

商务沟通

Business Communication

Carol M. Lehman Debbie D. DuFrene

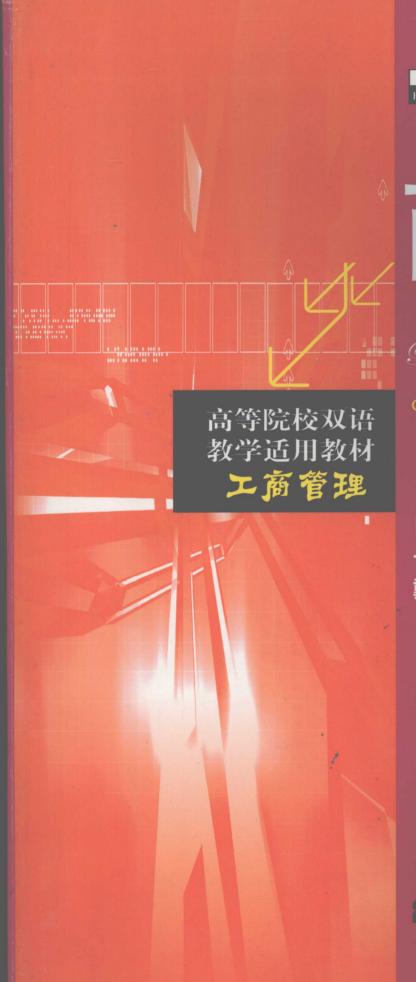
[美]

卡罗尔・M. 莱曼 戴比・D. 达弗林

著

医东北财经大学出版社 Dongbei University of Finance & Economics Pres

THOMSON



第十四版 Fourteenth Edition

商务沟通

Business Communication

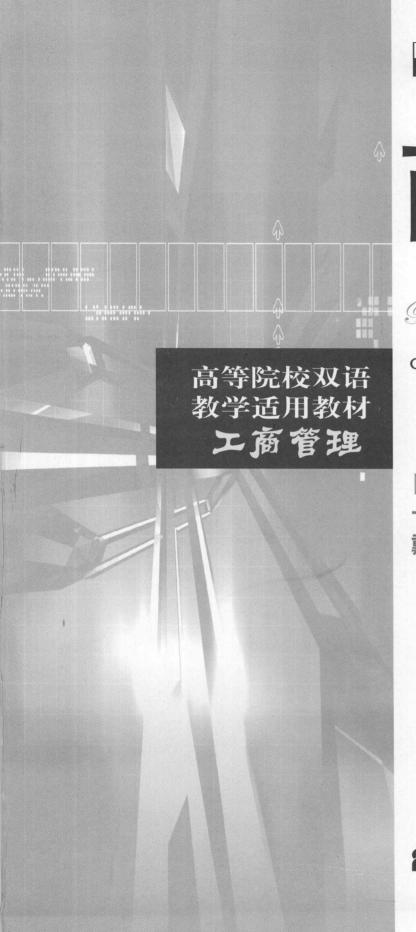
Carol M. Lehman Debbie D. DuFrene

【美】

卡罗尔・M. 莱曼 戴比・D. 达弗林

著

东北财经大学出版社 Dongbei University of Finance & Economics Press THOMSON



C 东北财经大学出版社 2005

图书在版编目 (CIP) 数据

商务沟通(第十四版) /(美) 莱曼(Lehman, C. M.),(美) 达弗林(DuFrene, D. D.) 著. 一大连:东北财经大学出版社, 2005. 10

(高等院校双语教学适用教材・工商管理)

书名原文: Business Communication

ISBN 7-81084-717-1

I. 商··· II. ①莱··· ②达··· III. 商业管理—公共关系学—双语教学—高等学校—教材—英文 IV. F715

中国版本图书馆 CIP 数据核字 (2005) 第 090755 号

辽宁省版权局著作权合同登记号: 图字 06 - 2005 - 86 号

Carol M. Lehman, Debbie D. DuFrene: Business Communication, 14th Edition Copyright © 2005 by South-Western, a division of Thomson Learning, original ISBN 0-324-27270-7, local ISBN 981-265-568-9.

First published by South-Western, a division of Thomson Learning, United States of America. Reprinted for People's Republic of China by Thomson Asia Pte Ltd and DUFEP under the authorization of Thomson Learning. This edition is authorized for sale in the People's Republic of China only (excluding Hong Kong, Macao SAR and Taiwan). Unauthorized export of this edition is a violation of the Copyright Act. No part of this publication may be reproduced or distributed by any means, or stored in a database or retrieval system, without the prior written permission of Thomson Learning and DUFEP.

