

# Business Communication: Process and Product



Mary Ellen Guffey

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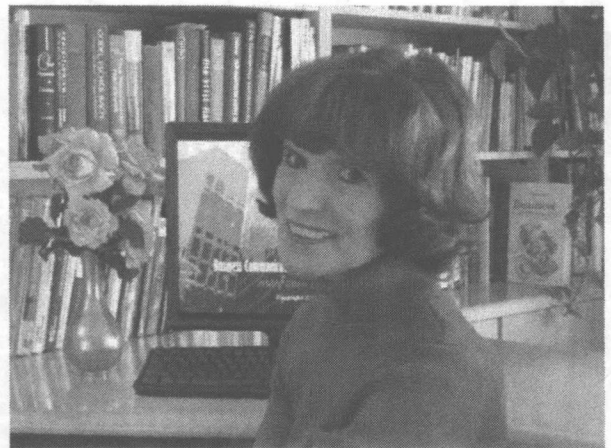
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Dear Business Communication Students:

As the workplace becomes more complex with advances in technology and globalization, you face a challenging future. You need better intercultural, technology, and communication skills than ever before.

The Sixth Edition of ***Business Communication: Process and Product*** focuses on preparing you for careers in an increasingly digital and global workplace with instructional materials that provide training as efficiently and easily as possible. Check out the following features:



- **Expanded coverage of communication technology.** This edition discusses blogs, instant messaging, wikis, videoconferencing, PowerPoint “decks,” and other communication tools so that you are prepared for today’s digital workplace.
- **Increased emphasis on intercultural communication.** More model documents, more discussion material, and more end-of-chapter activities focus on techniques for improving intercultural communication to prepare you for interacting in the global environment.
- **Strengthened coverage of “soft skills” and ethics.** The Sixth Edition boosts coverage of teamwork, listening, nonverbal, speech, and etiquette skills—all of which are frequently mentioned in job ads. This edition also adds “Ethics Checks” to generate discussion of practical classroom and workplace ethical dilemmas.
- **New employment interviewing chapter!** Tips on what to do before, during, and after an employment interview will help you ace employment interviews.
- **New Web site for students and instructors!** Every student with a new book has access to the new Web site with chapter reviews, flash cards, diagnostic quizzes, and many self-directed learning opportunities that extend the textbook and classroom experience.
- **New easy grammar review!** Completely redesigned grammar/mechanics exercises in every chapter present a structured review to guide you through all the rules.

In the preface that follows, we illustrate key features of the Sixth Edition to introduce you to the process of successful business communication and the conversion of that process into powerful products. As always, I welcome your comments and suggestions as you use the No. 1 business communication book in this country and abroad, ***Business Communication: Process and Product, 6e***.

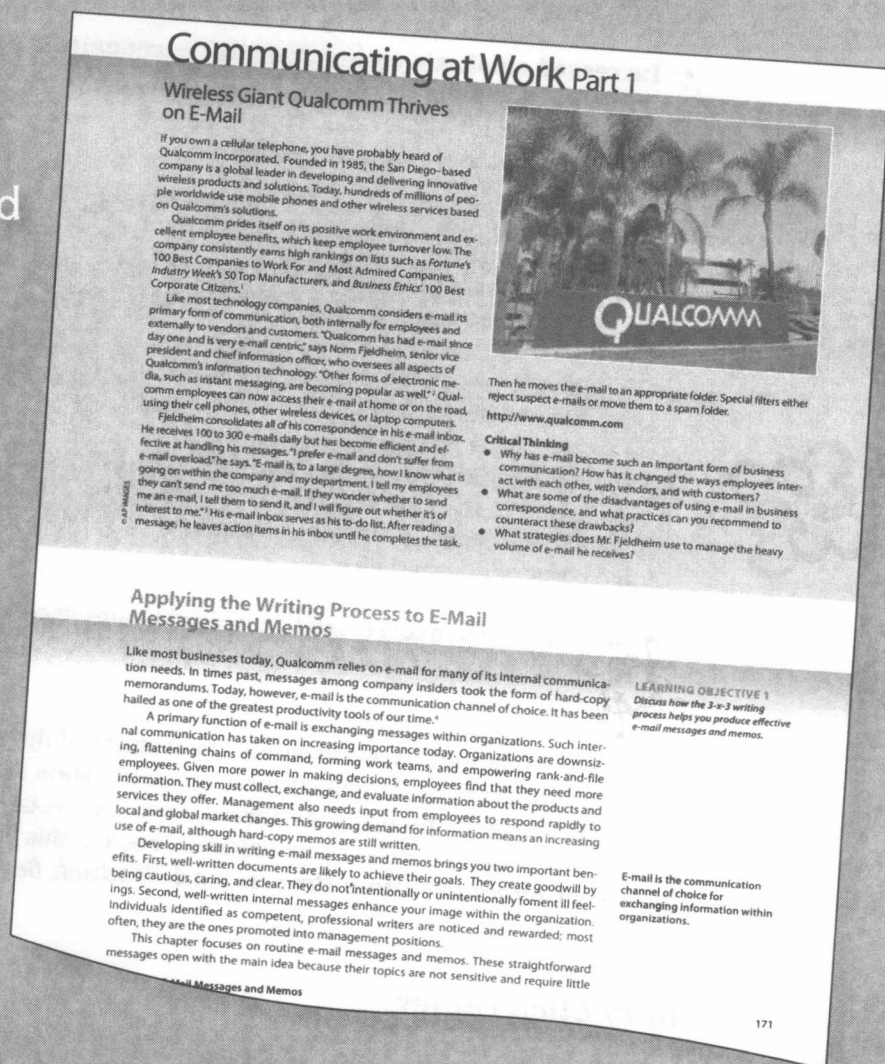
Cordially,

***Mary Ellen Guffey***



# Guffey... It's Just That Easy

Market-leading and student-oriented, **Business Communication: Process and Product, 6e**, continues to give you the most current and authoritative coverage of communication technology and business communication concepts. Award-winning author Mary Ellen Guffey provides unparalleled student and instructor resources to help you learn business communication concepts. With the book's 3-x-3 writing process, coverage of recent trends and technologies in business communication, and an unmatched ancillary package, you will find that business communication can be *just that easy*.



of words. Asian language characters are much more complex than the Western alphabet; therefore, Asians are said to have a higher competence in the discrimination of visual patterns.

