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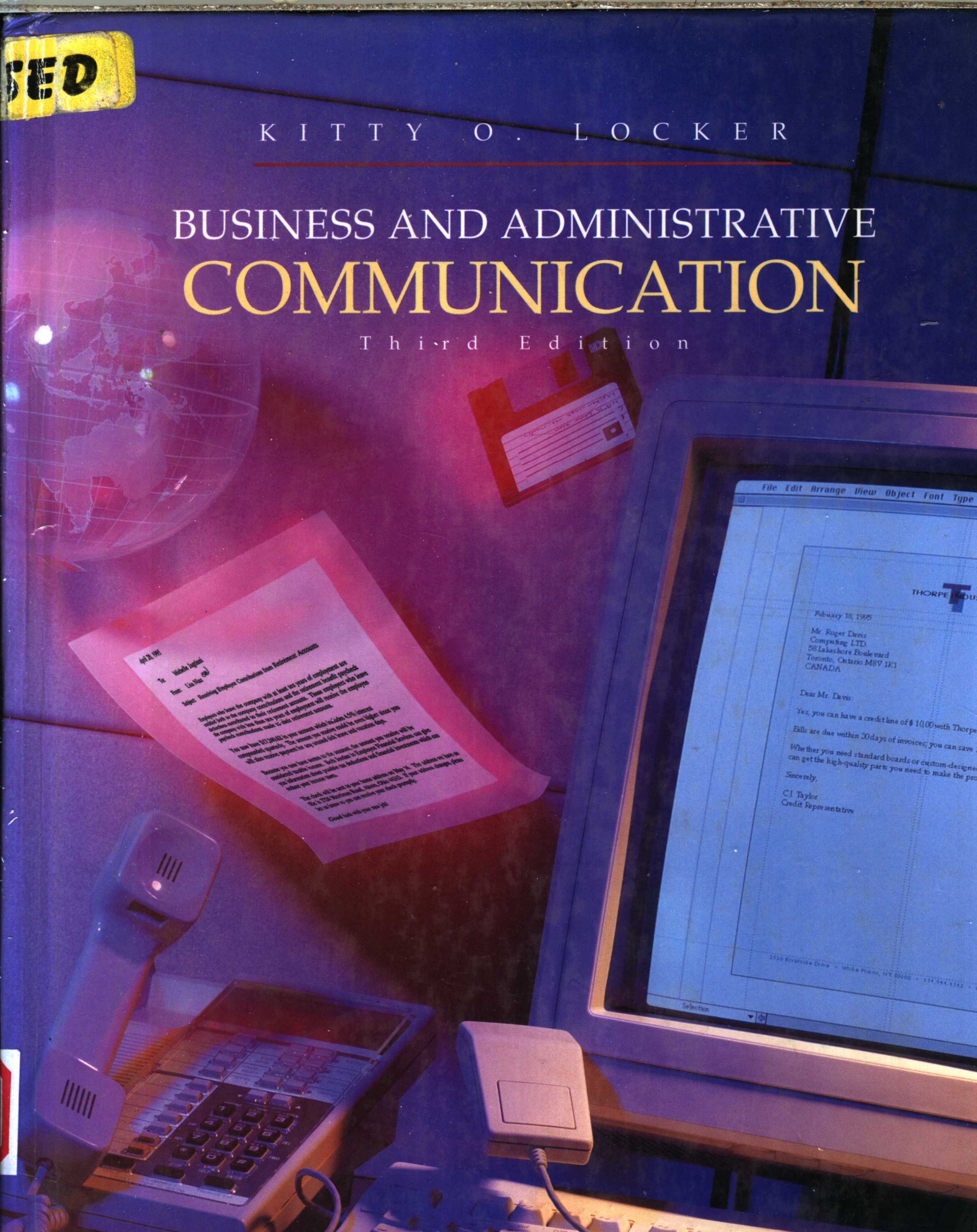
KITTY O. LOCKER

BUSINESS AND ADMINISTRATIVE COMMUNICATION

Third Edition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BUSINESS AND ADMINISTRATIVE
COMMUNICATION