All rights reserved.

本书英文影印版由汤姆森学习出版集团授权东北财经大学出版社独家出版发行。此版本 仅限在中华人民共和国境内(不包括中国香港、澳门特别行政区及中国台湾)销售。未经 授权的本书出口将被视为违反版权法的行为。未经出版者预先书面许可,不得以任何方式 复制或发行本书的任何部分。

版权所有, 侵权必究。

东北财经大学出版社出版

(大连市黑石礁尖山街 217 号 邮政编码 116025)

总编室: (0411) 84710523

营销部: (0411) 84710711

网 址: http://www.dufep.cn

读者信箱: dufep @ dufe. edu. cn

大连理工印刷有限公司印刷 东北财经大学出版社发行

幅面尺寸: 210mm×270mm 2005 年 10 月第 1 版 印张: 40 3/4 插页: 1 2005 年 10 月第 1 次印刷 策 划: 方红星 高 鵬 责任编辑: 李智慧

 策
 划:方红星
 高
 鹏
 责任编辑:李智慧

 封面设计:冀贵收
 责任校对:孙冰洁

教学支持服务

汤姆森学习出版集团作为为终身教育提供全方位信息服务的全球知名教育出版集团(www. thomsonlearing. com),为秉承其在全球对图书类教材产品的一贯教学支持,将为采用汤姆森学习出版集团教材图书的各位老师提供教学辅助资源。任何一位到 Thomson Learning 网站 http://www.swlearning.com 注册的老师都可直接下载所有在线提供的,全球最为丰富的教学辅助资料。

鉴于部分资源仅适用于老师教学使用,烦请索取的老师配合填写如下情况说明表。

兹证明	大学_		/院	学年	(学期) 开设	的
	_课程,学生	, 采用如下	教材作为□	主要教材	或 □参考	教材:
书名:						
作者:			□英文影印度	饭 🗌	中文翻译版	
	□本科 3/4 年级		□MBA [EMBA	□在职培训	
职称/职务:						
-mail:						
邛縞:						
			条/院	主任:	(签字
					(条/院办公	童童
				3	手	
相关教辅资源事宜	教请联络汤姆森学	日出版集团北京	代表处。			~
		Proposition of the Control of the Co			~ 联络我	们
	Tho	mson Asia	Pte Ltd	6		
		ing Represe	ntative Office	е		
THOMSO	ON 汤姆森学习出版集团北京代表处					
	————— 北京					
	Tel	010 -8286	2095/96/97	Fax.	010 -828620	20

E-mail: tlsg. infochina@thomson. com

出版者的獨

当前,在教育部的大力倡导下,财经和管理类专业的双语教学在我国各大高校已经逐步开展起来。一些双语教学开展较早的院校积累了丰富的经验,同时也发现了教学过程中存在的一些问题,尤其对教材提出了更高的要求;一些尚未进入这一领域的院校,也在不断探索适于自身的教学方式和方法以及适用的教材,以期时机成熟时加入双语教学的行列。总之,对各类院校而言,能否找到"适用"的教材都成为双语教学成功与否的关键因素之一。

然而,国外原版教材为国外教学量身定做的一些特点,如普遍篇幅较大、侧重于描述性讲解、辅助材料(如习题、案例、延伸阅读材料等)繁杂,尤其是许多内容针对性太强,与所在国的法律结构和经济、文化背景结合过于紧密等,却显然不适于国内教学采用,并成为制约国内双语教学开展的重要原因。因此,对国外原版教材进行本土化的精简改编,使之变成更加"适用"的双语教材,已然迫在眉睫。

东北财经大学出版社作为国内较早涉足引进版教材的一家专业出版社,秉承自己一贯服务于财经教学的宗旨,总结自身多年的出版经验,同培生教育出版集团和汤姆森学习出版集团等国外著名出版公司通力合作,在国内再次领先推出了会计、工商管理、经济学等专业的"高等院校双语教学适用教材"。这套丛书的出版经过了长时间的酝酿和筛选,编选人员本着"品质优先、首推名作"的选题原则,既考虑了目前我国财经教育的现状,也考虑了我国财经高等教育所具有的学科特点和需求指向,在教材的遴选、改编和出版上突出了以下一些特点:

- ●优选权威的最新版本。入选改编的教材是在国际上多次再版的经典之作的最新版本,其中有些教材的以前版本已在国内部分高校中进行了试用,获得了一致的好评。
- ●改编后的教材在保持英文原版教材特色的基础上,力求内容精要,逻辑严密,适合中国的双语教学。选择的改编人员既熟悉原版教材内容,又具有本书或本门课程双语教学的经验。
 - ●改编后的教材配有丰富的辅助教学支持资源,教师可在网上免费获取。
- ●改编后的教材篇幅合理,符合国内教学的课时要求,价格相对较低。

本套教材是在双语教学教材出版方面的一次新的尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导,在此深表谢意,也期待广大读者提出宝贵的意见和建议。

尽管我们在改编的过程中已加以注意,但由于各教材的作者所处的政治、经济和文化背景不同,书中的内容仍可能有不妥之处,望读者在阅读中注意比较和甄别。

东北财经大学出版社



《商务沟通》(第十四版) 一书以一种创新的方式建立了一个令人信赖的标准,它向学生提供了进入职业生涯所必需的沟通知识和学习经验。本书融合了商务沟通领域的传统理论和前沿课题,并以活泼轻松的方式向学生阐述这些主题。

连于自身的数学方式和方法以及适用的教材,以期时机成熟耐加入双语数学通**台特比本**(之)。

目前的热门话题贯穿于全书。除了商务沟通的战略因素模型这一独特的标准之外,本书把法律和伦理、多样性、团队、技术这些当今商务沟通的主要影响因素自然地融入到沟通的各个环节和各种形式中加以阐述。

本书将最新的内容以崭新的形式奉献给读者。新的内容借助于简单、好用的学习工具得到了完美的阐述。新颖而又实用的栏目设置向学生们演示了如何运用新的沟通技术。

本书提供的对于最新的理论基础以及重要问题的思考训练,有助于培养学生们用简洁、正确的方法处理一些复杂沟通问题的能力。

每一章的最后都配有独特的训练。除了用于讨论或强化本章知识点的复习活动和需要 多一些时间来思考的实际应用之外,还有用于拓展学习的案例 (网络案例、视频案例等)。

本书包含大量来自现实世界的生动翔实的案例,这些案例可以帮助学生通过真实公司的经验学习,掌握商务沟通领域的关键概念和沟通技巧。

本书涵盖的内容包括:沟通的基本原理,沟通分析,语音、电子和书面沟通,报告和商务讲演以及就业所涉及的沟通技能。

本书介绍了各种各样的沟通渠道,如电话、语音信箱、电子邮件、即时信息、电子公告板、手机,以及无线技术。这些介绍有助于学生将来全方位地使用会话、书写、电子方式进行专业的商务沟通。

此外,本书还配有学习光盘,光盘附有大量的视频案例、电子课堂、专业资源等,它强有力地支持并扩展了教材内容。而本书的附录部分(介绍文件格式、注录规则、语言复习与练习、分级符号和校对标示等方面的内容)也收录在学习光盘中,这将极大地方便教师的教学和丰富学生的学习。

尽管我们在改编的过程中已加以注意。但由于各类材的作者所处的政治、经济和文化

背景不同, 书中的内容仍可能有不妥之处, 望途者在阅读中注意比较和甄别

Brief Contents

posing Employment	14 Interviewing for a Job and Pre Messages 598
· immetal in the imm	Communications Foundations 1
1-8] 2	1 Establishing a Framework for Business Communication 2 Focusing on Interpersonal and Group Communication
	Communication Analysis 79
THE .	3 Planning Spoken and Written Messages 80 4 Preparing Spoken and Written Messages 122
iii	Communication Through Voice, Electronic, and Written Messages 157
	5 Communicating Electronically 158 6 Delivering Good- and Neutral-News Messages 190 7 Delivering Bad-News Messages 236 8 Delivering Persuasive Messages 286
iv	Communication Through Reports and Business Presentations 333
	9 Understanding the Report Process and Research Methods 334
	10 Delivering Good- and Neutral-News Messages 374
	11 Organizing and Preparing Reports and Proposals 408 12 Designing and Delivering Business Presentations 478

