

◆ 国际通用MBA教材 ◆

加拿大毅伟管理学院  
清华大学经管学院

共同策划 推荐



# 经理人员的沟通

诺曼 B. 西格班德 亚瑟 H. 贝尔 / 著

## Communication for Managers

Norman B. Sigband Arthur H. Bell

SIXTH EDITION

英文版·第⑥版



机械工业出版社

ITP

Norman B. Sigband, Arthur H. Bell: Communication for Managers -6th ed.

Copyright © 1994 by South-Western Publishing Co.

All rights reserved. For sale in mainland China.

本书英文影印版由 ITP 公司授权机械工业出版社在中国大陆境内独家出版发行，  
未经出版者许可，不得以任何方式抄袭、复制或节录本书中的任何部分。

版权所有，侵权必究。

本书版权登记号：图字：01-98-1197

### 图书在版编目 (CIP) 数据

经理人员的沟通：英文 / (美) 西格班德 (Sigband, N. B.) 等著 . - 影印版 . - 北  
京：机械工业出版社，1998.7

(国际通用 MBA 教材)

ISBN 7-111-06595-6

I . 经… II . 西… III . 管理人员-人际交往-英文-影印版 IV . C931.3

中国版本图书馆 CIP 数据核字 (98) 第 17565 号

出 版 人：马九荣 (北京百万庄大街 22 号 邮政编码 100037)

责任编辑：刘露明

审 读 人：鲁 姝

北京忠信诚胶印厂印刷 · 新华书店北京发行所发行

1998 年 7 月第 1 版第 1 次印刷

787mm×1092mm 1/16 · 47 印张

印 数：0001-2000 册

定 价：78.00 元

凡购本书，如有倒页、脱页、缺页，由本社发行部调换

# 序 言 1

此次首批专为中国影印的系列教材直接配合中国工商管理硕士课程的各门必修课程，而且是由加拿大西安大略大学毅伟管理学院的任课教授们专门参予选择的。

毅伟管理学院是加拿大西安大略大学（UWO）所属的一所专业学院，而西安大略大学是加拿大历史最悠久的大学之一。毅伟管理学院的本校在安大略省伦敦市，同时在多伦多的密西沙加设有分校，而且最近在香港也建立了分校。

历史地看，毅伟管理学院一直是管理学开发领域的领导者，现将部分成就列后，标示毅伟管理学院日新月异的发展：

- 1922 年，创立了加拿大第一个培养本科生的商学系。
- 1932 年，开始出版杂志《毅伟商学季刊》。该杂志发行到 25 个国家，发行量多达 10 000 册，深受学术界和管理界读者的喜爱。
- 1948 年，在加拿大首次设立行政管理人员培训计划以及工商管理硕士课程。
- 1961 年，首创了加拿大的第一个商学博士课程。
- 1974 年，被联邦政府正式指定为加拿大第一个（现在已发展到 8 个）国际商业研究中心（CIBS，即美国 CIBERS 的前身），联邦外交部对该中心持续提供财政支援。
- 1975 年，毅伟管理学院成立了自己的出版社。该部门目前拥有 2 000 个加拿大的案例，并成为哈佛案例的加拿大资料交换所。1998 年，毅伟管理学院的案例已分销至 20 多个国家的 100 多所学院和 100 多家企业。毅伟管理学院是全世界管理学案例研究的第二大制作者，每年向校外读者分销案例教材超过 100 万册。
- 1978 年开始实施第一项国际学生交换计划，目前该交换计划已增至 20 余项。
- 1984 年毅伟管理学院在加拿大联邦政府的支持下，在伦敦市组建国家管理学研究与开发中心的过程中发挥了主导作用。
- 1984 年，是毅伟管理学院和清华大学连续合作开始的第一年，合作内容包括：交换访问学者、教材编写与出版以及各种培训活动。
- 1992 年，毅伟管理学院被选为主导性的国际商学刊物，即《国际商学研究杂志》在 1993 年至 1997 年间的编辑总部。
- 1993 年，《加拿大商学》杂志根据由各大聘用公司首席执行官、人力资源管理人员和求职顾问等人士组成的所有评选组得出的全方位评比结果，将毅伟管理学院列为加拿大培养工商管理硕士的最佳学院，并且这一结论被逐年的评比一再肯定。1994 年《亚洲企业》杂志又将毅伟管理学院列于亚洲公认的 25 所世界最佳商学院的行列中。
- 1997 年，《国际管理学杂志》将毅伟管理学院评为国际战略管理学文献的主要贡献者，并领先于哈佛大学与西北大学凯洛格商学院。《商业周刊》将毅伟管理学院列为全世界最佳国际商学院之一，和欧洲管理学院（INSEAD）及伦敦商学院（LBS）并列，而且《美国新闻与世界报导》将毅伟管理学院选为全世界在行政管理人员培训

