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培生教育出版集团精选教材系列

# 卓越的 商务沟通

第 **5** 版

John V. Thill  
Courtland L. Bovée / 著

Excellence  
in Business  
Communication

北京大学出版社  
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# Excellence in Business Communication

第 5 版

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商务沟通

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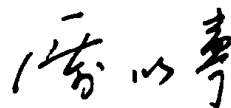
## ·院长寄语·

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(英文原版)》,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



## 出版者序言

2001年12月10日中国加入了世界贸易组织,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书写重要的一笔。

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教育事业发展非常迅速,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2万多人。

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(英文原版)》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,与国外原版书同步出版。(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、方针和政策》)等人的学术巨著。(3)出“精”。大多数教材都是再版多次,经过不断的修改和完善而成的,如:再版5次的《卓越的商务沟通》、《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》、《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、方针和政策》、《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(英文原版)》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)

中央财经大学会计系:孟焰

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,对他们的付出我们也非常感谢。

### 教辅材料说明

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(英文原版)》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,尽量选择教辅材料齐全的教材,这些教辅材料包括: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。我社特获权独家复制以上材料,并向采用该书的教师免费赠送。同时,这些材料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> 或国内站点:<http://www.digishop.com.cn> 免费下载。

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

## 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  
数字经实公司  
2002 年 1 月



## 内 容 简 介

《卓越的商务沟通》第5版,共分5个部分15章。主要讲述了商务沟通的基础概念;商务信函计划、写作、完善的三个步骤;书信、备忘录、电子邮件及其他简短讯息的写作;商务报告和口头陈述的计划、书写和完善过程;求职简历及职位申请信的书写等内容。另外,本书还通过附录的形式增加了商务文件的格式和版式设计;报告的资源文件;语法及应用的基础;符号纠错等部分。

本书具有如下特色:即,更加侧重于方法和结果,将大部分章节的内容改组为三个简单的步骤:商务讯息的计划、写作、完善;涉及到网络写作,在第一、第四章进行了简要的说明,并在第五章进行了全面的阐释;每一章都包括“有效电子商务沟通”栏目;对内容进行了修正和更新,从18章精简到15章;大量的习题和案例等。本书通过每一章对现实中的公司进行模拟,从中获得了沟通经验。书中的模拟部分为学生提供了将概念应用到现实的实务中去的独一无二的机会,并以此来提高学生处理商务沟通问题的能力。

**适用性:**适用于本科生或研究生商务沟通、商务写作、商务英语及语言沟通类课程,还可作为各企业、公司管理人员的培训教材和参考读物。

**畅销性:**本书自问世以来一直居同类书籍销售排行的首要位置,被包括哥伦比亚大学在内的世界各地著名院校及专业培训机构广泛采用。

# PREFACE

## Only One Text Gives Students Experience "On the job"

Each chapter opens with an exclusive feature, "On the job: FACING A COMMUNICATION DILEMMA." This slice-of-life vignette summarizes a communica-

tion problem being faced by an actual company, such as American Express, Home Depot, the U.S. Mint, Patagonia, and Dell Computer. The solution to the dilemma is found in the concepts presented in the chapter, and the featured company reappears from time to time throughout the chapter to dramatize the connection between chapter principles and life on the job.



But we don't stop there. Each chapter ends with another exclusive feature, "On the job: SOLVING A COMMUNICATION DILEMMA." These simulations expand on the chapter-opening dilemma and are set within the featured company. Students are asked to solve situational problems by applying the principles discussed in the text, by making decisions about the communication process, and by selecting the best alternatives from the choices offered.