Third Edition

KITTY O. LOCKER
The Ohio State University

IRWIN
Chicago • Bogotá • Boston • Buenos Aires • Caracas
London • Madrid • Mexico City • Sydney • Toronto

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Senior sponsoring editor: Craig Beytien
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Designer: Larry J. Cope
Interior designer: Stuart Paterson, Image House, Inc.
Cover designer: Larry Cope/Stuart Paterson, Image House, Inc.
Cover photographer: Paul Rung
Art studio: ElectraGraphics, Inc.
Art coordinator: Mark Malloy
Compositor: Carlisle Communications, Ltd.
Typeface: 10/12 Palatino
Printer: Von Hoffmann Press, Inc.

Library of Congress Cataloging-in-Publication Data

Locker, Kitty O.
Business and administrative communication / Kitty O. Locker. -- 3rd ed.
p. cm.
Includes index.
ISBN 0-256-14064-2
1. Business communication. 2. Communication in management. I. Title.
HF5718.L63 1995
651.7—dc20 94-17702

Printed in the United States of America
2 3 4 5 6 7 8 9 0 VH 1 0 9 8 7 6 5

ABOUT THE AUTHOR

Kitty O. Locker is an Associate Professor of English at The Ohio State University in Columbus, OH, where she teaches courses in business and technical discourse and in research methods. She has taught as Assistant Professor at Texas A&M University and the University of Illinois.

She has also written *The Irwin Business Communication Handbook: Writing and Speaking in Business Classes* (1993), co-authored *Business Writing Cases and Problems* (1980, 1984, 1987), and co-edited *Conducting Research in Business Communication* (1988). She has twice received the Alpha Kappa Psi award for Distinguished Publication in Business Communication: for her article "'Sir, This Will Never Do': Model Dunning Letters 1592-1873" and for her article "'As Per Your Request': A History of Business Jargon." In 1992 she received the Association for Business Communication's Outstanding Researcher Award.

Her research in progress includes work on collaborative writing in the classroom and the workplace, how an organization's documents reveal and affect efforts to change its corporate culture, and the emergence of bureaucratic writing in the correspondence of the British East India Company from 1600 to 1800.

Her consulting work includes conducting short courses in business, technical, and administrative writing for employees of Ohio Civil Service Employees Association, AT&T, the American Medical Association, Western Electric, the Illinois Department of Central Management Services, the Illinois Department of Transportation, the A.E. Staley Company, Flo-Con, the Police Executive Leadership College, and the Firemen's Institute. She developed a complete writing improvement program for Joseph T. Ryerson, the nation's largest steel materials service center.

She has served as the Interim Editor of *The Bulletin of the Association for Business Communication* and in 1994-95 serves as President of the Association for Business Communication.

IRWIN

September 19, 1994

Dear Professor:

Business and Administrative Communication (BAC) can make your job teaching business communication just a little bit easier.

You'll find that this edition of BAC is still as flexible, specific, interesting, comprehensive, and up-to-date as its two predecessors, and the features instructors and students found most useful have been retained: the anecdotes and examples, the easy-to-follow lists, the integrated coverage of ethics and international business communication, the analyses of sample problems, the wealth of in-class exercises and out-of-class assignments. However, considerable improvement has been made, making this edition of BAC the most effective teaching tool yet.

Market-Driven Changes

As the list of changes shows, this third edition of BAC reflects the input of numerous instructors and reviewers, many of whom were using other texts. It also incorporates countless comments and suggestions from students. In response to this feedback, the third edition features a much stronger emphasis on business. The book has been reorganized, chapters have been combined, the end-of-chapter exercises improved, and a unique cross-referencing system included. Each chapter now opens with an interview I conducted with a business professional to provide students with practical insights into the nature and importance of communication in various types of businesses.

Major Changes in the Third Edition

Four major changes make the text even more useful.

