

MBA精选教材·英文影印版



EXCELLENCE IN BUSINESS COMMUNICATION

[第7版]

# 卓越的商务沟通

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 项目成为企业发展壮大之源,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,同时也为了配合北大 MBA 教育工作的展开,光华管理学院与北京大学出版社联合推出本套《MBA 精选教材·英文影印版》,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名誉院长

潘心寿



自 2001 年 12 月加入世界贸易组织以来,中国进一步加强了与世界各国的政治、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问题,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取胜的决定性因素。因此,制定和实施人才战略,培养大批优秀人才,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 教育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,得到社会的广泛承认和高度评价。MBA 教育在我国虽起步较晚,但在过去十余年里,我国的 MBA 教育事业发展非常迅速,也取得了相当显著的成绩。

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。其中一个就是教材的问题。目前,国内市场上国外引进版教材在一定程度上还存在新旧好坏参差不齐的现象,这就需要读者在使用引进版教材时进行仔细的甄别。

北京大学出版社推出的《MBA 精选教材·英文影印版》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。全套丛书基本覆盖了北京大学 MBA 的主修课程,包括: 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下几点原则: (1) 出“新”。克服以往教材知识陈旧、落后的弊端,大部分教材都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》、《营销管理架构》、《管理信息系统》、《人力资源管理》、《财务会计》、《管理会计》、《面向管理的数量分析》等;本套丛书还收入了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》)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。

本套《MBA 精选教材·英文影印版》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 MBA 教材。

## 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,我们对审读并对本套图书提出过宝贵意见的老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

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出版集团(Pearson Education)北京办事处的大力支持,对他们的付出我们也致以深深的谢意。

### 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“方便教师教学”。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。《MBA精选教材·英文影印版》系北京大学出版社获全球最大的教育出版集团——美国培生教育出版集团(Pearson Education)独家授权之英文影印版本。培生教育出版集团旗下的国际知名教育图书出版公司 Prentice Hall/Addison Wesley/Longman 出版的高品质的经济管理类出版物,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,尽量选择了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、CD、CD-ROM 等形式出现。同时,这些材料还可通过访问培生教育出版集团的相关网址:<http://www.prenhall.com>、<http://www.pearsoned.com>、<http://www.aw.com> 免费下载。

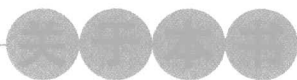
欲获得相关教辅材料的教师烦请填写每本书后面所附的《教学支持说明》,以确保此教辅材料仅为教师获得。

### 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,原书中出版者和作者所持观点及结论尚需商榷,请广大读者在阅读过程中加以认真分析和鉴别。我们希望本套丛书的出版能够促进中外文化学术交流,推进国内经济与管理专业的教学,为中国经济走向世界作出一份贡献。

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  
经济与管理图书事业部  
2006年1月



## 适用对象

本书适合作为商务与英语专业商务沟通和商务写作类课程的教材,也可用作经济管理类学生相关课程的教材。

## 内容简介

本书重点介绍了如何应用“计划、写作、完成”三步写作法撰写商务信函、备忘录、电子邮件和即时信息,准备报告、建议书和口头演讲,以及书写求职简历及职位申请信等。此外,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等内容。通过本书的学习,学生可以轻松掌握商务沟通的基本技能。

## 作者简介

John V. Thill 美国著名沟通艺术专家。

Courtland L. Bovée 美国格罗斯蒙特学院(Grossmont College)商务沟通教授。

## 本书特色

提供最理想的模型文档,让学生通过实例进行学习!

- 三步写作法贯穿全书,指导学生如何将其应用于各种商务文档的写作。
- 模型文档中加入简明注释,有助学生理解。
- 文档修改:让学生通过品评和修订文档直接体验成功制作文档所需的要素。

## 本版更新

- 全面、最新地涵盖所有重要主题。
- 全面更新学习目标、练习、活动和案例。
- 全面修订和改进了模型文档中的注释。

## 教辅材料说明

- 教师手册。
- 教学用 PPT。
- 试题库及答案。
- 试卷生成软件。

## 出版声明

本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,对原作者所持观点,还请广大读者在阅读过程中加以分析和鉴别。

# Preface

*Thill/Bovée, Excellence in Business Communication, 7th Edition, delivers an abundance of the most realistic model documents so your students can learn by example.*

## SUCCESSFUL COMMUNICATION MODELS FOR REFERENCE, ANALYSIS, AND PRACTICAL LEARNING

Years of positive feedback from instructors and students confirm the importance of the many model documents offered in *Excellence in Business Communication*. This tradition of success continues with the seventh edition, with both updated documents in the text and new computer-gradable documents online.