**Time Orientation.** North Americans consider time a precious commodity to be conserved. They correlate time with productivity, efficiency, and money. Keeping people waiting for business appointments wastes time and is also rude.

In other cultures time may be perceived as an unlimited and never-ending resource to be enjoyed. A North American businessperson, for example, was kept waiting two hours past a scheduled appointment time in South America. She wasn't offended, though, because she was familiar with Hispanics' more relaxed concept of time.

Although Asians are punctual, their need for deliberation and contemplation sometimes clashes with an American's desire for speedy decisions. They do not like to be rushed. A Japanese businessperson considering the purchase of American appliances, for example, asked for five minutes to consider the seller's proposal. The potential buyer crossed his arms, sat back, and closed his eyes in concentration. A scant 18 seconds later, the American resumed his sales pitch to the obvious bewilderment of the Japanese buyer.<sup>23</sup>

As you can see, high-context cultures differ from low-context cultures in many dimensions. These differences can be significant for companies engaging in international business. One of the places where international business is expanding most rapidly is on the World Wide Web. Web sites give companies of all sizes global reach and the immediate ability to interact with customers all over the world. In the face of fierce competition, the most successful Web sites are built by communicators who fully understand the powerful effects of high- and low-context cultures, as discussed in the accompanying Tech Talk.

North Americans tend to correlate time with productivity, efficiency, and money.

Asians tend to need time for deliberation and contemplation.

## Tech Talk

### Going Global With a Culturally Customized Web Site

Early Web sites were almost always in English and meant for Americans. As online access grows around the world, however, companies are reassessing their sites. What should companies do when they decide to go global on the Web?

- **Learn the local lingo.** Other countries have developed their own Web jargon and iconography. Home page is "pagina inicial" (initial page) in Spanish and "page d'accueil" (welcome page) in French. Experts warn against simply translating English words page by page. Hiring a proficient translator or working with a local developer is a better idea.
- **Check icons.** American Web surfers easily recognize the mailbox, but in Europe a more universal icon would be an envelope. Test images with local residents.
- **Relax restrictions on consistency.** Allow flexibility to meet local tastes. For example, McDonald's main site greets visitors with the golden arches and a Ronald McDonald-red background. The Japanese site, though, displays softer colors, which are more pleasing in this Asian culture.
- **Keep the message simple.** Whether in English or the local language, use simple, easily translated words. Avoid slang, jargon, acronyms, or ambiguous expressions.
- **Customize Web content for high-context cultures.** For high-context cultures (such as those of Japan and China), Web sites often include images and wording reflecting politeness, flowery use of indirect expressions (*perhaps, probably, somewhat*), and may include animated images (including

cartoon characters), a soft-sell approach, and appeals to harmony.<sup>24</sup>

- **Customize Web content for low-context cultures.** Web sites in low-context cultures (such as those of the United States and Germany) use more aggressive promotions, discounts, and an emphasis on product advantages using explicit comparisons. They include superlative expressions (*We're No. 1, the world's largest, we lead the market*). Low-context Web sites often identify return policies, guarantees, and purchase conditions.<sup>25</sup>

#### Career Application

Using Google, locate the Web sites of two high-context companies such as convenience store 7-Eleven Japan (<http://www.se.co.jp>) or Excite (<http://friends.excite.co.jp/friends>). View the sites in Japanese as well as in English with Google's machine translation feature. (If these URLs change, use Google to search for [www.se.co.jp](http://www.se.co.jp) and Friends Excite Company Japan.) Then examine the Web sites of two low-context companies such as 7-Eleven U.S. (<http://www.7-eleven.com>) and IBM U.S. (<http://www.ibm.com/us>). View opening and internal pages. How are the suggestions mentioned here reflected in these sites? Do you see subtle differences in Web sites from low- and high-context cultures? Do you think international Web sites might be showing signs of homogenization?



Reshaping the World of Work  
As a result of innovative software, superfast wireless devices that allow workers to share information, work from remote or away from the office, and a gradual progression from e-mailing, to deeper functionality, such as remote database- or database-based collaborative applications. Becoming familiar with these technologies can help you be successful in today's digital workplace.

Business VoIP

Personal phone

down callers to

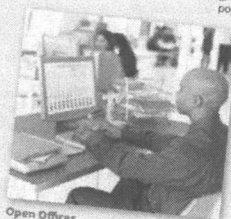
minuting long-

distance and local

unified voice mail, e-mail, click-to-call capabilities, and softphones (phones using

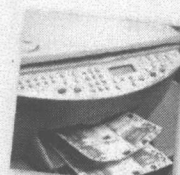
computer networking). Free or low-cost Internet telephony sites, such as the

popular Skype, are also increasingly used by businesses.