V Communication for Employment | 533

13 Preparing Résumés and Application Letters | 37414 Interviewing for a Job and Preparing Employment

Messages | 598

(具体内容请见随书附赠光盘)

Appendices

Appendix A Document Format and Layout Guide | A-1

Appendix B Referencing Styles | B-1

Appendix C Language Review and Exercises | C-1

Appendix D Grading Symbols and Proofreaders'

Marks | D-2

References | R-1

Index | I-1

8 Delivering Persuasive Messages | 285

Contents

1 Communication Foundations | 1

1 Establishing a Framework for Business Communication | 2

ShowCASE Part 1: Communication
Challenges at the CDC | 3

Purposes of Communication | 4

The Communication Process | 4
The Sender Encodes the Message 5 | The
Sender Selects an Appropriate Channel and
Transmits the Message 6 | The Receiver
Decodes the Message 7 | The Receive Encodes
the Message to Clarify Any Misunderstandings
8 | Interferences Hinder the Process 8

Communicating Within Organizations | 8 Levels of Communication 9 | Communication Flow in Organizations 10

ShowCASE Part 2: Spotlight
Communicator: Julie Gerberding,
Director, CDC: Leadership for the
Times | 16

Strategic Forces Influencing Business
Communication | 17
Legal and Ethical Constraints as a Strategic
Force Influencing Communication 17 |

Diversity Challenges as a Strategic Force
Influencing Communication 23

Strategic Forces: Diversity

Challenges: Viva la Difference! | 30

Changing Technology as a Strategic Force Influencing Communication 29 | Team Environment as a Strategic Force Influencing Communication 36

Strategic Forces: Legal and Ethical Constraints: Is Anything Private

Anymore? | 37 119 officed a 101 primately

Summary | 40 and | 92 and H principal

Chapter Review | 40

Electronic Café: Instant Messaging Joins the Workforce | 41

Activities | 42 do amost of aquoto more

Applications | 43

ShowCASE Part 3: Communicating Internationally Looms as CDC Challenge | 44

Internet Case: Can the United States Succeed Without Rewarding Rugged Individuality? | 44

Video Case: Altoon + Porter Architects: Global Teamwork | 45

2 Focusing on Interpersonal and Group Communication | 46

ShowCASE Part 1: The HP Way: A Winning Philosophy for Hewlett-Packard | 47

Behavioral Theories that Impact
Communication | 48
Recognizing Human Needs 48 |
Stroking 49 | Exploring the Johani
Window 49 | Contrasting Management
Styles 50

ShowCASE Part 2: Spotlight Communicator: Carly Fiorina, (CEO), Hewlett-Packard Co.: Gender No. Obstacle to Business Success | 51 Nonverbal Communication | 52 Metacommunication 52 | Kinesic Messages 53 | Understanding Nonverbal Messages 54 gg mortspinummod prioriegimi. Listening as a Communication Skill | 55 Strategic Forces: Diversity Challenges: Cultural Differences in Nonverbal Messages | 56 mintyn Aval rationary and O Listening for a Specific Purpose 57 | Bad Listening Habits 59 | Suggestions for Effective Listening 61 Group Communication | 62 Increasing Focus on Groups 61 | Characteristics of Effective Groups 63 | Group Roles 65 | From Groups to Teams 65 Meeting Management | 68 Face-to-Face Meetings 68 | Electronic Meetings 69 Strategic Forces: Team Environment: Communication Styles of Men and Internet Case: Can the U 07 | nemoW Suggestions for Effective Meetings 71 Individuality? Summary | 72 Chapter Review | 72 Electronic Café: Secure E-Mail Protects Corporate Information | 73 2 Focusing on Inter Activities | 73 Applications | 74 ShowCASE Part 3: Capitalizing on Workplace Diversity at Hewlett-Packard | 76 Internet Case: Is Anyone Listening? | 76 Video Case: Texas Nameplate Co., Inc.: Meeting Management Skills | 77

ii Communication Analysis | 79

3 Planning Spoken and Written Messages | 80

ShowCASE Part 1: Hallmark Crafts Messages for Changing Consumer Market | 81

Step 1: Determining the Purpose and Channel | 83

Step 2: Envisioning the Audience | 83

Step 3: Adapting the Message to the Audience | 87

Strategic Forces: Diversity Challenges:
Bridging the Generation Gap | 88

Focus on the Receiver's Point of View 89 | Communicate Ethically And Responsibly 90 | Build and Protect Goodwill 93 | Use Contemporary Language 99 | Use Simple, Informal Words 100