- **Company letterheads** are used even more effectively to emphasize the workplace setting of the correspondence.
- **Photos** have been selected to show diversity in the workplace.
- **A cross-referencing system** uses the symbol of a linked chain to refer students to the page where key guidelines, topics, or concepts were discussed in detail. These in-text cross references include concepts such as you-attitude, reader benefits, and hidden negatives.
- **A quick–check laminated card** gives punctuation rules and page numbers for the checklists, patterns of organization, and guidelines students will use most frequently to complete their assignments.

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Features Retained

BAC retains the features that made earlier editions so popular:

- **BAC is flexible.** Choose the chapters that best fit your course and your students. Choose from a variety of in-class exercises, messages to revise, raw data for reports, problems with hints, and cases presented as they'd arise in the workplace. Many problems offer several options: small group discussions, individual writing, group writing, or oral presentations.
- **BAC is specific.** BAC provides specific strategies, specific guidelines, specific examples. BAC takes the mystery out of creating effective messages.
- **BAC is interesting.** Anecdotes from a variety of fields show students principles of business communication at work. The lively side columns from *The Wall Street Journal* and a host of other sources keep students turning pages and provide insights into the workplace that business students need and demand.
- **BAC is comprehensive.** BAC includes international communication, ethics, collaborative writing, organizational cultures, graphs, and technology as well as traditional concerns such as style and organization. Assignments allow students to deal with international audiences or to cope with ethical dilemmas in informative, negative, and persuasive messages.
- **BAC is up-to-date.** The third edition of BAC incorporates the latest research and practice so that you and your students stay on the cutting edge.

Sidebars

The side columns offer anecdotes and examples that show the principles in the text at work in a variety of business and administrative situations. (The notes for the sidebars are collected at the end of the book, as are the notes for the chapters.) The logos identify the kind of example:

International. These examples show how to apply or modify the principles to communicate with international audiences.

Ethical and Legal. These examples alert students to ethical decisions and legal implications of business and administrative communication.

Technology. New in this edition, these examples show how technology can help create better messages and how technological changes affect the way people produce, transmit, and interpret business messages.

Tips. Students can use these suggestions to create effective messages.

Applications in Business, Government, and Industry. These examples show the principles in the text at work.

Just for Fun! Students can skip them if they're in a hurry, or read them just for enjoyment.

Supplements

Developing a stimulating, integrated, and user-friendly supplement package to improve student understanding and learning has been a major concern as I've revised and updated BAC. The comprehensive teaching package accompanying BAC is available in an Instructor's Resource Box with separate file folders for each chapter so that you can add your own notes and handouts. The Instructor's Resource contains

- **Answers to all exercises, an overview and difficulty rating for each problem, and, for 40 of the problems in the book, a detailed analysis, discussion and quiz questions, and a good solution.** Even if you rarely use an Instructor's Manual, you may want to check for answers to unusual exercises, such as which reader benefit drew the biggest response in a series of ads.

- **One hundred transparencies** with early and revised drafts for several problems in the book, examples to critique, and summaries of key points to use in lectures and discussions.

- **An additional one hundred transparency masters** with ready-to-duplicate examples and lecture points to enrich your classes.

- **Additional exercises and cases** for diagnostic tests on grammar and style, letters, memos, and reports.

- **Lesson plans and class activities for each chapter.** You'll find discussion guides for transparencies, activities to reinforce chapter materials and prepare students for assignments, and handouts for group work, peer editing, and other activities.

- **Sample syllabi** for courses with different emphases and approaches.
- **The test bank** with over 1500 test items with answers and a difficulty rating for each. The test bank is available in print and on computer disks so that you can generate your own tests and quizzes.
- **Effective writing software**—new for this edition. Your students get seven lessons on building better grammar skills. Lessons cover mood and voice, tense, case, agreement and reference, modifiers, connectives, and punctuation. The software is available bundled with BAC.