计划方面最佳的 15 所商业学院之一。

至 1998 年，毅伟管理学院拥有 65 名全职教授，他们每年负责教授 600 名普通课程的和行政管理人员培训课程的工商管理硕士生、300 名本科生、40 名博士生，以及范围广泛的非学位课程。

负责挑选这批 MBA 通用教材的教师们均具有著名商学院（如：哈佛、沃顿、密西根、麻省理工学院和毅伟管理学院等）的博士学位，每位教授都对大批现有教材进行了仔细筛选，确保为中国市场提供最佳教材。相信您会对他们的选择表示满意。

加拿大西安大略大学毅伟管理学院

## PREFACE 1

The texts in this initial series of books were selected to directly correspond to each of the required courses in China's MBA programs. The books were selected for reprinting by faculty members at the Ivey Business School, The University of Western Ontario, Canada.

The Richard Ivey School of Business is a professional School within The University of Western Ontario (UWO), one of Canada's oldest universities. Although Ivey is based in London, Ontario, it also has campuses in Mississauga (Toronto), Ontario and most recently, in Hong Kong.

Historically the School has been a leader in management development. A partial list of achievements follows.

- In 1922, the first undergraduate business department in Canada was established.
- In 1932, the school began to publish its own journal. Known as *Ivey Business Quarterly*, it reaches out to both academic and management audiences and enjoys a circulation of 10 000 in 25 countries.
- In 1948, Canada's first executive development program and first MBA program were established.
- In 1961, Canada's first Ph. D. program in business was introduced.
- In 1974, official designation was received by the Federal Government as Canada's first Centre for International Business Studies (CIBS).
- In 1975, Ivey opened its own case and publications office. This office now holds an inventory of 2 000 cases. In 1998, Ivey cases were being distributed to over 100 teaching institutions and 100 corporations in over 20 countries. Ivey is the second largest producer of management case studies in the world (and the largest producer of Asian cases), with over 1 000 000 copies studied each year by people outside the university.
- In 1978, commencement of its first international student exchange program took place. Over twenty such exchange programs are now in place.
- In 1984, the School took a leading role in establishing the National Centre for Management Research and Development in London with support from the Canadian Federal Government.
- 1984 also marked the beginning of a continuing linkage with Tsinghua University, one

which has involved visiting scholars, materials development and publication, and various training initiatives.

- In 1992, Ivey was selected to be the editorial home for the 1993-1997 period for the *Journal of International Business Studies*, the leading international business journal.
- In 1993, *Canadian Business* magazine's survey rated Ivey as the top MBA School in Canada, according to all groups: CEOs, human resources executives, and placement consultants. This ranking has been re - confirmed every year. In 1994, *Asia, Inc.* rated Ivey among the World's Top 25 Business Schools for Asians.
- In 1997, the *Journal of International Management* named Ivey the world's leading contributor in the previous decade to the international strategic management literature, ahead of Harvard & Kellogg. Business Week magazine ranked Ivey as one of the top international business schools in the world, alongside INSEAD and LBS; and *US News* and *World Report* selected Ivey as one of the top 15 business school in the world for executive development programs.

As of 1998, the School had 65 full - time faculty who annually taught 600 regular and executive MBA, 300 undergraduate, and 40 Ph. D. students, plus executives in a wide range of non - degree programs.

The faculty members who selected each book for reprinting all have Ph. D. s from major business schools such as Harvard, Wharton, Michigan, M. I. T., and Ivey. Each professor carefully reviewed the various books available to ensure the best possible choices of material for the China market. We are confident you will be pleased with their selection.