Strategic Forcès: Changing Technology: E-Cards Offer Greeting Alternatives | 101

Communicate Concisely 102 | Project a Positive, Tactful Tone 104

Step 4: Organizing the Message | 107 Outline to Benefit the Sender and the Receiver 107

ShowCASE Part 2: Spotlight
Communicator: Dean Rodenbough,
Director of Corporate Communications:
Openness a "Hallmark" at Hallmark
Cards, Inc. | 108

Sequence Ideas to Achieve Desired Goals 109

Strategic Forces Influence 1111 | syramus

Chapter Review | 112 | homosummmo)

Check Your Communication: Guidelines for Planning a Spoken or Written Message | 113 Electronic Café: Translation
Challenges | 114
Activities | 114
Applications | 117
ShowCASE Part 3: Hallmark Tips for
Writing Business Greetings | 119
Internet Case: It's All in the
Translation | 119
Video Case: Black Diamond Equipment,
Ltd.: Working Together | 120

4 Preparing Spoken and Written Messages | 122

ShowCASE Part 1: Securities and **Exchange Commission Promotes** Reader-Friendly Disclosures | 123 Prepare the First Draft | 124 Strategic Forces: Changing Technology: Writing Effectively at the Computer | 125 Craft Powerful Sentences 126 | Develop Coherent Paragraphs 131 ShowCASE Part 2 Spotlight Communicator: R. D. Saenz, Chief Financial Officer, Air Transport International: Spoken and Written Communication Skills Essential to Workplace Success | 135 Revise and Proofread | 136 Improve Readability 136 | Use Systematic Procedures for Revising and Proofreading 141 | Cultivate A Frame of Mind for Effective Revising and Proofreading 144 Summary | 146 Strategic Forces: Team Environment:

Strategic Forces: Team Environment:
Using Collaborative Technologies to
Support Work Teams | 147
Check Your Communication: Preparing
and Proofreading a Rough Draft | 148
Chapter Review | 148
Electronic Café: Intranets Expand
Internal Communications | 149

Activities | 149
Applications | 152
ShowCASE Part 3: Plain English
Requirements for Patient Privacy
Disclosures | 154
Internet Case: Understanding the Plain
English Campaign | 154
Video Case: PaceButler Corporation:
Ethics and Atmosphere | 155

iii Communication Through Voice, Electronic, and Written Messages | 157

5 Communicating Electronically | 158

ShowCASE Part 1: Fairfield Resorts Utilizes Web to Provide Owner Satisfaction | 159 Electronic Mail Communication | 160 Advantages of E-Mail 160 | Guidelines for Preparing E-Mail Messages 161 | Effective Use of E-Mail 165 | Instant Messaging 167 | E-Mail and the Law 168 Web Page Communication | 170 Developing a Web Page 170 | Writing for the Web 172 Strategic Forces: Team Environment: Web Assists Interorganizational Teams | 174 Voice and Wireless Communication | 175 Voice Mail Communication 175 ShowCASE Part 2: Spotlight Communicator: Franz Hanning, President and CEO, Fairfield Resorts, Inc.: Vacation Planning Web Site Appeals to Today's Techno-Savvy Members | 176 Cell Phone Communication 177 | Wireless Communication and the Future 178 Appropriate Use of Technology | 179 Determine the Purpose of the Message 179

Determine if the Information is Personal or Confidential 179

Strategic Forces: Legal and Ethical Constraints: Legal and Ethical Implications of Technology | 180

Decide Whether Positive Human Relations Are Sacrificed 181

Summary | 181 | Heart Seaso cobiv

Check Your Communication: Electronic

Communication | 182

Chapter Review | 183

Activities | 183

Electronic Café: Paperless Information

Exchange | 184

Applications | 186

ShowCASE Part 3: Fairfield Resorts Reaches Out to Various Constituents | 188

Internet Case: Using the Internet to Bridge the Cultural Gap | 188

Video Case: Le Travel Store: Diversity Energizes a Workforce | 189

6 Delivering Good- and Neutral-News Messages | 190

ShowCASE Part 1: JanSport: Customer Service at the Heart of Attitudes and Actions | 191

Deductive Organizational Pattern | 192

Strategic Forces: Diversity Challenges:
Basic Cultural Values Influence

Communication Styles | 194 | 194

Good-News Messages | 196
Positive News 197 | Thank-you and
Appreciation Messages 197

