in various sentences. For example, exercise 1 asks for the correct pronoun to use in a sentence about the sales staff. Exercise 7 asks for the correct pronoun to use in a sentence about a raise. Exercise 8 asks for the correct pronoun to use in a sentence about achieving company goals. Exercise 9 asks for the correct pronoun to use in a sentence about City Securities. Exercise 10 asks for the correct pronoun to use in a sentence about the new products. Below the list of exercises, there is a note that for additional exercises focusing on pronouns, students should go to www.prenhall.com/hill and select 'Handbook of Grammar, Mechanics, and Usage Practice Sessions.'

Increased Coverage of Listening and Teams. To help students strengthen their communication skills, material on listening and working in teams effectively has been expanded and updated to include the latest information. Improved coverage provides students with the foundation they'll need to gain a competitive edge in today's workplace.

Increased Coverage of Business Etiquette. To obtain employment and succeed on the job, students need to understand and practice workplace etiquette in areas such as personal appearance, face-to-face interactions (smiles, handshakes, introductions, and dinner meetings), and telephone interactions (receiving calls, making calls, and using voice mail). New material on business etiquette covers all these topics and more.

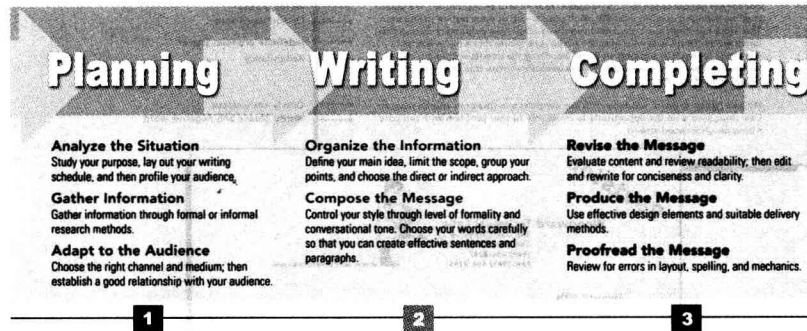
Business Communication Video Library. Entirely new, professionally produced videos cover topics such as ethics, technology, globalization, and intercultural communication. Each video features real-world examples and is designed to effect a deeper understanding of the concepts and issues covered in the text. Video cases and teaching guides, located at www.prenhall.com/thill, are introduced with a synopsis, and exercises ask students to react to the videos by responding to questions, making decisions, and taking the initiative to solve real business communication problems. Titles in the video library:

- *Technology and the Tools of Communication*, 2003, 5.13 minutes
- *Communicating Effectively in the Global Workplace*, 2003, 11.12 minutes
- *Ethical Communication*, 2003, 11.40 minutes
- *Impact of Culture on Business*, 2004, 18.26 minutes
- *Global Business and Ethics*, 2004, 12.07 minutes
- *Teamwork and the WNBA's Connecticut Sun*, 2005, 12.05 minutes
- *Second City: Communication, Innovation, & Creativity*, 2005, 11.13 minutes

Chapter-Framing "On-the-Job" Vignettes and Simulations. Each chapter opens with a vignette that describes communication in an actual company, and each chapter closes with a simulation that provides situational problems for students to solve. Both "On the Job" features vividly demonstrate the link between chapter contents and life on the job, while offering students an opportunity for real-world decision making.

Emphasis on Process and Product. To help students write business messages quickly, easily, and effectively, chapters are organized into a series of three easy-to-follow steps (planning, writing, and completing

business messages). A “Three-Step Writing Process” graphic not only illustrates the general process but is also applied to specific examples throughout the book.



Checklists. Useful during the course and even years after completion, checklists help students organize their thinking when they begin a project, make decisions as they write, and check their own work. Operating as reminders rather than “recipes,” these checklists provide useful guidelines without limiting creativity.

Special Feature Sidebars. Boxed and strategically placed within each chapter, special-feature sidebars extend the chapter material and center on four well-integrated themes: **Promoting Workplace Ethics**, **Achieving Intercultural Communication**, **Sharpening Your Career Skills**, and **Using the Power of Technology**. The boxes provide students with additional opportunities to analyze business communication principles and practices.

Sample Documents with Annotated Comments. Students can examine numerous sample documents, many collected by the authors in their consulting work at well-known companies. Some documents are accompanied by a three-step-writing-process graphic, and all documents include marginal annotations to help students understand how to apply the principles being discussed.

“Documents for Analysis.” Students have the opportunity to critique and revise a wide selection of documents, including letters, memos, e-mail, graphic aids, and résumés. Hands-on experience in analyzing and improving sample documents helps students revise their own business messages, and extends the experience students gain working with the Document Makeover feature in OneKey.

Draft

In the time since I last wrote you, our new parking lot at the end of Oakcliff Avenue has been completely finished. I wanted to advise you that we're planning a little celebration on August 24, a sort of grand opening of our new parking lot. It would be appreciated if you or others from the commission could attend. This project seems to have solved the neighborhood parking problems we've all been experiencing.

So that the impact of the 80 cars parked in that lot will be minimized, we undertook the planting of more than 850 adult plants—all of them native to this area. This work has been performed exclusively by employee volunteers during their lunch hours. There was no cost to the taxpayers. While this work is not finished, the lot itself is working well and handling the overflow from our main lot. We've essentially moved all the cars associated with this company off neighborhood streets.

My dedication to good relations with our neighbors in this area is immense, so I am delighted with the opportunity to avoid any further problem with our cars filling neighborhood streets.