### Model Documents with Concise Annotations

Students can examine numerous sample documents, many collected by the authors in their consulting work at well-known companies. Many documents are accompanied by a customized graphic of the three-step writing process, and all documents include marginal annotations to help students understand how to apply the principles being discussed. For the seventh edition, the model documents and annotations have been extensively revised and improved in response to reviewer input.

**Planning**      **Writing**      **Completing**

**Analyze the Situation**  
Verify that the purpose is to decline a request and offer alternatives; audience is likely to be surprised by the refusal.

**Gather Information**  
Determine audience needs and obtain the necessary information.

**Select the Right Medium**  
For formal messages, printed letters on company letterhead are best.

**Organize the Information**  
Main idea is to refuse the request to limit your scope to that; select an indirect approach based on the audience and the situation.

**Adapt to Your Audience**  
Adjust the level of formality based on degree of familiarity with the audience; maintain a positive relationship by using the "we" attitude; addressness, positive emphasis, and bias-free language.

**Compose the Message**  
Use a conversational but professional style and keep the message brief, clear, and as helpful as possible.

**Revise the Message**  
Evaluate content and revise readability to make sure the negative information won't be misinterpreted; make sure your tone stays positive without being artificial.

**Produce the Message**  
Emphasize a clean, professional appearance on company letterhead.

**Proofread the Message**  
Review for errors in layout, spelling, and mechanics.

**Distribute the Message**  
Deliver your message using the chosen medium.

**FIGURE B-2** Effective Letter Declining a Favor

**InfoTech**  
877 Avenue of the Stars, Suite 1000, Channahon, IL 61111  
Voice: (815) 667-4428 Fax: (815) 667-4425  
www.infotech.com

March 6, 2006

Dr. Sandra Wilbeck, President  
Whittier Community College  
325 Whittier Avenue  
Tulare, CA 94130

Dear Dr. Wilbeck:

InfoTech has been happy to support Whittier Community College in many ways over the years, and we appreciate the opportunities you and your organization provide for so many deserving students. Thank you for considering our grounds for your graduation ceremony on June 3.

We would certainly like to accommodate Whittier as we have in years past, but our company-wide safety meetings will be held this year during the weeks of May 29 and June 3. With over 200 active representatives and their families from around the world present on-site, extensive work will be taking place throughout our facility.

My president, Robert Swenson, suggests you contact the Municipal Business Office as a possible graduation site. He recommends calling Jerry Kiese director of public relations.

We remain firm in our commitment to you, President Wilbeck, and to the fine students you represent. Through our internship program, academic research grants, and other initiatives, we will continue to be a strong corporate partner to Whittier College and will support your efforts as you move forward.

Sincerely,  
*Mary Lee Swen*  
Mary Lee Swen  
Public Relations Director

Buffers negative response by demonstrating respect and recognizing the request.

Suggests an alternative, showing that Kwan cares about the college and takes others the matter some thought.

States a meaningful reason for the negative response, without apologizing (since the company is not at fault).


Closes by emphasizing the importance of the relationship and the company's continuing commitment.



## Document Makeovers: Online, Interactive Documents for Analysis


Students have the opportunity in every chapter to critique and revise a wide selection of documents, including e-mail messages, letters, memos, report sections, and résumés. By experiencing firsthand the elements that make a document successful, students gain the insights they need to analyze and improve their own business messages.

**Course Documents**



**Key**  
2.0

Guided Tour



**COMMUNICATION**

**Excellence in Business Communication**  
Seventh Edition

**John V. Thill  
Courtland L. Bovée**

*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 Peak Performance CD-ROM
- Learning Modules with activities and quizzes
- Student PowerPoints
- Chapter Quizzes

**What's Key?**

## Document Makeover

### IMPROVE THIS MEMO

To practice correcting drafts of actual documents, visit your online course or the access-code protected portion of the Companion Website. Click "Document Makeovers," then click Chapter 8. You will find a memo that contains problems and errors relating to what you've learned in this chapter about handling negative messages. Use the "Final Draft" decision tool to create an improved version of this memo. Check the message for the use of buffers, apologies, explanations, subordination, embedding, positive action, conditional phrases, and upbeat perspectives.

## NEW AND IMPORTANT COVERAGE OF CRITICAL TOPICS

Even as technology continues to revolutionize business communication, business leaders are placing renewed emphasis on the human factor—teamwork, listening, etiquette, ethics, and other key topics. The seventh edition provides comprehensive, up-to-date coverage of all these vital subjects.