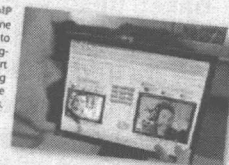


#### Open Offices

Widespread use of laptop computers, wireless technology, and VoIP have led to more fluid, flexible, and open workspaces. Smaller computers and flat-screen monitors enable designers to save space with boomerang-shaped workstations and cockpit-style work surfaces rather than space-hogging corner work areas. Smaller, breakout areas for impromptu meetings are taking over some cubicle space, and digital databases are replacing file cabinets.



**Handheld Wireless Devices**  
A new generation of lightweight, handheld devices provide phone, e-mail, Web browsing, and calendar options anywhere there's a wireless network. Devices such as the BlackBerry and the Palm Treo now allow you to tap into corporate databases and intranets from remote locations. You can check customers' files, complete orders, and send out receipts without returning to the office.



#### Multifunctional Printers

Stand-alone copiers, fax machines, scanners, and printers have been replaced with multifunctional devices. Offices are transitioning from a "print and distribute" environment to a "distribute and print" environment. Security measures include pass codes and even biometric thumbprint scanning to make sure data streams are not captured, interrupted, or edited.



#### Company Intranets

To share insider information, many companies provide their own protected Web sites called intranets. An intranet may handle company e-mail, announcements, an employee directory, a policy handbook, frequently asked questions, personnel forms and data, employee discussion forums, shared documents, and other employee information.

#### Voice Recognition

Computers equipped with voice recognition software enable users to dictate up to 160 words a minute with accurate transcription. Voice recognition is particularly helpful to disabled workers and to professionals with heavy dictation loads, such as physicians and attorneys. Users can create documents, enter data, compose and send e-mails, browse the Web, and control the desktop—all by voice.



**Electronic Presentations**  
Business presentations in PowerPoint can be projected from a laptop or PDA or posted online. Sophisticated presentations may include animations, sound effects, digital photos, video clips, or hyperlinks to Internet sites. In some industries, PowerPoint slides ("decks") are replacing or supplementing traditional hard-copy reports.



# Learning With Guffey...

## It's Just That Easy

You will find multiple resources with this new edition to help make learning business communication easier. From the famous 3-x-3 writing process to new end-of-chapter activities, Guffey has updated tools and created new ways to keep you interested and engaged. With all of these options, learning can be *just that easy*.

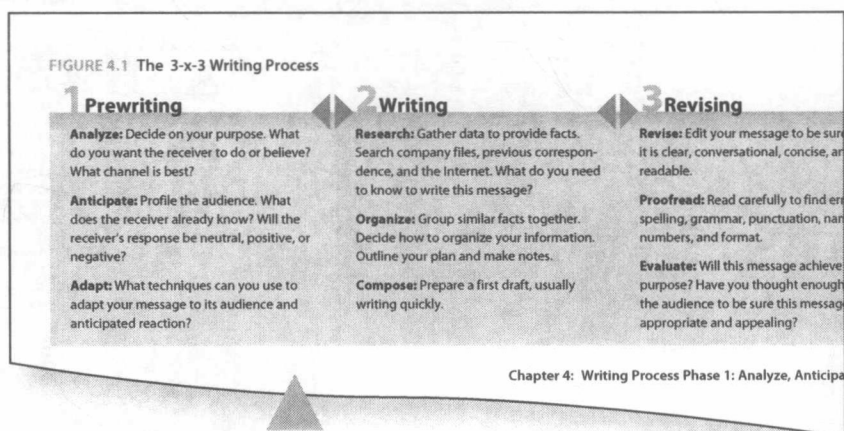
- **Most Current Coverage.** The Sixth Edition presents the very latest in communication technology. Expanded coverage of employment communication and intercultural communication give you the broad base of knowledge you need to succeed in today's digital workplace.

- **Web-based Resources.** The textbook, WebTutor™, and Web site are integrated to give you a variety of alternatives for studying and reinforcing your understanding of chapter topics.

*"I was impressed with the descriptions of new technologies (email, blogs, wikis, etc.) that the chapter described. Many students have used these technologies only informally and it is important for them to envision how they could be used professionally."*

GEN FREESE, HARRISBURG AREA COMMUNITY COLLEGE

FIGURE 4.1 The 3-x-3 Writing Process



- **3-x-3 Writing Process.** Guffey's 3-x-3 writing process provides you with a solid, three-step strategy for developing effective communication.
- **NEW Online Student Interactive Resources.** The newly designed Guffey Web site, **www.meguffey.com**, is an online study assistant that features self-teaching grammar/mechanics review, PowerPoint® slides, chapter review quizzes, Documents for Analysis, and additional resources to enhance learning.
- **Three-part Case Studies.** Most students learn best from real-world examples, and these unique, three-part case studies from high-profile companies reinforce learning.



### Independent Grammar Review.

Located at the newly designed Guffey Web site, **www.meguffey.com**, the Personal Language Trainer provides you with a simple, interactive tool to help improve grammar and mechanics skills outside of class.

*"I like the coverage of specific workplace innovations and new technologies. I like the focus on critical thinking and career management, both of which are imperative for our students. This is the best discussion I've seen of these topics. Bravo!"*

BETTY JANE ROBBINS, UNIVERSITY OF OKLAHOMA

Despite their reputation as one's security, many members of the aggressive through current cultural behavior may sometimes seem silly and illogical, nearly all serious rules and values originate in deep-seated beliefs. Rules about exposing teeth or how close to stand are linked to values about sexuality, aggression, modesty, and respect. Acknowledging the inherent logic of a culture is extremely important when learning to accept behavior that differs from one's own cultural behavior.