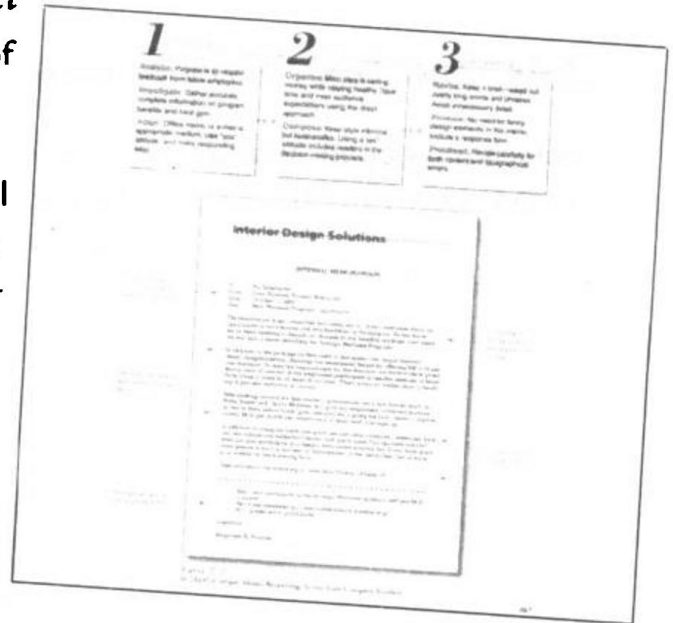
Not only do these simulations give students the opportunity to practice real-world decision making, they also tie the textual information to real-life examples, providing a concrete basis for analyzing the chapter principles. This feature provides a dimension of reality unmatched by other textbooks in the field.



# New Features in This Edition

## *A Greater Emphasis on Process and Product*

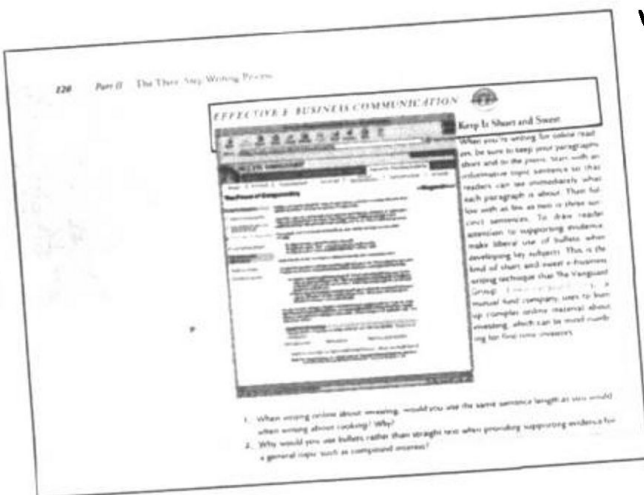
We have reorganized the material in many of the text's chapters into a series of three easy-to-follow steps: planning, writing, and completing business messages. Students will appreciate this practical strategy for solving communication problems and creating well-crafted communication products. The three-step process is explained in detail (Chapters 4–6) before it is applied to specific types of business messages: letters, memos, and e-mail messages (Chapters 7–9); reports and proposals (Chapters 10–12), and speeches and oral presentations (Chapter 13). The three-step writing process even serves as the framework for writing employment messages (Chapters 14–15).



## *Writing for the Web*

Writing for the Web is quite different from writing for print, so anyone who wants to be an effective Web writer must learn new skills. Discussed briefly in Chapters 1 and 4, writing for the Web is covered more fully in Chapter 5, which also includes a checklist. In addition, an "Effective E-Business Communication" feature is included in each chapter of the text. Using real-company Web pages as examples, these features present important Web-writing guidelines and include two discussion questions. Topics include:

- ◆ Get to the Point—Quickly (Southwest Airlines)
- ◆ Calling a Meeting in Cyberspace (WebEx)
- ◆ Putting the World in the Web (REI)
- ◆ Design Messages for Easy Navigation (UPS)
- ◆ Annual Reports in Cyberspace (Compaq)
- ◆ Speeches That Live On and On (Sears)



## *Special Feature Sidebars*

Boxed and strategically placed within each chapter, special-feature sidebars extend the chapter material. We've included discussion questions at the end of each special feature to give students numerous opportunities to analyze business communication principles and practices. These special features center on four well-integrated themes:

**Achieving Intercultural Communication** Tested techniques help students communicate successfully in the global arena and in the culturally diverse business world at home. Cultural issues are well explored in special features such as:

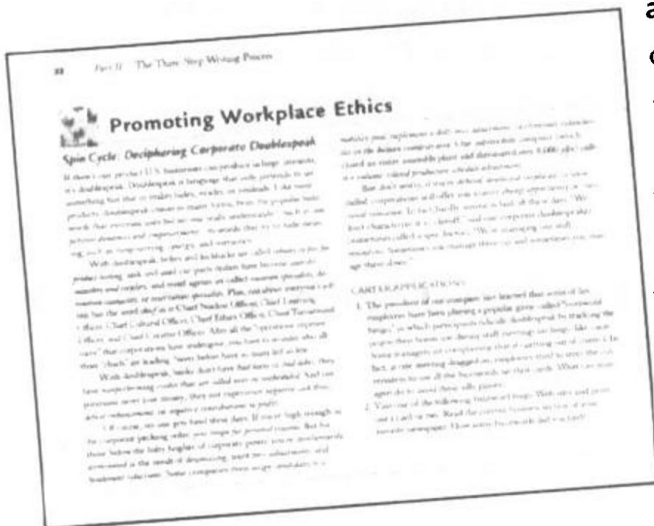
- ◆ Test Your Intercultural Knowledge
- ◆ Communicating with a Global Audience on the Web
- ◆ Good Ways to End Bad News Around the World



**Promoting Workplace Ethics** By examining critical ethical issues that face business communicators in today's workplace, students gain instruction on how to identify areas of ethical vulnerability, how to steer clear of ethical perils, and when to seek ethical

advice. Special features include a wide range of topics such as:

- ◆ Spin Cycle: Deciphering Corporate Doublespeak
- ◆ Recommendation Letters: What's Right to Write?
- ◆ Inflating Your Résumé: Is It Worth the Risk?



**Sharpening Your Career Skills** Practical pointers and confidence-building guidelines help students improve their writing and speaking skills. Special features help students strengthen their career skills by exploring such topics as:

- ◆ Beating Writer's Block: Nine Workable Ideas to Get Words Flowing
- ◆ How to Proofread Like a Pro
- ◆ Interview Strategies: Answering the 16 Toughest Questions



**Using the Power of Technology** Specific techniques offer students guidance for using technological applications to improve business communication. Special features present a well-balanced selection of technological topics, including:



- ◆ Elements of Cyberstyle
- ◆ Spam: Putting a Lid on It
- ◆ Netting a Job on the World Wide Web

### ***Streamlined and Reorganized Text***

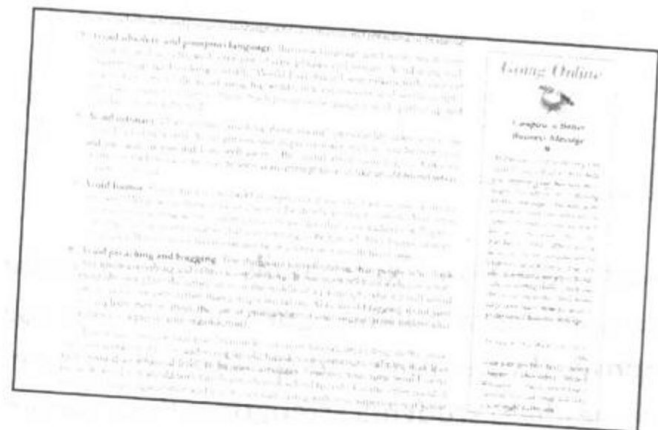
This edition streamlines and reorganizes the text, reducing the number of regular chapters from 18 to 15, making it easier to cover the

entire text in one term. Material previously covered in Chapters 1 and 2 has been combined into Chapter 1. The chapter on writing direct requests has been combined with the chapter on writing routine, good-news, and goodwill letters—shortening the letter-writing chapters from four to three. The discussion of interpersonal communication skills such as listening and working in teams has been expanded and moved to Chapter 2. And the discussion of the writing process now begins one chapter earlier.

## **Trademark Features — All Updated for This Edition**

### ***Up-to-Date Internet Resources***

The World Wide Web contains a wealth of valuable resources. To acquaint students with Web sites that relate to the content of *Excellence in Business Communication*, each chapter includes a Going Online feature that describes an especially useful Web site.



