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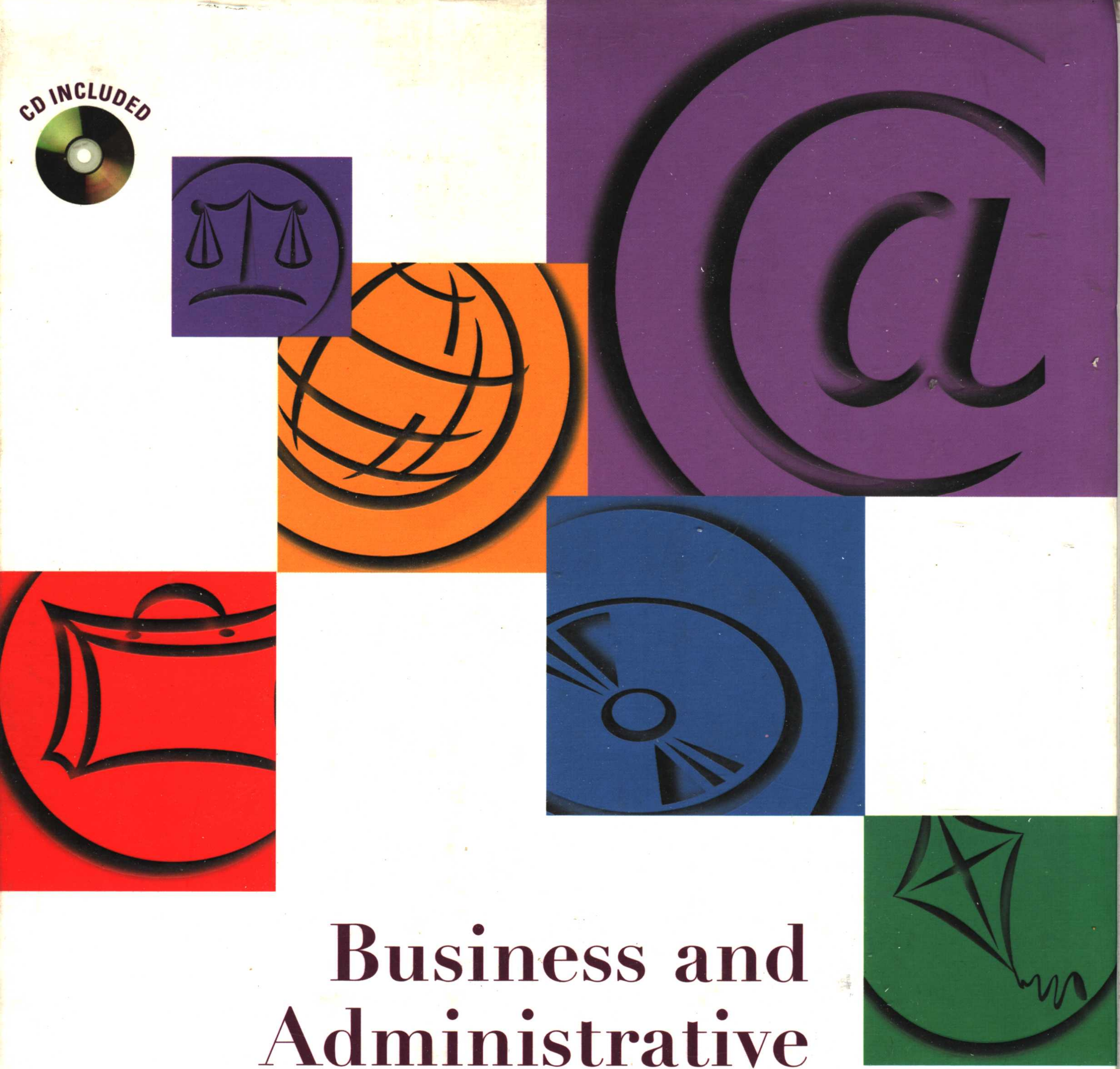

Business and Administrative Communication

Fifth Edition

Kitty O. Locker

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The Ohio State University

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BUSINESS AND ADMINISTRATIVE COMMUNICATION

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To my husband, Bob Mills, with love

About the Author

Kitty O. Locker is an Associate Professor of English at The Ohio State University in Columbus, Ohio, 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), coauthored *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 the effect of commenting styles on student attitudes and performance, collaborative writing in the classroom and the workplace, and the emergence of bureaucratic writing in the correspondence of the British East India Company from 1600 to 1800.

Her consulting work includes conducting tutorials and short courses in business, technical, and administrative writing for employees of URS Greiner, Ross Products Division of Abbott Laboratories, Franklin County, the 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, as President of the Association for Business Communication (ABC). She is currently editor of ABC's *Journal of Business Communication.*

In 1998, she received ABC's Meada Gibbs Outstanding Teacher Award.

1998 Meada Gibbs Outstanding
Teacher Award

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BAC Fifth Edition

August 1, 1999

Dear Student:

Business and Administrative Communication (BAC) takes the mystery out of writing and speaking effectively.

As you read,

- Use the Chapter Outline to preview what you'll learn. Check your understanding with the Summary of Key Points at the end of the chapter.
- Note the terms in boldface type and their definitions. In later chapters, the linked chain icon identifies the page where the term is first defined.
- Use items in the lists when you prepare your assignments or review for tests.
- Use the examples, especially the paired examples of effective and ineffective communication, as models to help you draft and revise. Comments in red ink signal problems in an example; comments in blue ink note things done well.