Marketers of Crest toothpaste face numerous challenges in communicating the value of their brand across cultures—especially Chinese culture. China's citizens traditionally have ignored toothpaste products, choosing instead to freshen up the mouth with green tea. An estimated 57 percent of rural Chinese residents have never brushed their teeth. Though China is currently experiencing a beauty boom, decades ago the country frowned upon personal care products. How might understanding the characteristics of culture help marketers sell toothpaste to China's over one billion people?

**NEW Photo Essays.** These vivid photos with intriguing stories demonstrate real-world applicability of business communication concepts.

**NEW Ethics Checks** challenge you to consider realistic business scenarios and choose the most appropriate action.

#### Ethics Check

**Trapped by Consumer Debt**  
Capital One offers multiple credit cards to subprime borrowers and rakes in huge profits from charging high interest and late fees. Some consumer advocates see Cap One's approach as unethical because it traps low-income borrowers in a cycle of debt. Do you agree?

#### Investment Information

Writers describing the sale of securities must protect investors. Any message must be free from misleading information. Massachusetts inadvertently After going bankrupt, the company been deceived. A software company that revealed problems in a new product sued, charging that managers raised prices artificially high. Experience poor timing may provoke litigation.

#### Safety Information

Writers describing potentially dangerous products must protect consumers from physical harm but also must be aware of legal issues arising from product liability lawsuits.

erous  
written

#### Model Documents with Callouts.

Fully formatted model documents demonstrate communication concepts in action. Extensive marginal notes allow you to actually see and understand strategies highlighted in the text.

## BEN & JERRY'S

VERMONT'S FINEST • ICE CREAM & FROZEN YOGURT™

January 18, 2009

Ms. Jennifer Bell  
1401 Chardville Lane  
Bel Air, MD 21014

Dear Jennifer:

We're delighted to hear of your Ben & Jerry's Club at Franklin Middle School and to send the items you request.

Your club sounds as though it resembles its parent in many ways. We, too, can't seem to control our growth, and we, too, get a little out of control on Friday afternoons. Moreover, the simplicity of your club rules mirrors the philosophy of our cofounder, who says, "If it's not fun, why do it?"

Enclosed are the following items:

- A list of all flavors available in pints. If you can't find these flavors at your grocery's, I'm sending you some "ballots" for your club's use in encouraging your grocer to stock your favorites.
- The latest issue of Ben & Jerry's "Chunk Mail." We're also putting you on our mailing list so that your club will receive our Chunk Mail newsletter regularly.

We hope, Jennifer, that you'll soon tour our plant here in Vermont. Then, you can be on an equal footing with your peers and sport one of our tour buttons. This seems only appropriate for the consensus-building, decision-making model you are pioneering in your Ben & Jerry's Club!

Sincerely,

Personalizes reply and builds goodwill with reference to writer's letter

Uses receiver's name to make letter sound conversational and personal

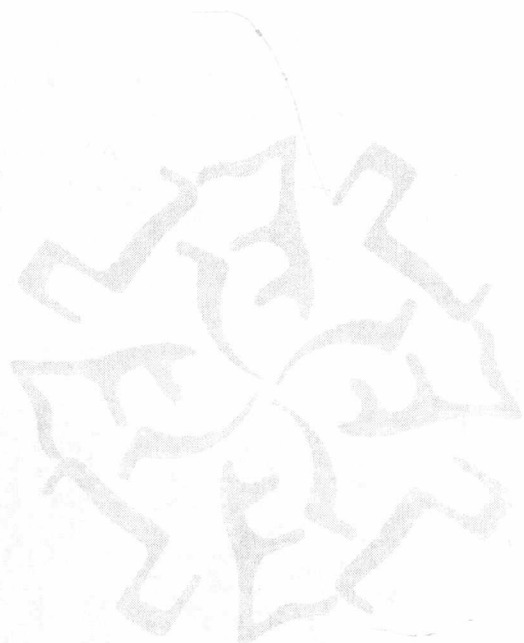
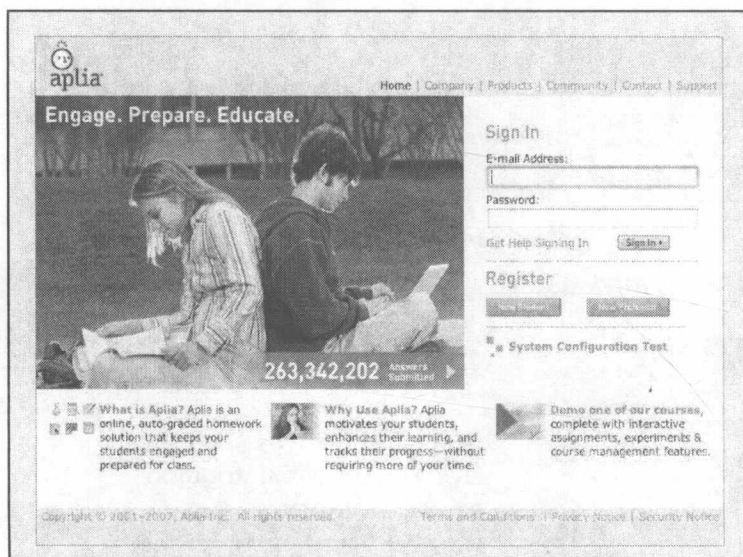
Opens directly with response to customer's request

Itemizes and explains enclosures requested by customer

Ties in cordial closing with more references to customer's letter

**NEW End-of-Chapter Activities and Cases.** The Sixth Edition has the most complete, descriptive, understandable, and relevant activities and cases on the market. Approximately half of the activities are new or refreshed in the Sixth Edition.