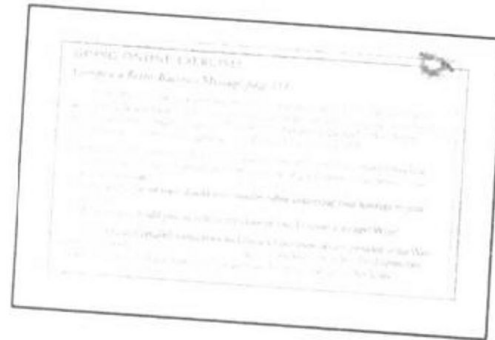
Students can access the site by using the URL provided or by visiting the Web site for this text ([www.prenhall.com/thill](http://www.prenhall.com/thill)), where live links take students straight to the site of their choice.

Examples of the Going Online feature include:

- ◆ Write Is Right: Rethink and Revise
- ◆ Announcing an Employee Layoff: How to Write a Termination Notice

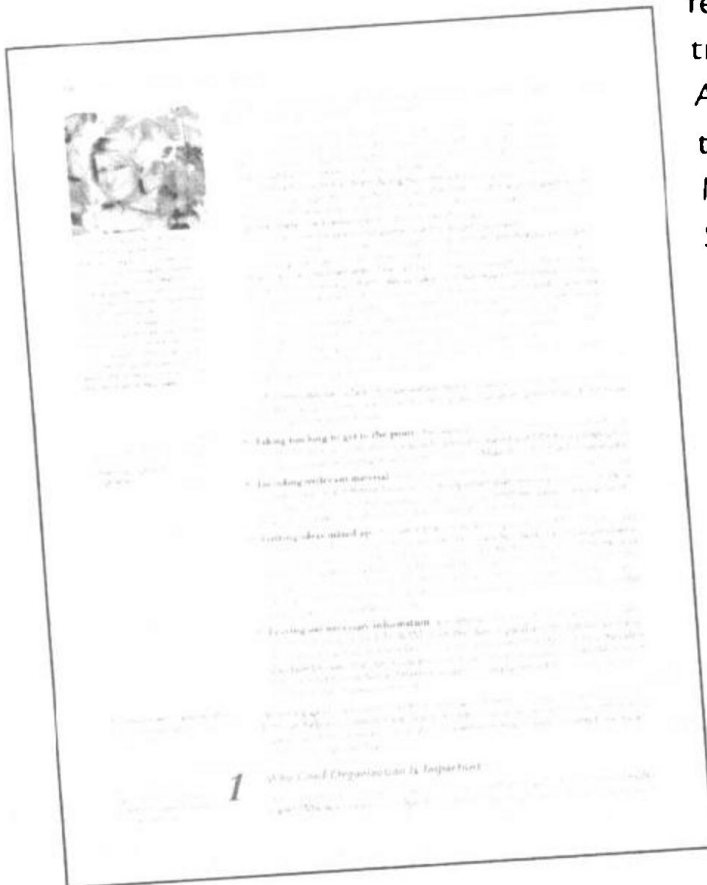
- ◆ Influence an Official and Promote Your Career
- ◆ Pointers for Business Plans
- ◆ Post an Online Résumé

To give students practice exploring the rich resources of the Web, Going Online Exercises are included at the end of each chapter. These exercises are directly tied to the Going Online sites showcased within the chapters. Moreover, students can access online instructions for completing these exercises.



### ***Gallery of Business Communication Professionals***

Another unique feature of this text is the inclusion of full-color photographs with incisive captions that focus on 30 highly successful communication professionals from business, industry, government, and the media. Among the new individuals featured are Meg Whitman (eBay), Martha Stewart (Martha Stewart Living Omnimedia), Gerald Levin (AOL Time Warner), Andrea Jong (Avon), Carly Fiorina (Hewlett-Packard), and Sherry Lansing (Paramount Studios).



Strategically placed in the margins throughout each chapter, these captions with accompanying photographs expand the amount of insight to be gained from this book. Each caption relates specifically to the text and adds a

new dimension to student learning by giving a communication expert's view about a particular aspect of business communication.

### **Example After Example of Letters, Memos, E-Mail Messages, and Reports**

This text contains outstanding examples of documents from numerous types of organizations and from people working in a variety of functional areas. Many of these documents are fully formatted, and some are presented on the letterhead of well-known companies. Accompanying analyses help students see precisely how to apply the principles discussed in the text. Poor and improved examples illustrate common errors and effective techniques for correcting them.