Richard Ivey School of Business  
The University of Western Ontario



## 序 言 2

中国的改革开放事业催生了中国的现代管理教育,社会主义市场经济体制的确立,为中国的管理教育开辟了广阔的发展空间,使中国的管理教育,尤其是工商管理硕士(Master of Business Administration, MBA)的教育进入了一个全新的发展阶段。1991年,国务院学位办刚刚批准在部分高校中试办MBA教育时,只有九所院校得到授权,当年只招收了86名学生;到1994年,授权院校增加到26所,招生规模扩大为1230名;而在不久前结束的1998年招生工作中,已有56所院校得到了授权,这些院校共招收了4000名MBA学生。这一事实生动地说明了MBA教育在我国正方兴未艾。根据美国的经验,MBA学位占每年硕士学位授予人数的四分之一,中国目前这一比例只占到百分之五,因此,从发展的前景看,MBA教育在中国前程远大。

然而,也应看到,中国的MBA教育还刚刚起步,在培养人的各个环节:师资、课程与教材方面还很落后,难以适应经济发展的需要,与发达国家的情况相比差距是十分巨大的。加强国际合作与交流,大胆地借鉴、引进世界上一切优秀的MBA教育方面的教学内容、方法和手段,特别是系统地引进国外优秀的MBA教材,在此基础上坚持贯彻“以我为主,博采众长,融合提炼,自成一家”的指导方针,是逐步提高师资水平、更新专业知识、不断改进课程结构与内容、努力改革教学方法、引进案例教学、从而大大缩小中国与发达国家的差距、迅速提高中国MBA教育水平的重要步骤。

为此,清华大学经济管理学院与加拿大西安大略大学毅伟管理学院(Richard Ivey School of Business, The University of Western Ontario)合作,联合推出一套能反映当代水平、体现国际规范、可供中国借鉴的MBA核心课程的教材。清华大学的经管学院成立于1984年,是国务院学位办首批授权举办MBA教育的九所院校之一,1997~1998学年度招收MBA学生400多名,现拥有全国最大规模的MBA教育项目;毅伟管理学院成立于1948年,是加拿大最好的商学院,拥有很高的国际声誉,在MBA的培养方面具有丰富的经验和很强的力量,它所培养的12000名毕业生中有六分之一成为其所在机构的董事会主席、副主席、总裁、副总裁、首席执行官或经理。

两院推出的这套MBA教材共十八种,大致可分为四部分。第一部分是反映管理主要内容的《管理学》(Richard L. Daft)、《战略管理》(Arthur A. Thompson, Jr. and A. J. Strickland III)、《市场营销学基础:全球管理》(William D. Perreault, Jr. and Jerome McCarthy)、《人力资源管理》(Lawrence S. Kleiman)、《国际管理》(Paul W. Beamish, Allen Morrison and Philip M. Rosenzweig)、《经理人员的沟通》(Norman B. Sigband and Arthur H. Bell)与《管理沟通:原理与实践》(Michael E. Hattersley and Linda McJannet);第二部分是反映企业资产负债管理、投融资与财务活动和企业会计理论与实践的《公司财务原理》(Richard A. Brealey and Stewart C. Myers)、《投资学精要》(Zvi Bodie, Alex Kane and Alan J. Marcus)、《财务会计》(Clyde P. Stickney and Roman L. Weil)与《管理会计》(Ronald W. Hilton);第三部分是反映企业管理技术方面的《管理科学导论》(David R. Anderson, Dennis J. Sweeney

and Thomas A. Williams)、《信息时代的管理信息系统》(Stephen Haag, Maeve Cummings and James P. Dawkins)、《商务与经济统计》(David R. Anderson, Dennis J. Sweeney and Thomas A. Williams)与《生产与运作管理》(Richard B. Chase, Nicholas J. Aquilano and F. Robert Jacobs);最后一部分是反映管理基础内容的《经济学原理》(N. Gregory Mankiw)、《商业伦理学》(David J. Fritzsche)和《商法与监管环境》(Ronald A. Anderson, David P. Twomey, Ivan Fox and Marianne Moody Jennings)。