You can get more information about teaching business communication from the meetings and publications of The Association for Business Communication (ABC). To learn about ABC meetings, publications, and membership, write

Professor Robert J. Myers
Association for Business Communication
Baruch College--CUNY
Department of Speech
17 Lexington Avenue
New York, NY 10010

This third edition incorporates the feedback I've received from instructors who used the first edition. I'd very much like to hear from you. Write to me in care of the publisher:

Professor Kitty O. Locker
c/o Richard D. Irwin, Inc.
1333 Burr Ridge Parkway
Burr Ridge, IL 60521

Tell me what works for your students. Suggest examples, anecdotes, or assignments for the next edition. Send copies of especially good student work. Tell me about your own success stories teaching *Business and Administrative Communication.* I look forward to hearing from you!

Cordially,

Kitty O. Locker
Kitty O. Locker

ACKNOWLEDGMENTS

All writing is in some sense collaborative. This book in particular builds upon the ideas and advice of teachers, students and researchers. The people who share their ideas in conferences and publications enrich not only this book, but business communication as a field.

Several people reviewed the second edition, suggesting what to change and what to keep. Another group of reviewers commented on drafts of the third edition, helping me improve the book further. I thank all of these reviewers for their attention to detail and their promptness!

Vanessa Arnold, *University of Mississippi*
Dennis Barbour, *Purdue University–Calumet*
Sallye Benoit, *Nicholls State University*
John Bryan, *University of Cincinnati*
Janice Burke, *South Suburban College of Cook County*
Moira Dempsey, *Oregon State University*
W. Clark Ford, *Middle Tennessee State University*
Maxine Hart, *Baylor University*
Charles Hebert, *The University of South Carolina*
Donna Kienzler, *Iowa State University*
Milton Kukon, *Southern Vermont College*
Suzanne Lambert, *Broward Community College*
Gordon Lee, *University of Tennessee*
Jayne Moneysmith, *University of Idaho*
Evelyn Morris, *Mesa Community College*
Frank Smith, *Harper College*
Mel Tarnowski, *Macomb Community College*
Linda Travis, *Ferris State University*
Dona Vasa, *University of Nebraska*
David Victor, *Eastern Michigan University*
Judy West, *University of Tennessee-Chattanooga*
Rosemary Wilson, *Washtenaw Community College*

The following people commented on specific aspects of the book or helped me with specific needs:

Gladys DeVane, *Indiana University*
Mary Ann Firmin, *Oregon State University*
Paulette Henry, *Howard University*
Elizabeth Huettman, *Cornell University*
Daphne A. Jameson, *Cornell University*
Paula R. Kaiser, *University of North Carolina at Greensboro*
Joy Kidwell, *Oregon State University*
Susan E. Kiner, *Cornell University*
Evelyn Morris, *Mesa Community College*
Frank P. Nemecek, Jr., *Wayne State University*
Judith A. Swartley, *Lehigh University*

In addition, the book continues to benefit from people who advised me on earlier editions:

Lynn Ashford, *Alabama State University*
Raymond W. Beswick, *Syncrude Canada Ltd.*
Carole Bhakar, *The University of Manitoba*
Vincent Brown, *Battelle Memorial Institute*
John Carr, *The Ohio State University*
Brendan G. Coleman, *Mankato State University*
Jose A. Duran, *Riverside Community College*
Dorothy J. Dykman, *Point Loma Nazarene College*
Robert D. Gieselman, *University of Illinois*
Robert Haight, *Kalamazoo Valley Community College*

Les Hanson, *Red River Community College, Canada*
Carlton Holte, *California State University, Sacramento*
Glenda Hudson, *California State University, Bakersfield*
Keith Kroll, *Kalamazoo Valley Community College*
Andrea A. Lunsford, *The Ohio State University*
John T. Maguire, *University of Illinois*
Iris Washburn Mauney, *High Point College*
Florence M. Petrofes, *University of Texas at El Paso*
Virginia Polanski, *Stonehill College*
Kathryn C. Rentz, *University of Cincinnati*
Sherry Sherrill, *Forsyth Technical Community College*
George Walters, *Emporia State University*

Many of the teachers and students who used the second edition have taken the time to tell me about their experiences with the book. A special word of thanks to the 75 students from Professor Paula Kaiser's classes at the University of North Carolina at Greensboro, who evaluated the book as a class project, and to students from Professor Pamela Smith's Class at Florida Atlantic University, who provided valuable feedback on the photo program which directly resulted in the development of new photos for the third edition.