## Integrated Approach to Communication Technology

Technology and communication skills are interwoven throughout the text, reflecting the expectations and opportunities in today's workplace:

- computer animation
- corporate blogs
- digital rights
- electronic documents
- electronic forms
- electronic presentations
- electronic résumé production
- e-mail
- e-portfolios
- extranets
- graphic design software
- groupware and shared online workspaces
- idea-generation and document-planning software
- image processing tools
- instant messaging and online chat systems
- interactive media
- Internet telephony (VoIP)
- interview simulators
- intranets
- latest online research techniques
- linked and embedded documents
- multimedia documents
- multimedia presentations
- online survey tools
- podcasting
- résumé scanning systems
- RSS newsfeeds
- search and metasearch engines
- security and privacy concerns in electronic media (including e-mail hygiene)
- social networking applications
- streaming media
- text messaging
- templates and stylesheets
- translation software
- videoconferencing and telepresence
- virtual agents and bots
- virtual private networks (VPNs)
- web directories
- web publishing systems
- web-based virtual meetings
- webcasts
- website accessibility
- wireless networks

## Enhanced Coverage of Listening and Teams

To help students strengthen their communication skills, material on listening and on effectively working in teams has been expanded and updated. Improved coverage provides students with skills they'll need to gain a competitive edge in today's workplace, including overcoming the tendency to prejudice, listening across cultural and language barriers, and using short-term memorization techniques that boost retention and reduce misinterpretation.

## Extensive Coverage of Business Etiquette

Feedback from employers continues to stress the need for new hires to learn proper business etiquette. *Excellence in Business Communication* advises students in such areas as personal appearance, face-to-face interactions, written correspondence (including maintaining etiquette in both negative and persuasive messages), research (such as respecting the privacy of interview subjects), IM and e-mail, telephone interactions (including reducing cell phone disruptions and using voice mail), intercultural interactions, and job searches and interviewing. Moreover, the seventh edition incorporates the latest thinking on the controversial subject of corporate apologies.

## Peak Performance Grammar and Mechanics

This feature, available in both online and CD formats, helps students improve their skills with mechanics and specific parts of speech. Each chapter module has a pretest that lets students determine whether they have any weak areas. Students can then review those areas in the module's refresher course and verify learning with the follow-up test. An advanced test offers an extra challenge or additional practice.

**Grammar Basics:**

- NOUNS AND PRONOUNS
- VERBS
- ADJECTIVES AND ADVERBS

**Nouns and Pronouns:**

Pretest

Refresher Course:

- Nouns: Plural and Possessive
- Pronouns
  - Pronoun Classes
  - Pronoun Case

**Learn Interactively**

**INTERACTIVE STUDY GUIDE**

Visit [www.prenhall.com/thill](http://www.prenhall.com/thill), then locate your book and click on its Companion Website link. Select Chapter 8 to take advantage of the interactive "Chapter Quiz" to test your knowledge of chapter concepts. Receive instant feedback on whether you need additional studying. Also, visit the "Study Hall," where you'll find an abundance of valuable resources that will help you succeed in this course.

**PEAK PERFORMANCE GRAMMAR AND MECHANICS**

If your instructor has required the use of "Peak Performance Grammar and Mechanics," either in your online course or on CD, you can improve your skill with commas by using the "Peak Performance Grammar and Mechanics" module. Click "Commas." Take the Pretest to determine whether you have any weak areas. Then review those areas in the Refresher Course. Take the Follow-Up Test to check your grasp of commas. For an extra challenge or advanced practice, take the Advanced Test. Finally, for additional reinforcement, go to the "Improve Your Grammar, Mechanics, and Usage" section that follows, and complete those exercises.

## THOROUGH UPDATES TO CONTENT, FEATURES, AND ACTIVITIES

No matter how successful it may be, no business text can stand still in today's dynamic environment. The seventh edition is thoroughly updated, from the learning objectives that launch each chapter to the exercises, activities, and cases that help students apply what they've learned. (A complete list of chapter-by-chapter changes and improvements is available in the Instructor's Manual.)

## Real-Company Vignettes, Simulations, and Cases

Every chapter starts with an “On-the-Job” vignette highlighting a recent communication dilemma that a business professional solved by applying the very same concepts the student is about to learn. The chapter-ending simulation then places students in a professional role in that company and challenges them to resolve four intriguing communication dilemmas. All 15 of these vignette/simulation pairs are new in the seventh edition and feature such firms as blogging innovator Six Apart, Mark Burnett Productions (creators of *Survivor* and *The Apprentice*), Scion (Toyota’s youth-oriented brand), and *Rolling Stone* magazine.

The broad selection of cases has also been extensively updated, with a wider variety of short, medium, and long cases and activities involving the latest communication technologies. In addition to creating more-traditional memos, letters, and reports, students can practice drafting blog postings, scripting podcasts, and writing instant messages.