**NEW Technology Options including Aplia™.** (See more about the new technology for the Sixth Edition on the next page!)

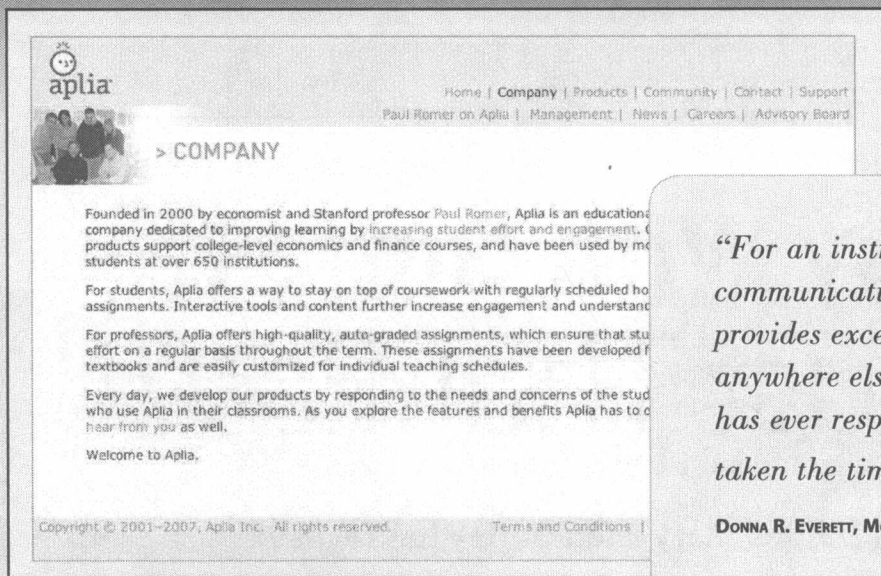


# Aplia™ With Guffey... It's Just That Easy

This edition offers you the chance to use Aplia™, an online, interactive tool that ensures you review fundamental grammar and mechanics and understand concepts presented in *Business Communication: Process and Product, 6e*. Aplia improves learning by increasing student effort and engagement. Using Aplia can be *just that easy*.







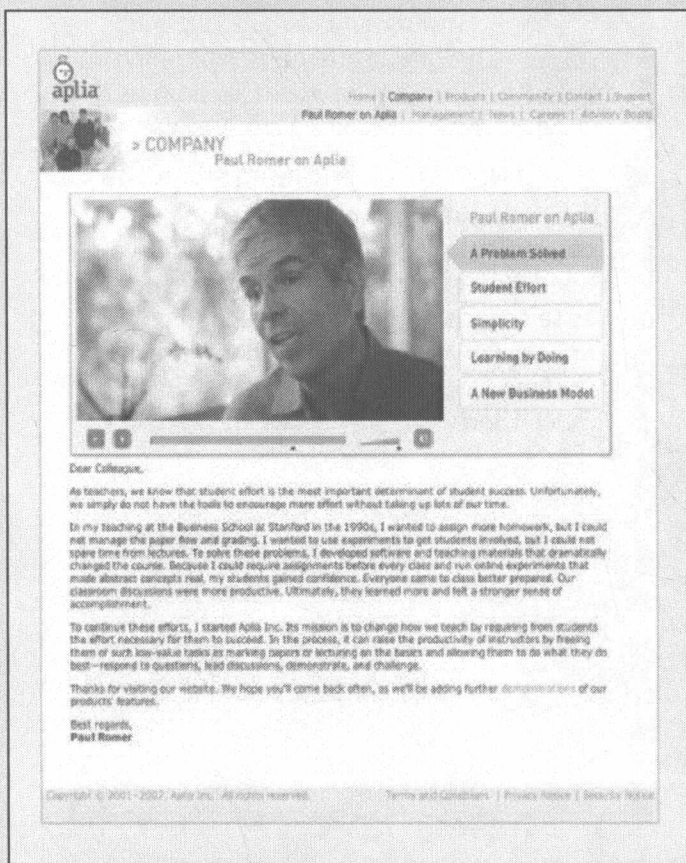
*“For an instructor who teaches business communication, Mary Ellen Guffey’s textbook provides excellent support that one cannot find anywhere else. Mary Ellen is the only author who has ever responded to a request for assistance or taken the time to answer a question.”*

**DONNA R. EVERETT, MOREHEAD STATE UNIVERSITY**

If you choose to use Aplia™, you'll be able to take advantage of many of these benefits:

- Chapter-specific assignments that help you read and understand the text
- Instant detailed feedback on every question
- Grammar and mechanics tutorials that help you practice key writing skills so that your instructors spend less time reviewing and more time teaching advanced writing concepts
- Access to a full ebook version of **Business Communication: Process and Product, 6e**

For more details about using Aplia with **Business Communication: Process and Product, 6e**, visit **[www.aplia.com/cengage](http://www.aplia.com/cengage)**

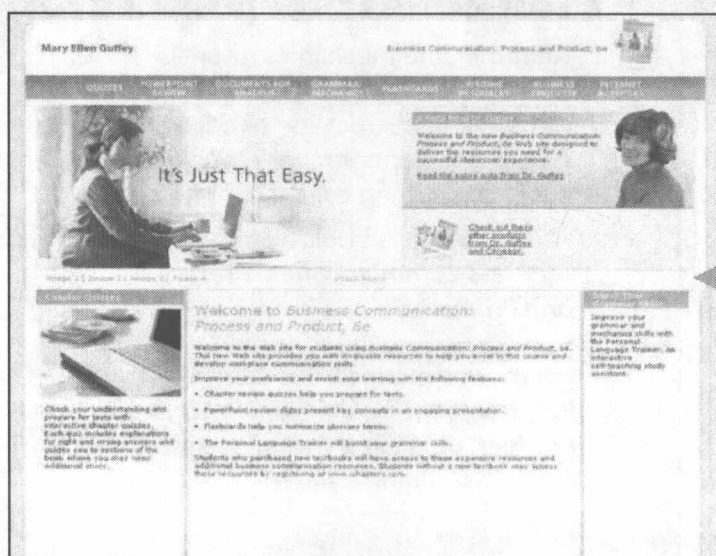




# Technology With Guffey... It's Just That Easy

More than ever before, Mary Ellen Guffey has focused on making technology components easy to use with *Business Communication: Process and Product, 6e*. In addition to tried-and-true products like WebTutor™ and Aplia™, a brand new student Web site houses numerous resources to help with teaching and learning. These

choices show that using technology can be *just that easy*.