Sharon Bell
Angela Buonano
Neida Castaneda
Barbara Cavanagh
Carole Klein
Glenn Parks
Alohalani Scott
Ann Woolard

I'm pleased to know that the book has worked so well for so many people and appreciative of suggestions for ways to make it even more useful in this edition. I especially want to thank the students who have allowed me to use their letters and memos, whether or not they allowed me to use their real names in the text.

I am grateful to all the business people who were willing to interrupt busy schedules to let me interview them for this book. The companies where I have done research and consulting work have given me insights they provided into the problems and procedures of business and administrative communication. Special acknowledgment is due Joseph T. Ryerson & Son, Inc., which hired me to create the Writing Skills Program which ultimately became the first draft of this book. And I thank the organizations which permitted me to reproduce their documents in this book and in the transparency masters.

Research assistants Bennis Lathan, Paula Weston, Scott Miller and Karla Armbruster tracked down new citations for this edition and made innumerable phone calls to schedule the interviews. Steve Albright proved an eagle-eyed proofreader. The book continues to incorporate the contributions of Jane Greer, Carole Clark Papper, Kathy Casto, and Susan Carlson to earlier editions.

My publisher, Richard D. Irwin, Inc., continues to provide strong editorial and staff support. I am particularly grateful to Craig Beytien for his creative problem-solving, patience, and encouragement and to Larry Cope, Mary Conzachi, and Ann Cassady for the appearance of the book. Meg and Glenn Turner of Burrston House provided many creative ideas and conducted the photo research.

And finally, I thank my husband, Robert S. Mills, who continues to provide a sounding board for ideas, encouragement, a keen eye for typos, and, when deadlines are tight (as they continue to be, even on a third edition), weekly or nightly rides to Federal Express.

CONTENTS IN BRIEF

PART I
THE BUILDING BLOCKS OF EFFECTIVE MESSAGES 1

1 Business Communication, Management, and Money 2
2 Building Goodwill 30
3 Adapting Your Message to Your Audience 56
4 Making Your Writing Easy to Read 82
5 Effective Strategies for Planning, Composing, and Revising 110
6 Designing the Document 126

PART II
LETTERS AND MEMOS 147

7 Informative and Positive Messages 148
8 Negative Messages 180
9 Persuasive Messages 212
10 Handling Difficult Persuasive Situations 250
11 Sales and Fund-Raising Letters 272

PART III
INTERPERSONAL COMMUNICATION 307

12 Making and Communicating Meaning 308
13 International and Intercultural Communication 330
14 Working and Writing in Groups 354

PART IV
REPORTS 375

15 Planning, Proposing, and Researching Reports 376
16 Analyzing Data and Writing Reports 418
17 Using Graphs and Other Visuals 472
18 Making Oral Presentations 500

PART V
JOB HUNTING 523

19 Résumés 524
20 Job Application Letters 550
21 Job Interviews, Follow-Up Letters and Calls, and Job Offers 578

APPENDIXES 601

A Formats for Letters and Memos 602
B Writing Correctly 620

Sidebar Sources 647
Notes 655
Glossary 665
Index 679

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CONTENTS

PART I

THE BUILDING BLOCKS OF EFFECTIVE MESSAGES 1

1 Business Communication, Management, and Money 2
- Business Communication: An Inside Perspective 3
- Communication Ability = Promotability 4
- "I'll Never Have to Write Because . . ." 5
- The Managerial Functions of Communication 7
- The Cost of Correspondence 10
- The Costs of Poor Correspondence 11
- Criteria for Effective Messages 13
- Trends in Business and Administrative Communication 13
- How to Solve Business Communication Problems 18
- Summary of Key Points 22
- Exercises and Problems for Chapter 1 24

2 Building Goodwill 30
- Building Goodwill: An Inside Perspective 31
- You-Attitude 32
- Positive Emphasis 38
- Reducing Bias in Business Communication 43
- Summary of Key Points 50
- Exercises and Problems for Chapter 2 51