在这套 MBA 教材的挑选中,在版权允许的范围内,既照顾了课程的结构,又考虑了 MBA 的特点。反映最新成果、理论结合实际、突出案例分析、作者知名度高是挑选中注意把握的基本原则。毅伟管理学院还特意组织了 17 名教授专为这套教材编配了案例集。这套教材可以做教师的教学参考书,教师可以运用书中的原理与国情相结合,逐渐发展出有中国特色的 MBA 教材;它也可以做 MBA 学生的教科书,帮助学生掌握市场经济的原理与规律,以便分析、解决中国的实际问题。另外,所有具有英文阅读能力的企业界与经济界人士、对经济管理有兴趣的高校学生,都可以把它作为系统学习经济管理知识、了解市场经济的规范的学习材料,以便更好地理解经济管理问题,增长分析、处理经济管理问题的才干。

朱镕基总理在 1994 年写给清华大学经济管理学院建院十周年的贺信中曾明确指出:“建设有中国特色的社会主义,需要一大批掌握市场经济的一般规律、熟悉其运行规则、而又了解中国企业实情的经济管理人才。”他在 1996 年提出“管理科学、兴国之道”,希望在中国“掀起一股学习管理、加强管理、发展管理科学、加强管理培训的热潮”。我们联合推出这套书,就是希望能在普及市场经济的一般规律与运行规则的知识、促进管理教育在中国的发展、提高中国企业的管理水平方面做一点实际的工作。

清华大学经济管理学院

1998 年 6 月 16 日



The communication revolution, intercultural communication, ethics, collaborative communication, crisis communication, case-based instruction—these are some of the themes of increasing importance in business communication classes of the mid-1990s. The sixth edition of *Communication for Managers* offers several new chapters in these areas. At the same time, this edition maintains its commitment to managerial writing, speaking, and listening, with revised and updated examples and pedagogy.

The authors of this edition began their revision work by listening to the calls of instructors, students, practicing managers, and the American Assembly of Collegiate Schools of Business (AACSB) for applied communication studies as a significant part of business education at both the undergraduate and MBA levels. The thrust of these recommendations is for instruction that concentrates on the *how* of business communication: how ideas are generated and organized for writing and speaking, how new communication technologies are used to best advantage, and how communication styles adapt to audience and purpose in domestic and international settings. This edition responds to these needs by presenting a step-by-step guide, with many before-and-after examples, for achieving communication success.

New readings and cases provide opportunities to extend and apply communication insights. Selected materials from recent issues of the *Harvard Business Review*, *Business Week*, *Supervisory Management*, *Personnel Journal*, *Hispanic Business*, and other sources present viewpoints to supplement text perspectives. Cases focus on both traditional and emerging communication challenges in such areas as the health-care industry, mergers, multicultural work environments, and computer security. For some cases, video and film presentations are available.

The authors are especially grateful for the contributions of noted colleagues to this edition. Carol Shuherk, Academic Director of the MBA Program at the University of Southern California, wrote the “*Cultural Diversity in Communication*” features that appear frequently throughout the text. These penetrating and interesting essays give the reader a factual, added dimension to the on-going and important cultural changes in our society today. Tracy Dillon, Director of Business Writing at Portland State University, provided commentaries in the margins throughout the text. These not only give the reader quick summaries of key concepts but also emphasize the important principles discussed in the text. Dayle M. Smith, Associate Professor of Management at the University of San Francisco, compiled the Resource Guide. Used by instructors, the Guide will not only save countless hours of preparation time, but it will also provide suggestions on innovative and different ways of using the text materials in class. Ken Mitchell, Southeastern Louisiana State University, has reviewed and added to the end-of-chapter questions in a meaningful way.

Leaders from Johnson & Johnson, TRW, United Way, Methodist Hospital of Southern California and other major public and private organizations, appear at the beginning of each Part of the text. These individuals comment on their

own communication experiences as well as the vital role communication plays in the manager's daily activities.

In a textbook in which so much is new, one essential design feature remains constant: the "three-books-in-one" concept that has seen *Communication for Managers* successfully into its sixth edition. In one volume, instructors and students have a textbook, casebook, and collection of readings.

In short, the sixth edition of *Communication for Managers* attempts to answer the call for a complete, progressive business communication textbook for the 1990s and beyond. In revising virtually every page for this edition, the authors and editors have been guided by one principle: prepare students for the future, not the past.

#### SUPPLEMENTS

The sixth edition is accompanied by a strong ancillary package:

- A *Resource Guide* with chapter summaries, quizzes, sample syllabi, a video/film directory, and sections on word-processing, desktop publishing, and computer graphics.
- A revised *Test Bank*.
- Computer ancillaries, including a classroom management system and diagnostic tools.
- Lecture transparencies, with examples of business documents as well as graphic aids.