Routine Claims | 200

Claim Message 201 | Favorable Response to a Claim Message 202

Routine Requests | 205

ShowCASE Part 2: Spotlight
Communicator: Mike Cisler, Vice

President of Marketing, JanSport:
Customer Relations Key to Success | 206
Routine Request 207 | Favorable Response to a
Routine Request 209 | Favorable Response to a
Favor Request 209

Strategic Forces: Changing Technology: Making Voice Mail Messages Work for You | 211

Form Letters for Routine Responses 212

Routine Messages About Orders and
Credit | 215

Acknowledging Customer Orders 215 |

Providing Credit Information 215 |

Extending Credit 218

Procedural Messages | 220

Summary | 221

Check Your Communication: Good- and Neutral-News Messages | 223

General Writing Guidelines | 224

Electronic Café: Expressing Yourself Through a Personal Web Page | 225

Chapter Review | 225 pages in grand

Activities | 226

Applications | 227

ShowCASE Part 3: JanSport Simplifies Routine Claims | 233

Internet Case: Snoop Proof Your PC | 233

Video Case: UroCor, Inc.: Effective Written Communication Builds Business | 234

7 Delivering Bad-News Messages | 236

ShowCASE Part 1: NASA Develops Applauded Crisis Communications Plan | 237

Choosing an Appropriate Channel and Organizational Pattern | 238
Channel Choice and Commitment to Tact 238 | Use of the Inductive Approach to Build Goodwill 240 | Exceptions to the Inductive Approach 242

Developing a Bad-News Message | 242
Writing the Introductory Paragraph 242 |
Presenting the Facts, Analysis, and Reasons 243 |
Writing the Bad-News Statement 246 |
Offering a Counterproposal or "Silver Lining"
Idea 248 | Closing Positively 248

Refusing a Request | 250

Strategic Forces: Changing Technology: Assessing Template Letters Available with Word Processing Software | 252

Denying a Claim | 255

Refusing an Order | 256

Denying Credit | 261

Strategic Forces: Legal and Ethical Constraints: The Fair Credit Reporting Act | 262

Delivering Constructive Criticism | 263 Communicating Negative Organizational News | 267

ShowCASE Part 2: Spotlight Communicator: Ron Dittemore, NASA Space Shuttle Program Manager: Candid Communication Best in Any Situation | 268

Summary | 272

Check Your Communication: Bad-News Messages | 273

Electronic Café: Discussion Boards Accommodate Online Brainstorming | 274

Chapter Review | 274

Activities | 275

Applications | 277

ShowCASE Part 3: Communication Lessons Learned from Crisis Situations | 282

Internet Case: Anonymity in Cyberspace | 282

Video Case: Sundance Catalog: Ethics and Environmental Responsibility | 283

8 Delivering Persuasive Messages | 286

ShowCASE Part 1: FedEx Relies on the Persuasive Power of Brand Recognition | 287

Persuasion Strategies | 288
Plan Before You Write 289 | Apply Sound
Writing Principles 290

Sales Messages | 291

Strategic Forces: Legal and Ethical Constraints: Ethical Persuasion Is Good Business | 292

Gaining Attention 293 | Introducing the Product, Service, or Idea 295 | Providing Convincing Evidence 297 | Motivating Action 301

Strategic Forces: Changing Technology: E-Mail as New Wave of Persuasive Communication | 303

Persuasive Requests | 307 Making a Claim 307 | Asking a Favor 308

ShowCASE Part 2: Spotlight
Communicator: Rodger Marticke,
Executive Vice President, FedEx Ground:
FedEx Home Delivery Responds to Needs
of Online Shoppers | 310

Requesting Information 311 | Persuading within an Organization 311

Summary | 317

Check Your Communication: Persuasive Messages | 319

Chapter Review | 320

Electronic Café: Interactivity is Web's Third Wave | 321

Activities | 322

Applications | 323

ShowCASE Part 3: FedEx Uses AIDA Approach on the Web | 329

Internet Case: How to Get Off the Lists | 329

Video Case: Ironbound Supply: The Power of Information Technology | 331

iV Communication Through Reports and Business Presentations | 333

9 Understanding the Report Process and Research Methods | 334

ShowCASE Part 1: Research and Development Strategies Offer New Best Sellers for Procter & Gamble | 335