3 Adapting Your Message to Your Audience 56
- Analyzing the Audience: An Inside Perspective 57
- Identifying Your Audience 58
- Ways to Analyze Your Audience 59
- Using Audience Analysis to Adapt Your Message 63
- Reader Benefits 69
- Writing or Speaking to Multiple Audiences with Different Needs 74
- Summary of Key Points 75
- Exercises and Problems for Chapter 3 77

4 Making Your Writing Easy to Read 82
- Writing Style: An Inside Perspective 83
- Half-Truths about Style 84
- Good Style in Business and Administrative Writing 85
- Ways to Make Your Writing Easier to Read 86
- Readability Formulas and Good Style 100
- Organizational Preferences for Style 102
- Summary of Key Points 102
- Exercises and Problems for Chapter 4 104

5 Effective Strategies for Planning, Composing, and Revising 110
- Composing Documents: An Inside Perspective 111
- Overview of the Composing Process(es) 112

The Ways Good Writers Write 113
Brainstorming, Planning, and Organizing Business Documents 114
Revising, Editing, and Proofreading 116
Getting and Using Feedback 118
Using Boilerplate 119
Overcoming Writer's Block and Procrastination 120
Technology and the Writing Process 121
Summary of Key Points 123
Exercises and Problems for Chapter 5 124

6 Designing the Document 126

Document Design: An Inside Perspective 127
Guidelines for Page Design 128
Testing the Design 135
Getting the Most from Desktop Publishing 136
Document Design as Part of Your Writing Process(es) 137
The Importance of Effective Document Design 138
Summary of Key Points 138
Exercises and Problems for Chapter 6 140

PART II

LETTERS AND MEMOS 147

7 Informative and Positive Messages 148

Giving Good News: An Inside Perspective 149
Organizing Informative and Positive Messages 150
Subject Lines for Informative and Positive Messages 151
Using Reader Benefits in Informative and Positive Messages 155
Writing the One-Page Memo 156
Ending Informative and Positive Messages 156
Varieties of Informative and Positive Messages 158
Solving a Sample Problem 162
Summary of Key Points 166
Exercises and Problems for Chapter 7 168

8 Negative Messages 180

Giving Bad News: An Inside Perspective 181
Organizing Negative Messages 182
Subject Lines for Negative Messages 183
Buffers 185
Reasons 188
Refusals 189
Alternatives 190
Endings 190
Tone in Negative Messages 192
Alternate Strategies for Negative Messages 192
Varieties of Negative Messages 193
Solving a Sample Problem 196
Summary of Key Points 200
Exercises and Problems for Chapter 8 202

9 Persuasive Messages 212

Persuading: An Inside Perspective 213
Choosing a Persuasive Strategy 214
Writing Direct Requests 217
Writing Problem-Solving Messages 220
Varieties of Persuasive Messages 228
Solving a Sample Problem 233
Summary of Key Points 237
Exercises and Problems for Chapter 9 240

10 Handling Difficult Persuasive Situations 250

Persuading in Difficult Situations: An Inside Perspective 251
Limiting Your Audience 253
Bringing Everybody on Board 253
Convincing the Reader 258
Summary of Key Points 264
Exercises and Problems for Chapter 10 266

11 Sales and Fund-Raising Letters 272

Writing Direct Mail: An Inside Perspective 273
Components of Good Direct Mail 274
Is It "Junk" Mail? 275
Basic Direct Mail Strategy 275
How to Organize a Sales or Fund-Raising Letter 278

Strategy in Sales Letters 282
Strategy in Fund-Raising Appeals 288
Writing Style 291
Parts of a Direct Mail Package 298
Summary of Key Points 299
Exercises and Problems for Chapter 11 301

PART III

INTERPERSONAL COMMUNICATION 307

12 Making and Communicating Meaning 308

Understanding Communication in an Organization: An Inside Perspective 309
How Discourse Communities and Organizational Cultures Shape Communication 310
Communication Channels in Organizations 311
A Model of the Communication Process 312
Principles of Semantics 314
Summary of Key Points 324
Exercises and Problems for Chapter 12 325