We are especially indebted to knowledgeable and well-recognized individuals in the field of management and business communications who have carefully reviewed the text and manuscript. Their suggestions and recommendations played a key role in the book's revision and added significantly to the value, content, and direction of this edition. Among those we wish to thank for their efforts are:

Jo Allen  
East Carolina University  
John D. Beard  
Wayne State University  
Bernadine P. Branchaw  
Western Michigan University  
Lillian H. Chaney  
Memphis State University  
William B. Chapel  
Michigan Technological University  
Daniel S. Cochran  
Mississippi State University  
Marian C. Crawford  
University of Arkansas Little Rock  
Karon L. Cunningham  
Southwest Missouri State  
University  
Nancy A. Dittman  
Bloomsburg University.

Robert D. Gieselman  
University of Illinois Urbana-  
Champaign  
Ridley J. Gros  
Nicholls State University  
Michael M. Harris  
University of Missouri St. Louis  
Janet E. Hildebrand  
Texas Christian University  
Thomas S. Hilton  
Utah State University  
Geraldine E. Hynes  
University of Missouri St. Louis  
Phillip V. Lewis  
Abilene Christian University  
Gail Lukasik  
1111 Pine Tree, Libertyville, IL  
60048

Donna W. Luse  
*Northeast Louisiana University*  
James S. O'Rourke IV  
*University of Notre Dame*  
Diana C. Reep  
*The University of Akron*  
Donald P. Rogers  
*Rollins College*

William C. Sharbrough  
*The Citadel*  
Warren C. Weber  
*California State Polytechnic  
University Pomona*  
Marian K. Woodall  
*Professional Business  
Communications Lake Oswego,  
OR*

In addition to the above, we are grateful to the following for helpful ideas and suggestions: Professors Jim Bennett of California State University at Northridge and Lois Bachman, Community College of Philadelphia; Dr. Edward Hesterlee, Mallinckrodt Corp.; Dr. Robert Hunter of Merck Human Health Division; Don Robinson, Executive District Manager of Merck Human Health Division; Davre Davidson, Chairman Emeritus, ARA Services.

Norm Sigband wants to express special thanks to Dean John A. Biles, Associate Deans Phillip R. Oppenheimer and Cynthia White, Faculty Affairs Director Patricia R. Brown, Management Development Director Philip J. Rapa, and Word Processing Specialists Jane Radaza and Elvie De Belen, all of the University of Southern California for their support in the revision, review and rewriting effort required.

Sincere appreciation is also extended to Elizabeth H. Wood, Head, Reference Section, Norris Medical Library, University of Southern California, for her major contributions to the Research Supplement in this book. Art Bell expresses deep-felt thanks to Dean Gary Williams, Associate Deans Eugene Muscat and Mary Smith, MBA Director Diane Dimeff, and professors Karl Bodecker, Kathleen Kane, and Dayle Smith of the McLaren School of Business, University of San Francisco, for their encouragement, conversations, and support.

The dedicated work and commitment at South-Western Publishing were, of course, vital in bringing this book to print. Among the many key people who were and are involved are Vice-President Jim Sitlington, a trusted mentor through many revisions of the book, Acquisitions Editor Jeanne R. Busemeyer, and Developmental Editor Cinci Stowell, who spent countless hours polishing and revising the author's effort, and Production Editor Sue Ellen Brown, who guided the book into print.

Once again, we want to acknowledge our families, from whom so much time was taken, for their support, encouragement and good humor.

For Norm Sigband, special thanks and love go to his wife, Joan, as well as his daughters, Robin Gotz, Shelley Wilkerson and Betsy Seamans; to his son-in-law, Glenn Gotz, and to two of the world's outstanding grandchildren, Tami and Laura.

And for Art Bell, deep-felt thanks go to his wife, Dayle, and children, Art and Lauren, for their love, support, and patience.