The report-writing chapters give numerous examples too. And the last chapter of the report unit illustrates the step-by-step development of a long report, which appears

in its entirety to show how all the parts fit together.

### **Real-World Issues**

The boundaries of business communication are always expanding. In addition to covering all the traditional subjects, *Excellence in Business Communication*, Fifth Edition, provides material to help students manage these important current issues in business communication:

- ◆ **Ethics.** Taking an ethical position in the face of pressures and temptations requires more than courage—it requires strong communication skill.
- ◆ **Communication Barriers.** The shift toward a service economy means that more and more careers will depend on interpersonal skills, making it vital for people to overcome communication barriers.
- ◆ **Cultural Diversity.** The changing nature of the domestic work force requires strong communication skills to relate to older workers, women, members of various socioeconomic groups, immigrants, and others. Also, strong skills are needed to communicate effectively with people from other cultures.
- ◆ **Communication Technology.** More and more face-to-face interactions are giving way to interactions with and through computers. And this trend will continue. To survive in today's business world, students must master high-tech communication skills.
- ◆ **Law.** The increasing tendency of people to sue makes it important to understand the legal implications of written and oral communication.
- ◆ **Employment Search.** More and more people are making radical mid-career job changes, whether by choice or because their companies are downsizing and



flattening hierarchies. These people need to master new communication skills to compete in today's job market.

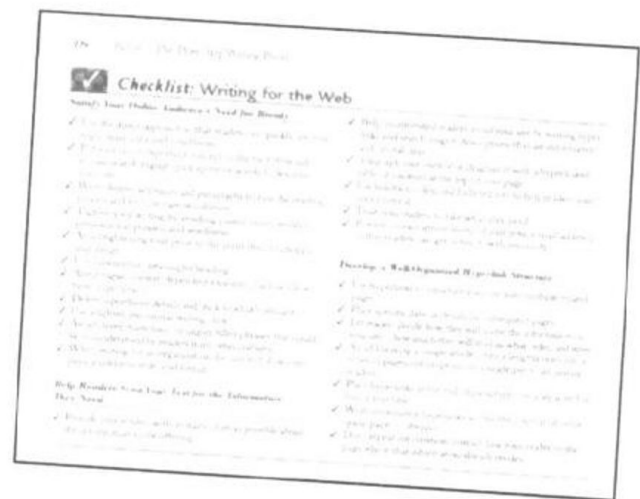
- ♦ **Communication Versatility.** Small businesses create most of the new jobs and employ more people than large corporations do. Since these small businesses are unable to support communication specialists for specific jobs, people working for them need to be versatile in their communication skills.

### ***Real-World Competencies—SCANS (Secretary's Commission on Achieving Necessary Skills)***

Like no other business communication text, this edition emphasizes the skills and competencies necessary for students to make the transition from academia to the workplace. As described in the SCANS report from the Department of Labor, it is essential that students meet national standards of academic and occupational skill. To help accomplish the SCANS goal, this text offers a wide variety of interactive pedagogy (much of which is grounded in real-world situations).

### ***Checklists***

To help students organize their thinking when they begin a communication project, make decisions as they write, and check their own work, we've included numerous checklists throughout the book. In the Fifth Edition, we've streamlined and condensed them to increase their usefulness. Appearing as close as possible to the related discussion, these checklists are reminders, not "recipes." They provide useful guidelines for writing, without limiting creativity.



### ***Documents for Analysis***

In this textbook we have provided a wide selection of documents that students can critique and revise. Documents include letters, memos and e-mail messages, a letter of application, and a résumé. This hands-on experience in analyzing and improving sample documents will help students revise their own business messages.