13 International and Intercultural Communication 330

Communicating across Cultures: In Inside Perspective 331
The Importance of International Business 332
Diversity in the United States and Canada 332
Ways to Look at Culture 333
Values, Beliefs, and Practices 334
Nonverbal Communication 336
Oral Communication 342
Writing to International Audiences 347
Summary of Key Points 347
Exercises and Problems for Chapter 13 349

14 Working and Writing in Groups 354

Writing as a Team: An Inside Perspective 355
Listening 356
Conflict Resolution 358
Group Interactions 362
Effective Meetings 365
Collaborative Writing 366
Summary of Key Points 369
Exercises and Problems for Chapter 14 371

PART IV

REPORTS 375

15 Planning, Proposing, and Researching Reports 376

Doing Research: An Inside Perspective 377
Varieties of Reports 378
Defining Report Problems 379
Writing Proposals and Progress Reports 381
Research Strategies for Reports 389
Using and Documenting Sources 402
Summary of Key Points 408
Exercises and Problems for Chapter 15 410

16 Analyzing Data and Writing Reports 418

Writing Reports: An Inside Perspective 419
The Process of Writing Reports 420
Analyzing Data for Reports 420
Organizing Information in Reports 422
Presenting Information Effectively in Reports 432
Writing Formal Reports 437
Summary of Key Points 463
Exercises and Problems for Chapter 16 465

17 Using Graphs and Other Visuals 472

Using Graphs: An Inside Perspective 473
Visuals and Your Writing Process(es) 474
Designing the Visual 476
Integrating Visuals in Your Text 487
Summary of Key Points 488
Exercises and Problems for Chapter 17 489

18 Making Oral Presentations 500

Oral Presentations: An Inside Perspective 501
Purposes in Oral Presentations 502
Choosing the Best Channel 502

Planning a Strategy for Your Presentation 503
Choosing Information to Include in a Presentation 510
Organizing Your Information 511
Delivering an Effective Presentation 513
Handling Questions 516
Making Group Presentations 517
Summary of Key Points 517
Exercises and Problems for Chapter 18 519

PART V

JOB HUNTING 523

19 Résumés 524

Writing Résumés: An Inside Perspective 525
A Time Line for Job Hunting 526
Evaluating Your Strengths and Interests 526
How Employers Use Résumés 527
Guidelines for Résumés 528
Kinds of Résumés 530
What to Include in a Résumé 532
Layout, Printing, and Paper 541
How an Average Student Produced an Excellent Résumé 542
Summary of Key Points 546
Exercises and Problems for Chapter 19 547

20 Job Application Letters 550

Writing Application Letters: An Inside Perspective 551
How Job Letters Differ from Résumés 552
How to Find Out about Employers and Jobs 552
Content and Organization for Job Application Letters 557
Writing Style, Tone and Length 567
Summary of Key Points 572
Exercises and Problems for Chapter 20 576

21 Job Interviews, Follow-Up Letters and Calls, and Job Offers 578

Interviewing for Jobs: An Inside Perspective 579
Interviewing in the 90s 580
Developing an Interview Strategy 580
Taking Care of the Details 581
Practicing for the Interview 582
During the Interview 583
Answering Traditional Interview Questions 585
Behavioral and Situational Interviews 589
After the Interview 590
Summary of Key Points 596
Exercises and Problems for Chapter 21 598