Brand NEW Student Support Web site — **www.meguffey.com** gives you one convenient place to find the support you need. You can study with resources such as self-teaching grammar/mechanics review, PowerPoint slides, chapter review quizzes, Documents for Analysis, and much more.

## Positive Team Behavior



### Team players

- set rules, abide by them
- analyze tasks, define problems
- contribute information and ideas
- show interest, listen actively
- encourage members to participate
- synthesize points of agreement

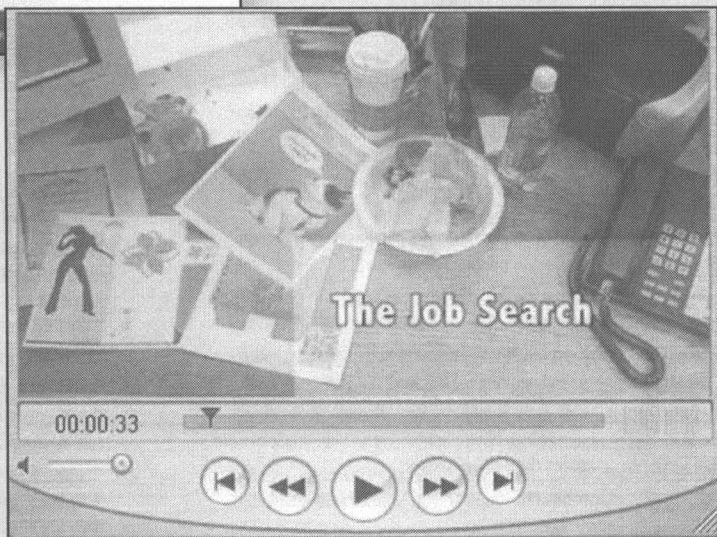
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Mary Ellen Guffey, *Business Communication: Process and Product*

## Triple-Option PowerPoint®

**Lecture System.** The Triple Option system includes three versions of the PowerPoint slides: (1) a special student version with less detailed coverage of topics, (2) an enhanced instructor version with enrichment items and expanded coverage, and (3) a multimedia version for instructors.

**Building Workplace Skills Videos.** This video library includes seven high-quality videos to introduce and reinforce text-specific concepts such as intercultural communication, the changing workplace, the writing process, e-mail, the job search, and interviewing. The Sixth Edition features two brand-new videos!



**Bridging the Gap Videos.** These video cases take you inside real companies allowing you to apply your understanding of business communication concepts to actual business situations. Most videos conclude with a series of discussion questions and an application activity. The companies featured in this video library include Cold Stone Creamery, The Little Guys, Yahoo, Ben & Jerry's, Hard Rock Café, and BuyCostumes.com.



# Guffey... It's Just That Easy

## What's new in *Business Communication: Process and Product, 6e*

### Chapter 1 — Communicating in Today's Workplace

- Revised all learning objectives and correlating content to relate to AACSB competencies to ensure that institutions meet current standards.
- Added new coverage of business ethics with sections on copyright law and whistleblowing so that students are equipped to use practical tools when they meet ethical dilemmas in the workplace.
- Enhanced the focus on ethics with new Ethics Checks, brief scenarios confronting students with moral questions in business.
- Examined every sentence and reference to ensure clarity and currency.
- Conducted research in hundreds of online and print articles and books to extract the latest information resulting in over 30 new endnotes, ensuring that students and instructors have the most up-to-date and best-researched textbook on the market.
- Strengthened students' competitive edge with new coverage of business etiquette to help them succeed in an increasingly rude workplace.
- Added coverage of instant and text messaging as business tools.

### Chapter 2 — Developing Team, Listening, and Etiquette Skills

- Combined teamwork, listening, nonverbal, and etiquette skills into one chapter to focus on the soft skills that are so often mentioned in job advertisements.
- Emphasized the importance of soft skills in today's increasingly interconnected, collaborative, and competitive workplace.
- Focused on positive and negative team behaviors with specific examples to help readers improve their teamwork skills.
- Added 11-point checklist to help readers participate actively and productively in meetings.
- Added up-to-date discussion of voice conferencing, videoconferencing, Web conferencing, instant messaging, blogs, and wikis so that students are able to work effectively in today's digital workplace.
- Streamlined discussion of listening to focus on ten keys to building active listening skills.
- Added coverage of professionalism and business etiquette skills because employers are more likely to hire and promote one who is courteous and professional.
- Added Figure 2.9 with specific examples of professional and unprofessional speech habits, e-mail, Internet, voice mail, telephone, and cell phone use.

### Chapter 3 — Communicating Across Cultures

- Updated Wal-Mart opening case study with current information.
- Researched hundreds of articles to find interesting, relevant examples illustrating the universality of globalization and its effect on U.S. businesses.
- Strengthened coverage of technology advancements so that readers understand that high-speed, high-capacity, and low-cost communications have made geographical location virtually irrelevant in many business activities.
- Added Tech Talk box titled "Going Global With a Culturally Customized Web Site" to show readers how Web sites can be adapted for high- and low-context cultures.
- Added model documents showing an ineffective intercultural letter along with an improved version so that students can readily see differences in cultural adaptation.
- Presented latest information on bribery laws, including Sarbanes-Oxley Act.
- Developed entertaining new text-specific video titled "Intercultural Communication at Work" to illustrate difficulties and generate lively discussion involving intercultural issues.