- Unnecessary clause
- Redundancy and unnecessary clause
- Indefinite pronoun starter
- Hedging sentence
- Unnecessary clause
- Wordy phrase
- Camouflaged verb
- Indefinite pronoun starter
- Redundancy
- Overly enthusiastic
- Wordy phrase and negative word

Revision

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August 7, 2004


Ms. Jennifer Haller, Executive Director
 San Juan Capistrano Planning Commission
 9478 Ortega Hwy.
 San Juan Capistrano, CA 92675

Dear Ms. Haller:

Our new parking lot at the end of Oakcliff Avenue has been completed. We're planning an opening celebration on August 24, and we invite you and others from the commission to attend. This project has solved the neighborhood parking situation.

Also, to minimize the impact of the 80 cars parked in our new lot, we have planted more than 850 adult native plants. This work has been performed exclusively by employee volunteers during their lunch hours at no cost to neighborhood taxpayers. Although the planting is not quite finished, the lot itself is effectively handling the overflow from our main lot. We've essentially moved all cars associated with Woodward off neighborhood streets.

Everyone at Woodward is dedicated to good relations with our neighbors, so we are pleased that our cars will no longer crowd neighborhood streets.

Sincerely,

 Jeff Singleton
 Vice President, Public Relations

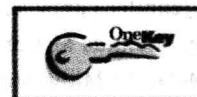
- Deletes all unnecessary clauses
- Clarifies redundancy
- Rewrites hedging sentence
- Replaces wordy phrase with infinitive
- Rewrites section to avoid indefinite pronoun starter
- Moderates enthusiasm
- Ends positively
- Rewrites to avoid indefinite pronoun starter
- Replaces camouflaged verb
- Removes redundancy
- Rewrites to avoid wordy phrase

Exercises and Cases. Hundreds of exercises challenge students with practical assignments like those they will most often face at work. Each exercise is labeled by type (such as "Team," "Ethical Choices," "Self-Assessment," or "Internet") to make it easier for instructors to assign specific types of homework activities. Exercises appear in each chapter of the book. Real-world cases are based on actual organizations and appear in Chapters 7–9, 11–12, and 14–15. All exercises and cases have suggested answers in the instructor's manual.

INSTRUCTOR'S SUPPLEMENTS

- Instructor's Resource Manual
- Test Item File

- Electronic Test Generator
- Color Acetate Transparency Program
- PowerPoint Presentation—Basic and Enhanced Versions
- Video Series
- Instructor Resource Center on CD and online includes all supplements and is available for downloading
- Authors' E-Mail Hotline for Faculty (hotline@leadingtexts.com)
- Course Management: WebCt, Blackboard, and Course Compass—all available in OneKey



STUDENT'S SUPPLEMENTS

- **Study Guide**
- **Companion Website** for students includes a student version of the PowerPoint package, an online Study Guide, the English-Spanish Audio Glossary of Business Terms, the Handbook of Grammar, Mechanics, and Usage Practice Sessions, and the Business Communication Study Hall—which allows students to brush up on several aspects of business communication—grammar, writing skills, critical thinking, report, résumé, and PowerPoint development.
- **OneKey Learning Modules** Each chapter is divided in approximately four sections. Each section has a pretest of five questions, a summary for review, an online learning activity, and a post test of 10 questions. Also included in the OneKey website are a grammar assessment tool and document makeovers which allow students to practice their revision skills.



REVIEWERS

We especially want to thank the reviewers of this new, sixth edition. Their detailed and perceptive comments resulted in excellent refinements. These reviewers include Cynthia Drexel, Western State College; J. Thomas Dukes, University of Akron; Karen Eickhoff, University of Tennessee; Joyce Hicks, Valparaiso University; Mark Hilton, Lyndon State College; Sandie Idziak, University of Texas; Jennifer Loney, Portland State University; Melinda McCannon, Gordon College; Bronna McNeely, Midwestern State University; William McPherson, Indiana University of Pennsylvania; Russ Meade, Tidewater Community College; Joe Newman, Faulkner University; Barbara Oates, Texas A&M University; Salvatore Safina, University of Wisconsin; Andrea Smith-Hunter, Siena College; Carol Smith White, Georgia State University; Karen Sneary, Northwestern Oklahoma State University; Terisa Tension, Florida International University; Robert von der Osten, Ferris State University; Karl V. Winton, Marshall University.

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Wisconsin–Eau Claire; Kenneth Hunsaker, Utah State University; Robert O. Joy, Central Michigan University; Paul Killorin, Portland Community College; Al Lucero, East Tennessee State University; Rachel Mather, Adelphi University; Betty Meador, Abraham Baldwin College; Mary Miller, Ashland University; Richard Profozich, Prince George's Community College; Brian Railsback, Western Carolina University; John Reh fuss, California State University–Sacramento; Joan C. Roderick, Southwest Texas State University; Jean Anna Sellers, Fort Hays State University; Carla L. Sloan, Liberty University; Michael Thompson, Brigham Young University; Betsy Vardaman, Baylor University; Billy Walters, Troy State University; George Walters, Emporia State University; F. Stanford Wayne, Southwest Missouri State; Robert Wheatley, Troy State University; Rosemary B. Wilson, Washtenaw Community College; Beverly C. Wise, SUNY–Morrisville; Janet Adams, Minnesota State University–Mankato; Gus Amaya, Florida International University; Ruthann Dirks, Emporia State University; Mary DuBoise, DeVry Institute of Technology–Dallas; Lindsay S. English, Ursuline College; Mike Flores, Wichita State University; Paula R. Kaiser, University of North Carolina–Greensboro; Linda M. LaDuc, University of Massachusetts–Amherst; Linda McAdams, Westark Community College; Jeanne Stannard, Johnson County Community College; John L. Waltman, Eastern Michigan University; Aline Wolff, New York University; Bonnie Yarbrough, University of North Carolina–Greensboro.

REVIEWERS OF "DOCUMENT MAKEOVER" FEATURE

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