## Refinements to the Proven Three-Step Writing Process

The three-step writing process at the heart of *Excellence in Business Communication* has been further refined to present substeps in a more logical order. As before, the process is customized and illustrated throughout the text to show students how to apply it to a wide range of writing tasks.

## VERSATILE RESOURCES FOR INSTRUCTORS AND STUDENTS

The total *Excellence in Business Communication* package helps instructors and students take full advantage of new advances in technology that can have a highly positive effect on learning. The blending of print and online materials makes this text the most effective teaching and learning tool you’ll find for a business communication course.

## Instructor's Resource Center

At [www.prenhall.com/irc](http://www.prenhall.com/irc), instructors can access a variety of print, digital media, and presentation resources available with this text in downloadable, digital format. Registration is simple and gives you immediate access to new titles and new editions. As a registered faculty member, you can download resource files and receive immediate access and instructions for installing course management content on your campus server.

If you ever need assistance, our dedicated technical support team is ready to help with the media supplements that accompany this text. Visit [www.247.prenhall.com](http://www.247.prenhall.com) for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available to adopting instructors (for detailed descriptions, please visit [www.prenhall.com/irc](http://www.prenhall.com/irc)):

- **Instructor's Resource Center (IRC) on CD-ROM**—ISBN: 0-13-187082-3
- **Printed Instructor's Manual**—ISBN: 0-13-187083-1
- **Printed Test Item File**—ISBN: 0-13-187085-8
- **TestGen Test Generating Software**—Available at the IRC (online or on CD-ROM).
- **PowerPoint Slides**—Both basic and enhanced versions are available at the IRC (online or on CD-ROM).
- **Classroom Response Systems (CRS)**—Available at the IRC (both online and on CD-ROM). Learn more at [www.prenhall.com/crs](http://www.prenhall.com/crs).
- **Image Bank**—Visit the IRC on CD-ROM for this resource.
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### **OneKey Online Courses: OneKey for Convenience, Simplicity, and Success**



OneKey offers complete teaching and learning online resources all in one place. OneKey is all that instructors need to plan and administer courses, and OneKey is all that students need for anytime, anywhere access to online course material. Conveniently organized by textbook chapter, these resources save time and help students reinforce and apply what they have learned. OneKey is available in three course management platforms: Blackboard, CourseCompass, and WebCT.

OneKey resources include

- **Learning modules** (Each section within each chapter offers a 5-question pretest, a summary for review, an online learning activity, and a 10-question posttest.)
- **Peak Performance Grammar and Mechanics**
- **Two versions of Document Makeovers** (One version feeds your gradebook, and one provides student practice.)
- **Access to Mydropbox.com**
- **Peer review software**
- **E-Lecture Student PowerPoints**

OneKey requires an access code, which can be shrink-wrapped with new copies of this text. Please contact your local sales representative for

the correct ISBN. Codes may also be purchased separately at [www.prenhall.com/management](http://www.prenhall.com/management).

### Password-Protected Interactive Media

A new access-code protected website has been developed to accompany the seventh edition. This website houses the Peak Performance Grammar and Mechanics and Document Makeover features. This site has been designed for professors who wish to use this material but do not want the rest of the OneKey content and who do not need this information to feed the gradebook.

The Prentice Hall Business Communication Website requires an access code, which professors can ask to have shrink-wrapped with new copies of this text. Please contact your local sales representative for the correct ISBN. Codes may also be purchased separately at [www.prenhall.com/management](http://www.prenhall.com/management).

### Study Guide

This handy guide (ISBN: 0-13-187081-5) helps students assess, explore, and improve each of the skills they're expected to master throughout the course.

### Companion Website

This text's Companion Website at [www.prenhall.com/thill](http://www.prenhall.com/thill) contains valuable resources for both students and professors, including access to 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, and the Business Communication Study Hall, which allows students to brush up on several aspects of business communication—grammar, writing skills, critical thinking, report writing, résumés, and PowerPoint development.



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Integrity, excellence, and responsiveness are the authors' hallmarks. That means providing you with textbooks that are academically sound, creative, timely, and sensitive to instructor and student needs. As an adopter of *Excellence in Business Communication*, you are invited to use the authors' E-mail Hotline ([hotline@leadingtexts.com](mailto:hotline@leadingtexts.com)) if you ever have a question or concern related to the text or its supplements. You can also access the hotline at the authors' website: [www.leadingtexts.com](http://www.leadingtexts.com).

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## FEEDBACK

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The authors and the product team would appreciate hearing from you! Let us know what you think about this textbook by writing to [college\\_marketing@prenhall.com](mailto:college_marketing@prenhall.com). Please include “Feedback about Thill/Bovee 7e” in the subject line.

If you have questions related to this product, please contact our customer service department online at [www.247.prenhall.com](http://www.247.prenhall.com).

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## REVIEWERS

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