### Chapter 4 — Writing Process Phase 1: Analyze, Anticipate, Adapt

- Presented new opening case study featuring Suze Orman, personal finance guru.
- Added "persuasive" to discussion of business writing basics.

- Expanded discussion of writing with teams so that students will be better able to collaborate digitally in today's workplace. Added discussion of online collaboration tools.
- Added blogs, instant messaging, and wikis to discussion of communication channels, thus making readers aware of the many current forms of workplace communication.
- Added new section on being conversational but professional so that students can transition more easily from student life to projecting professionalism in their business careers.

### Chapter 5 — Writing Process Phase 2: Research, Organize, Compose

- Updated Gap Inc. opening case study with current information about popular clothing retailer Gap Inc.
- Added Writing Improvement Exercises to reinforce specific techniques taught in chapter.
- Strengthened all reinforcement exercises with new material.
- Added new Paragraph Organization exercise at reviewer's request so that students have additional practice items to try out their skills.

### Chapter 6 — Writing Process 3: Revise, Proofread, Evaluate

- Updated Taco Bell opening case study with current information and relevant critical thinking questions.
- Added new Career Coach box focused on showing how to calculate the Fog Index to determine readability. Encouraged students to do their own calculation of readability, rather than use the word processing program, so that they better understand what increases reading level.
- Included additional Document for Analysis (making a total of four) in response to reviewer requests.
- Revised Instructor Manual discussion material so that teachers can cite specific writing faults in Documents for Analysis.
- Revised all Writing for Improvement Exercises so that they proceed from simple to complex. Rewrote many items so that they focus on only one fault, thus improving student comprehension, confidence, and learning.

### Chapter 7 — E-Mail Messages and Memos

- Presented new opening case study highlighting wireless giant QualComm.
- Updated discussion of e-mail formatting to help readers see the latest conventions in greetings and closings.
- Added new figure illustrating bad and good e-mail messages that show common mistakes and how to remedy them.
- Totally revised Tech Talk box, "How to Avoid Getting Fired Over Your Internet Use" to warn readers of latest dangers involved in workplace e-mail, blogging, and Web use.
- Introduced new Tech Talk box on instant messaging so that readers learn how to use it safely and effectively on the job.
- Strengthened discussion of typical e-mail messages by focusing on four typical business categories: request messages, response messages, procedural messages, and confirmation messages.
- Updated all e-mail model documents to show appropriate greetings and complete signature blocks.
- Provided more activities that are stimulating but short enough to be completed in class. Also added more intercultural activities.

### Chapter 8 — Positive Letters and Messages

- Updated the Ben & Jerry's opening case study with current information for the discussion material and for the application assignment.
- Emphasized the power of business letters by highlighting instances when they must be written, despite the popularity of e-mail.



- Changed all model document letter formats to full block style so that students always see the most popular style. Revised model letters to ensure that they (a) illustrated proper use of titles for senders and receivers and (b) contained appropriate contact information in the closings.
- Deleted the coverage of order letters and letters of recommendation because so few are written today.

#### Chapter 9 — Persuasive and Marketing Messages

- Reorganized entire chapter to put more emphasis on persuasive organizational messages flowing upward and downward because this is a major form of persuasion for businesspeople.
- Revised all learning objectives and correlating content to relate to AACSB competencies to ensure that institutions meet current standards.
- Added new author interview and case study with the CEO of a nonprofit organization because many students will be entering the world of nonprofits.
- Added new model documents with extensive marginal notes so that students actually see and understand strategies highlighted in the text.
- Strengthened students' awareness of what is legal and what is not legal in sales letters so that writers can avoid some of the pitfalls in marketing messages.
- Introduced new coverage including model document showing high- and low-context persuasive techniques to help readers be more sensitive and effective in intercultural and global business transactions.

#### Chapter 10 — Negative Messages

- Presented a new opening case study featuring Southwest Airlines and its successful strategies for handling bad news to its customers. Included new "Apply Your Skills at Southwest" writing assignment.
- Provided many new examples of bad-news business situations so that students understand how necessary it is to be able to write effective messages that deliver disappointing news.
- Helped readers by providing model verbiage and more examples of apologies, empathy, and alternatives appropriate for bad-news messages.
- Expanded coverage of explanations and reasons in bad-news messages so that readers have more models of appropriate language.
- Updated information about delivering bad news in other cultures.
- Added new information about credit refusals so that business communicators understand their legal obligations.
- Prepared new video writing assignment delivering bad news to a BuyCostumes customer so that students develop skills in realistic business applications.

#### Chapter 11 — Business Report Basics

- Simplified and streamlined the organization of Chapters 11, 12, and 13 so that each stage of the report-writing process is more distinct and clearly defined for students and instructors in these three chapters.
- Strengthened the emphasis on ethics with two Ethics Checks and new activities that present ethical problems and dilemmas in business.
- Helped students avoid plagiarism with a yet more detailed discussion of the mechanics of proper paraphrasing and citing.
- Expanded the discussion of new trends in report writing including digital formats and PowerPoint decks so that students understand how new technologies are affecting the way business reports are written and delivered.