The Characteristics of Reports | 336

Types of Reports 336 | Proposals 339

Basis for Reports: The Problem-Solving Process | 339

Recognizing and Defining the Problem 340 | Selecting a Method of Solution 342

Strategic Forces: Legal and Ethical Constraints: Internet Sources Vary:

Caution Advised | 345 decimammo

Collecting and Organizing the Data 350

ShowCASE Part 2: Spotlight Communicator: Alan G. Lafley, CEO, Procter & Gamble: Changing Market Requires Clear Vision, New

Strategies | 351 vile I emoH x3bel

Arriving at an Answer 360 and animo to

Strategic Forces: Diversity Challenges: International Marketing Research | 365

Summary | 366

Check Your Communication: Report Process and Research Methods | 367

Chapter Review | 367

Electronic Café: E-Research—An Expanding Internet Application | 368

Activities | 369

Applications | 370 8 | anothering A

ShowCASE Part 3: Research & Development at Procter & Gamble Changes with the Times | 372

Internet Case: Coping with Information Overload | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 | 372 Video Case: Specialty Cheese Company: Old Business Transformed by Market Research | 373

10 Managing Data and Using Graphics | 374

ShowCASE Part 1: Yahoo! Creating Visual Appeal for Virtual Visitors | 375

Communicating Quantitative
Information | 376

Using Graphics | 377

Effective and Ethical Use of Graphics 378 | Types of Graphic Aids 379

Strategic Forces: Legal and Ethical Constraints: Ethical Implications in Creating Graphs | 380

ShowCASE Part 2: Spotlight Communicator: Farzad Nazem, Yahoo!'s Senior Vice President of Engineering and

Site Operations and Chief Technical
Officer: Less Can Be More in Graphic

Appeal | 381

Strategic Forces: Changing Technology: Presentation Software and Graphic Design Principles | 395

Including Graphics in Text | 396
Pattern for Incorporating Graphics in Text 396 |
Positioning of Graphics in Text 397

Summary | 398

Chapter Review | 399

Electronic Café: Digital Collaboration Overcomes Geographical Barriers | 400

Activities | 400

Applications | 402

ShowCASE Part 3: Visual Elements Make Yahoo! a Best-Known URL | 405

Internet Case: Lying Statistics | 405

Video Case: Renegade Animation: Animated Graphics Technology | 406

11 Organizing and Preparing Reports and Proposals | 408

ShowCASE Part 1: AFLAC Incorporated: Capitalizing on the Communication Power of the Annual Report | 409

Parts of a Formal Report | 410 Preliminary Parts 411 | Report Text 415 | Addenda 416

Organization of Formal Reports | 418
Writing Convincing and Effective Reports 418 |
Analyzing A Formal Report 426

Short Reports | 426000 | asidividaA

Strategic Forces: Diversity Challenges: Disclosure in Annual Financial Reports of International Firms | 427

ShowCASE Part 2: Spotlight Communicator: Sid Cato, Contributing Editor, *Chief Executive* and author of the Official Annual Report Website: Promoting Annual Reports that Make the Grade | 443

Memorandum and Letter Reports 444 | Form Reports 444

Proposals | 454 Structure 455 | Preparation 461

Strategic Forces: Team Environment: Collaborative Skills for Team Writing | 462

Check Your Communication: Formal Reports | 463

Summary | 465

Chapter Review | 465

Electronic Café: Extranets—Intranets' Cyberspace Cousins | 466

Activities | 467

Applications | 467 | reweivretn1 edi

ShowCASE Part 3: AFLAC/Sid Cato: Analyzing Report Theme | 474

Internet Case: Cybertheft: It's a Big Deal | 474

Video Case: Mir, Fox, & Rodriguez, PC: Celebrating Diversity | 475

12 Designing and Delivering Business Presentations | 478

ShowCASE Part 1: Sun Microsystems:
Technology Advancements Revolutionize
Business Presentations | 479

Planning an Effective Business
Presentation | 480

Identify Your Purpose 481 | Know Your

Audience 481

Organizing the Content | 483 Introduction 483 | Body 485 | Close 487 Designing Compelling Presentation Visuals | 488 Types of Presentation Visuals 489 | Design of Presentation Visuals 490

ShowCASE Part 2, Spotlight Communicator: Scott McNealy, President, Sun Microsystems: Don't Lose the Forest in the Trees | 492