APPENDIXES 601

Appendix A Formats for Letters and Memos 602

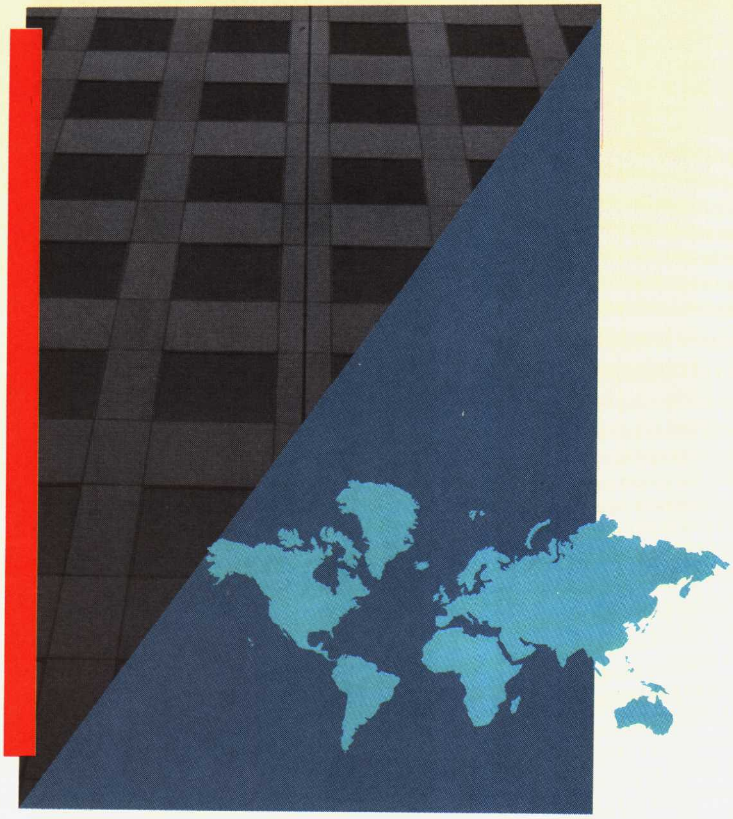
Using Formats: An Inside Perspective 603
Formats for Letters 604
Alternate Format for Letters That Are Not Individually Typed 613
Typing Envelopes 613
Format for Memos 615
State and Province Abbreviations 615

Appendix B Writing Correctly 620

Writing Correctly: An Inside Perspective 621
Using Grammar 622
Punctuating Sentences 626
Punctuation within Sentences 629
Special Punctuation Marks 633
Writing Numbers and Dates 634
Words That Are Often Confused 635
Proofreading Symbols 641
Exercises and Problems for Appendix B 643

Sidebar Sources 647
Notes 655
Glossary 665
Index 679

PART ONE



THE BUILDING BLOCKS OF EFFECTIVE MESSAGES

1
Business Communication, Management, and Money

2
Building Goodwill

3
Adapting Your Message to Your Audience

4
Making Your Writing Easy to Read

5
Effective Strategies for Planning, Composing, and Revising

6
Designing the Document

1

Business Communication, Management, and Money

CHAPTER OUTLINE

- Communication Ability = Promotability
- "I'll Never Have to Write Because . . . "
  - *Claim 1: "Secretaries or Technical Writers Will Do All My Writing."*
  - *Claim 2: "I'll Use Form Letters When I Need to Write."*
  - *Claim 3: "I'm Being Hired as an Accountant, Not a Writer."*
  - *Claim 4: "I'll Just Pick Up the Phone."*
- The Managerial Functions of Communication
  - *The Importance of Listening, Speaking, and Interpersonal Communication*
  - *The Documents That Writers in Organizations Write*
- The Cost of Correspondence
- The Costs of Poor Correspondence
  - *Wasted Time*
  - *Wasted Efforts*
  - *Lost Goodwill*
- Criteria for Effective Messages
- Trends in Business and Administrative Communication
  - *Focus on Quality and Customers' Needs*
  - *Teams*
  - *Diversity*
  - *International Competition and Opportunities*
  - *Technology*
  - *Legal and Ethical Concerns*
  - *Rate of Change*
- How to Solve Business Communication Problems
  - *Answer the Six Questions for Analysis.*
  - *Organize Your Information to Fit Your Audiences, Your Purposes, and the Situation.*
  - *Make Your Document Visually Inviting.*
  - *Revise Your Draft to Create a Friendly, Businesslike, Positive Style.*
  - *Edit Your Draft for Standard English; Double-Check Names and Numbers.*
  - *Use the Response You Get to Plan Future Messages.*
- Summary of Key Points

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