#### Chapter 12 — Informal Business Reports

- Provided new, up-to-date examples and cases including Starbucks, Nokia, Nissan, and other high-profile companies.
- Added discussion of decision matrices along with two new end-of-chapter activities to help students practice using this important decision-making tool.
- Increased the coverage of intercultural issues in the research activities at the end of the chapter to expand student awareness and appreciation of globalization.
- Updated model documents and presented a new feasibility report that demonstrates how to apply textbook writing suggestions.
- Updated and added several new self-contained research topics complete with data allowing students to forgo research and instead focus on the analysis of the information provided for them.

#### Chapter 13 — Proposals and Formal Reports

- Introduced AACSB standards for business communication to student learning objectives.
- Provided a new three-part case study "Communication in Process" that focuses on proposal writing at aerospace giant Raytheon to demonstrate to students a complex team-writing process.
- Presented a new long report in APA documentation style to provide a realistic writing sample and to model correct formatting of formal reports.
- Added an end-of-chapter activity designed to help students pursue their entrepreneurial bent with a proposal-writing task.
- Created new, current end-of-chapter activities to help students practice their report-writing skills.

#### Chapter 14 — Business Presentations

- Streamlined the organization of the chapter to include general tips for oral presentations, guidelines for multimedia presentations, suggestions for adapting to cross-cultural audiences, strategies for team presentations, and principles of telephone and voicemail self-presentation.
- Updated the coverage of multimedia presentations to reflect the continuing trend toward wider use of technology in today's business presentations.
- Added a detailed discussion of team-based written and oral presentations to assist instructors and students in managing group projects successfully.
- Included an extensive section discussing effective communication by telephone and voicemail to ensure that students learn to present themselves in a positive light.
- Increased the coverage of speaking to international and cross-cultural audiences to prepare students for a progressively more global economy.
- Created new self-contained multimedia end-of-chapter activities to help students hone their presentation skills without the need for further research.

#### Chapter 15 — The Job Search, Résumés, and Cover Letters

- Provided new opening case study featuring workplace expert Liz Ryan with many job tips for job searching in an online environment.
- Updated all job search coverage so that students have the latest information for conducting a successful job search.
- Emphasized the need to create a customized résumé for every job application and every organization.
- Revised all résumés to include a Summary of Qualifications because today's recruiters look for this information first.
- Advised readers to prepare three résumés: a print-based traditional presentation résumé, a scannable résumé, and a plain-text résumé for electronic submissions so that they are prepared for today's digital workplaces.
- Provided specific advice on preparing and submitting plain-text résumés to help readers know how to function in today's digital job-search environment.
- Created an entertaining new text-specific video illustrating the job search that focuses on good and bad techniques as well as a convincing ethical dilemma.

#### Chapter 16 — Interviewing and Following Up

- Presented an entirely new chapter on interviewing so that students understand the interviewing process and know what to expect at every step of this life-changing experience.
- Provided helpful advice on what to do before, during, and after an interview to enable job hunters to overcome anxiety and project the confidence necessary to ace important employment interviews.
- Increased the confidence and reduced the fear of job hunters by explaining that an interview is a two-way street: both the interviewer and the interviewee must be satisfied. This realization makes job hunters recognize their power and helps them feel less intimidated.
- Explained how to research target companies, how to prepare success stories, and how to practice answers to typical interview questions.
- Gave tips on how to send positive nonverbal messages, fight fear, and use good techniques in answering interview questions.
- Described how to close an interview positively and ask meaningful questions.

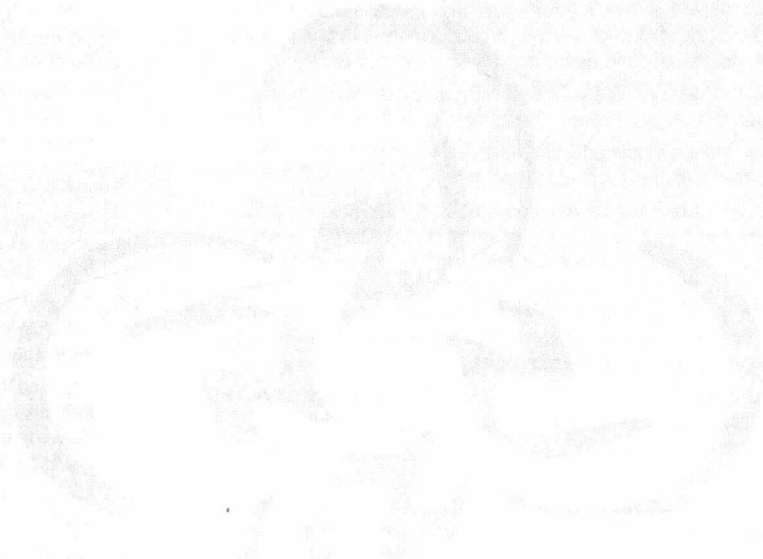


# Guffey...

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# Appreciation for Support

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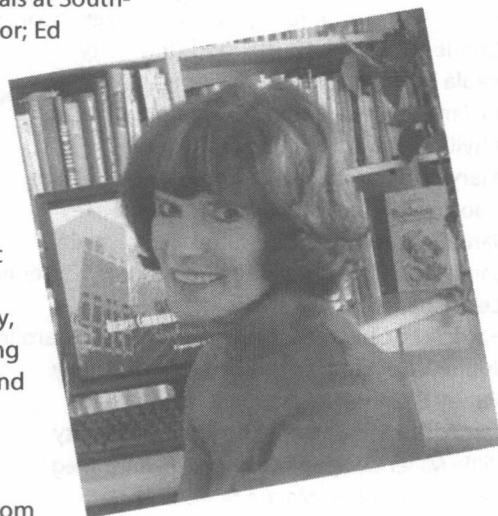
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