Design Tips for Audience Handouts 499 | Design Tips for Notes Pages 499

Strategic Forces: Changing Technology: Copyright Violations: A Presenter's Peril | 501

Refining Your Delivery | 502 Delivery Method 502 | Vocal Qualities 503 | Delivery Style 506

Adapting to Alternate Delivery
Situations | 511
Culturally Diverse Audiences 511 | Team
Presentations 513

Strategic Forces: Diversity Challenges: Did I Make Myself Clear??? | 514

Distance Presentations 517

Chapter Review | 521

Check Your Communication: Presentation Skills | 522

Electronic Café: Communicating Through Secure Electronic Documents | 524 Activities | 525 Applications | 526 ShowCASE Part 3: Sun Microsystems:

Presenting to a Virtual Audience | 531

Internet Case: Now About that Accent . . . | 531

Video Case: MeetingsAmerica: Public Speaking Confidence | 532

V Communication for Employment | 533

13 Preparing Résumés and Application Letters | 534

ShowCASE Part 1: The Container Store: Hiring Well Results in Stable Employee Base | 535

Preparing for the Job Search | 536 Gathering Essential Information 536 | Identifying Potential Career Opportunities 537

Planning a Targeted Résumé | 544 Standard Parts of a Résumé 545 | Qualifications 548

Strategic Forces: Legal and Ethical Constraints: Inflated Resumes: High Price of Career Lies | 549

Appropriate Organizational Plan 556

Strategic Forces: Diversity Challenges: Gender Issues Affecting Employability | 558

Adapting Résumés for Alternate
Presentation and Delivery Options | 558
Preparing a Print (Designed) Resume 560 |
Preparing a Scannable Resume 567 | Adapting
to Varying Electronic Submission Requirements
570

Supplementing a Résumé | 574

Professional Portfolios 574 | Employment
Videos 575

Composing Application Messages | 577

ShowCASE Part 2: Spotlight Communicator: Kip Tindell, President, CEO, and Co-Founder, The Container Store: Open Employee Communication Fosters Superior Productivity | 578 Persuasive Organization 579 | General Writing Guidelines 583 | Finishing Touches 584 | Examples of Application Messages 586 Summary | 586 Check Your Communication: Résumés and Application Messages | 588 Chapter Review | 590 Activities | 590 Electronic Café: Use of Time Speaks Volumes | 591 Applications | 592 ShowCASE Part 3: The Container Store: Attracting Employees Through Creative Incentives | 594 Internet Case: Employment Market Undergoes Cyber Revolution | 594 Video Case: Texas Jet: Gathering Essential Information | 595

14 Interviewing for a Job and Preparing Employment Messages | 598

ShowCASE Part 1: GE Asset
Management: The *I's* Have It: Do
You? | 599

Understanding Types of Employment
Interviews | 600
Structured Interviews 600 | Unstructured
Interviews 601 | Stress Interviews 601 | Group
Interviews 601 | Virtual Interviews 601
Strategic Forces: Team Environment: The

Strategic Forces: Team Environment: The Team Interview: What to Expect When the Interviewer Turns Out to Be a Team | 602

Preparing for an Interview | 603 Study the Company 604 | Study Yourself 605 | Plan Your Appearance 605 | Plan Your Time and Materials 605 | Practice 606 Conducting a Successful Inteview | 606 The Opening Formalities 606 | The Information Exchange 608 | The Closing 615

Strategic Forces: Legal and Ethical Constraints: Handling Illegal Interview Questions | 613

Preparing Other Employment Messages | 615 Application Forms 616

ShowCASE Part 2: Spotlight

Communicator: Marquette L. Wilson, Human Resources Manager, GE Asset Management: Wanted: Diverse Team Players | 617

Follow-up Messages 618 | Thank-you Messages 618 | Job-acceptance Messages 621 | Job-refusal Messages 621 | Resignations 622 | Recommendations 623

Summary | 628

Chapter Review | 629

Electronic Café: Coping with Technology's Downside | 630

Activities | 630

Check Your Communication: Interviews and Employment Messages | 631

Applications | 632

ShowCASE Part 3: GE Earns Admiration and Applicants | 635

Internet Case: To Tell or Not to Tell: The Implications of Disclosing Potentially Damaging Information in an Employment Reference | 635

Video Case: Computer Directions: Interviewing for Success | 636