**NORMAN B. SIGBAND**  
**ARTHUR H. BELL**

# BRIEF CONTENTS

## PART 1

### A Communication Overview 2

- 1 THE PROCESS AND PROBLEMS OF COMMUNICATION 4
- 2 COMMUNICATION IN ORGANIZATIONS 23
- 3 THE COMMUNICATION REVOLUTION 49
- 4 INTERCULTURAL COMMUNICATION FOR A GLOBAL ENVIRONMENT 75
- 5 ETHICAL ISSUES IN MANAGEMENT COMMUNICATION 95

## PART 2

### Business Writing That Works 114

- 6 THE WRITING PROCESS 116
- 7 DRAFTING, REVISING, AND EDITING 141
- 8 COLLABORATIVE WRITING 170

## PART 3

### Memos and Letters 182

- 9 EFFECTIVE MEMOS 184
- 10 PRINCIPLES OF THE BUSINESS LETTER 200
- 11 INQUIRY, REQUEST, AND ORDER LETTERS 214
- 12 CLAIM, CREDIT, AND COLLECTION LETTERS 238
- 13 SALES, GOODWILL, AND OTHER LETTERS 269

## PART 4

### Career Communication 294

- 14 CAREER PLANNING 296
- 15 SUCCESSFUL APPLICATIONS, RESUMES, AND INTERVIEWS 320

## PART 5

### Reports and Proposals 350

- 16 THE RESEARCH PROCESS 352
- 17 VISUAL AIDS 391
- 18 REPORTS FOR DECISION MAKING 420
- 19 ROUTINE AND SHORT REPORTS 441
- 20 FORMAL AND ANNUAL REPORTS 458
- 21 PROPOSALS, BUSINESS PLANS, AND OTHER MANAGERIAL COMMUNICATION 491

## PART 6

### Professional Speaking and Listening 518

- 22 PRINCIPLES OF ORAL COMMUNICATION 520
- 23 SHORT AND LONG PRESENTATIONS 532
- 24 LISTENING SKILLS 548
- 25 INTERVIEWS AND MEETINGS 560
- 26 COMMUNICATION DURING CRISIS AND CHANGE 585

### Cases for Discussion 605

### Readings 625

### Appendix A: Brief Guide to Punctuation and Grammar 656

### Appendix B: Guide to Memo, Letter, Report, and Proposal Formats 685

### Index 715

# CONTENTS

## PART 1

### A COMMUNICATION OVERVIEW 2

#### 1 THE PROCESS AND PROBLEMS OF COMMUNICATION 4

- Communication and the Organization 5
- Human or Behavioral Theory of Communication 7
- The Process of Human Communication 8
- Objectives of Communication 10
- Barriers to Communication 11
  - Nonverbal Barriers 11
    - Cultural Diversity — Communication Complexity 12
  - Verbal Barriers 18
- Conflict between Verbal and Nonverbal Communication 19

#### 2 COMMUNICATION IN ORGANIZATIONS 23

- The Directions of Communication 23
- Downward Communication 24
  - Form of Downward Communication 25
    - Organizational Communication and “Workforce 2000” 26
  - Presenting Information 29
  - Policies of Downward Communication 29
  - Media for Downward Communication 30
- Lateral Communication 39
- Upward Communication 41
  - Suggestion Systems 41
  - Quality Circles 41
  - Employee Councils 42
  - Other Means of Upward Communication 42
- The Informal Channel of Communication 43
  - Why the Grapevine Starts 43
  - Characteristics of the Grapevine 45
  - Handling the Grapevine 45