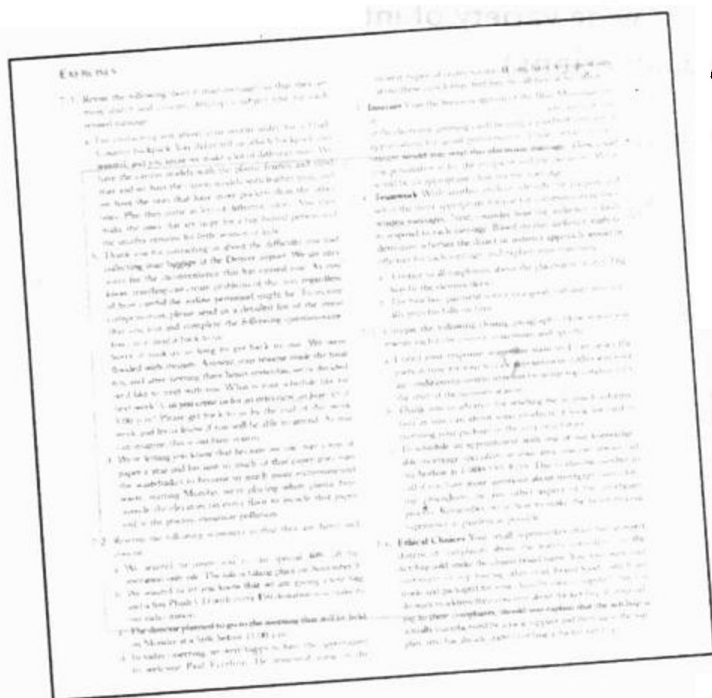
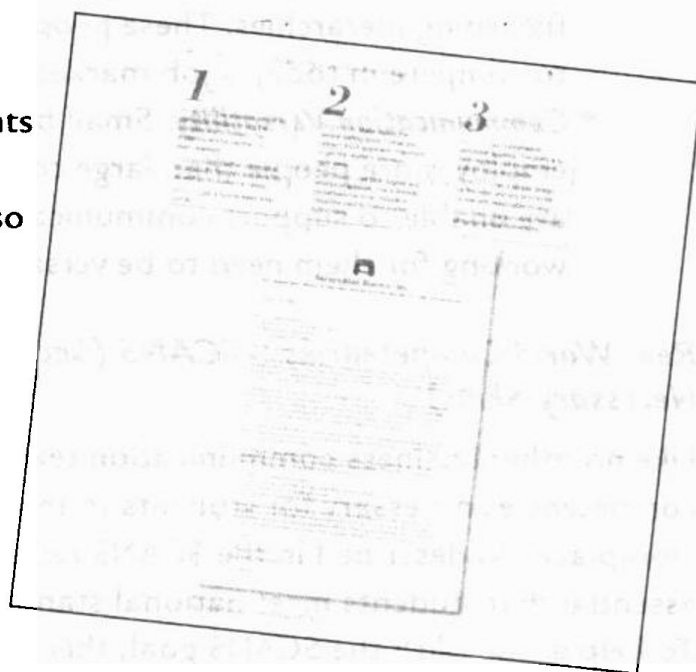
### ***In-Depth Critiques***

You will find up-to-date sample documents, many collected in our consulting work. All In-Depth Critiques are introduced in the text (identifying the particular business



situation being illustrated), and all are accompanied by margin comments that point to specific letter parts to help students see precisely how to apply the principles discussed in the text. Many samples are also accompanied by a three-step-writing-process graphic that gives students important insights into planning, writing, and completing the specific document shown.

Additional documents are displayed in text, some including poor and improved examples to illustrate common errors and effective techniques for correcting them.



## Exercises and Cases

A wealth of new exercises and cases (almost all companies featured are real) provide assignment-like those that students will most often face at work. Many of them are memo-writing and e-mail tasks. New in the Fifth Edition, each exercise is labeled as to its type, such as "Team," "Ethical Choices," "Self-Assessment," or "Internet." The exercises and cases deal with all types and sizes of organizations, both domestic and international. Each chapter also includes exercises and cases that require access to the

World Wide Web, giving students practice with this fast-growing communication technology.

The cases are yet another tool for demonstrating the role of communication in the real business world. Examples include:

- ◆ **Midnight mission:** Thank-you letter at The Blue Marble Bookstore
- ◆ **Reverse migration:** Letter requesting letter of recommendation for "dot-com" dropout
- ◆ **Tethered SwimCords:** Letter to Italian sports retailer returning order