**3****THE COMMUNICATION REVOLUTION 49**

Beginnings of the Electronic Communication Revolution 50

Electronic Media and Business Users 51

The Telephone 52

The Personal Computer 53

Image Scanners and Optical Character Recognition 54

A Glimpse Ahead 56

Teleconferencing 57

How Widespread the Revolution? 58

Electronic Mail 60

Tele-noia: The Privacy Issue in Teleconferencing 61

Fax 63

Integrated Office Systems 63

The Business Response to the Communication Revolution 64

Proposition 1: We Will Read More 64

Proposition 2: We Will Reproduce Our Words More Often 64

Proposition 3: We Will Have Access to More Information 65

How Will We Handle More Words? 65

More Verbal or Oral Contact 66

Early Messaging 66

Increased Emphasis on Format 67

Increased Use of Graphic Enhancements 68

The Return of Friendliness 69

The Advent of Shared Writing 69

Adapting to the Revolution 71

**4****INTERCULTURAL COMMUNICATION FOR A GLOBAL ENVIRONMENT 75**

Cultures in the United States 77

National Changes 77

Demographic Changes in States and Urban Centers 77

Contrasts in Cultures 79

The Perception of Space 79

The Perception of Time 80

Material Items 80

Friendships 81

Agreements 81

Ethics 81

Eating Customs 82

Male-Female Relationship 82

Other Contrasts 82

Communication in Different Cultures 83

Nonverbal Communication	83
Must We Be Experts in Every Culture?	84
Language Communication	86
Do Unto Others as They . . .	88
U.S. Values	88
Personal Control over the Environment Change	89
Change	89
Control of Time	89
Equality	89
Individualism and Privacy	89
Self-help	89
Competition and Free Enterprise	89
Future Orientation	89
Action and Work Values	90
Directness, Openness, and Honesty	90
The Value of Practicality and Efficiency	90
Materialism	90
Informality in Writing and Speaking Internationally	90
Cultural Values	91
Cultures in Perspective	91

## **5 ETHICAL ISSUES IN MANAGEMENT COMMUNICATION 95**

Core Values in Making Ethical Decisions	96
Sexual Harassment: Intent of Impact?	98
Ethics and Communication	100
Ethics and the Written Word	100
Ethics and the Spoken Word	102
Ethics and Nonverbal Communication	103
Ethics and the Computer	104
Corporate Codes of Ethics	106

## **PART 2**

### **BUSINESS WRITING THAT WORKS 114**

## **6 THE WRITING PROCESS 116**

Initial Steps in the Planning Process Planning	116
Planning	117
Identifying the Problem	117
Deciding on the Purpose	118
Identifying the Reader	118
Getting to Know Your Readers	121



Organizing the Material	122
Critical Thinking Concepts	124
Limiting the Topic Areas	126
Reviewing the First Steps in Planning and Organizing	128
Drawing Up a Tentative Outline	129
Value of an Outline	129
Outline Mechanics	131
Critical Thinking Concepts	134
Types of Outlines	135
Topic Outline	135
Sentence Outline	135
Paragraph Outline	137
Reaping the Dividends	137

## **7 DRAFTING, REVISING, AND EDITING 141**

Writing and Editing	141
The Importance of Tone	142
The Writer's Job	143
The First Draft	144
Editing and Revising	144
The Parts of the Whole	145
Words	145
Revising Writing to Include Both Genders	146
Sentences	148
Paragraphs	151
Critical Thinking Concepts	152
Qualities of Writing Style	153
Unity and Coherence	153
Courtesy and Consideration	153
Emphasis	154
Imagination	156
Editing Suggestions	156
Critical Thinking Concepts	157
Improving Readability	163
The Final Product	164
Topic Headings	164
White Space	164
Appendices, Charts, Supplements	164
Bindings, Introductory Pages, and Reproduction	165

**8 COLLABORATIVE WRITING 170**

Resistance Factors in Collaborative Writing 170

Lack of Experience 171

Lack of a Common Model 171

Lack of Understanding about Relating to One Another 171

Why Collaborative Writing Matters in Business 172

Steps in the Collaborative Writing Process 173

Critical Thinking Concepts 173

Step 1: Assemble a Team with Appropriate and Complementary Expertise 174

Step 2: Meet to Discuss What, When, Why, Where, How, How Much, and Who 174

Step 3: Meet in Person or Electronically to Generate Ideas 175

Step 4: Organize Ideas into a Working Outline 176

Step 5: Evaluate the Working Outline with the Help of Stakeholders 176

Step 6: Discuss and Undertake the Research Process 176

Step 7: Discuss and Undertake the Drafting Process 176

Step 8: Evaluate the First Draft with the Help of Stakeholders 177

Step 9: Revise the Draft for Consistency and Impact 177

Step 10: Edit to Achieve Error-free Text 177

Critical Thinking Concepts 178

Suggestions for the Team Writing Coordinator 179

Collaborative Writing for the Future 179

**P A R T 3**  
**MEMOS AND LETTERS 182****9 EFFECTIVE MEMOS 184**

Memorandum Basics 184

The Memo: As Common "There" as Here? 186

E-Mail Memos 188

Memos to File 189

Informational Memos 189

The Policy Memo 189

The Follow-up Memo 191

Longer Memos 191

**10 PRINCIPLES OF THE BUSINESS LETTER 200**

The Business Letter and the Company Image 200

Mechanics and Form 202