The side columns offer anecdotes and examples that show the principles in the text at work in a variety of business and administrative situations. Some readers like to read all the sidebars first, then come back to read the chapter. Other readers prefer to take a break from the page to read the sidebar. The logos identify the kind of example:

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

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

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

On-the-Job examples show the principles in the text at work.

Just-for-Fun anecdotes show the lighter side of business communication. Skip them if you're in a hurry or read them just for enjoyment.

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In addition, gold stars identify sidebar classics. These oldies but goodies are still relevant to today's business world.

When you prepare an assignment,

- Review the analysis questions in Chapter 1. Some assignments have "Hints" to help probe the problem. Some of the longer assignments have preliminary assignments analyzing the audience or developing reader benefits or subject lines. Use these to practice portions of longer documents.
- If you're writing a letter or memo, read the sample problems in Chapters 7, 8, and 9 with a detailed analysis, strong and weak solutions, and a discussion of the solutions to see how to apply the principles in this book to your own writing.
- See the Toolbox CD-Rom for practice exercises (with answers), more sample solutions with evaluations, and templates for letters, memos, and résumés.
- Remember that most problems are open-ended, requiring original, critical thinking. Many of the problems are deliberately written in negative, ineffective language. You'll need to reword sentences, reorganize information, and think through the situation to produce the best possible solution to the business problem.
- Learn as much as you can about what's happening in business. The knowledge will not only help you develop reader benefits and provide examples but also make you an even more impressive candidate in job interviews.

Business and Administrative Communication can help you develop the communication skills required for success in the 21st century. Have a good term—and a good career!

Cordially,

Kitty O. Locker

Kitty O. Locker
locker.1@osu.edu

BAC Fifth Edition

August 1, 1999

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 as flexible, specific, interesting, comprehensive, and up to date as its predecessors. The features teachers and students find so 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. But a good thing has become even better. This edition of BAC is the most effective teaching tool yet.

Major Changes in the Fifth Edition

Six major changes make the text even more useful:

- Expanded coverage of ethical issues includes discussion-starters such as Figure 1.6, Ethical Issues in Business Communication, a list of Web sites dealing with ethical issues, and problems with ethical implications, such as analyzing companies' ethics statements and evaluating a prejudiced supervisor.
- Sophisticated Web coverage identifies useful sites for business, personal business, research, ethics, and job hunting. The @ icon identifies where added information can be found on the BAC Web page at www.mhhe.com/locker. Advice about screen design and Web problems in several chapters allow students to play with one of the most enjoyable forms of business communication.
- Enhanced technology coverage in this edition includes actual screen shots of Microsoft Word screens, e-mail screens, and Web screen captures to give students a first-hand look at how their computer will look as they work on different documents and presenta- tions.
- Even more useful coverage of working in groups helps students set ground rules for student groups and troubleshoot group problems.
- A Student Toolbox CD-Rom provides such valuable resources as practice exercises (with answers), format templates, proofreading marks, interview questions and tips, and helpful figures from the book.
- New and revised chapter opening statements by business professionals keep the text up to date.

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Features Retained

BAC retains the features that have made it the number one book in business communication:

- **BAC is flexible.** Choose the chapters that best fit your course and your students. Choose from in-class exercises, messages to revise, 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, and specific examples. BAC takes the mystery out of creating effective messages.
- **BAC is interesting.** Anecdotes from a variety of fields show 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 demand.
- **BAC is comprehensive.** BAC includes international communication, communicating across cultures in this country, 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.
- **BAC is up to date.** The fifth edition of BAC incorporates the latest research and practice so that you and your students stay on the cutting edge.

Supplements

The stimulating, user-friendly supplement package has been one of the major reasons that BAC is so popular.

1. The **Instructor's Resource Manual** contains
    - **Answers to all exercises,** an overview and difficulty rating for each problem, and, for several of the problems in the book, a detailed analysis, discussion and quiz questions, and a good solution.
    - **Additional transparency masters with** ready-to-duplicate examples and lecture points.
    - **Additional exercises and cases for** diagnostic and readiness tests, grammar and style, and for 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.
2. The Test **Bank contains** approximately 1,200 test items with answers and a difficulty rating for each.
3. Power Point **presentation** disks are included to enliven your classes.

4. The **Instructor's Presentation CD-Rom**collects many features ofthe Instructor's Resource Manual, videos, PowerPoint slides, and lecture material in an electronic format and offers a convenient tool that allows you to customize your lectures and presentations.

5. The **Student ToolboxCD-Rom**provides an added study tool for your students in the classroom and in the workplace to help improve their overall writing and communication skills.

6. A **Computerized Test Bank**is available to qualified adopters in both Macintosh and Windows formats, and allows professors to generate and edit their own test questions.

7. A **Video**containing listening and speaking segments is available to give students more information on these important communication skills.

8. You can also get the supplements in an **Instructor's Resource Box,** which contains separate file folders for each chapter so that you can add your own notes and handouts. This box includes
    - The complete Instructor's Resource Manual in loose-leafformat
    - Transparency masters
    - PowerPoint disks
    - Test Bank

    Even if you rarely use an instructor's manual, you may find useful material in the Instructor's Resource Box.

Continuing the Conversation

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

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This edition incorporates the feedback I've received from instructors who used earlier editions. Tell me about your own success stories teaching *Business and Administrative Communication.* I look forward to hearing from you!

Cordially,

Kitty O. Locker

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Thanks

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 also business communication as a field.

Several people reviewed the fourth edition, suggesting what to change and what to keep. Additional reviewers commented on drafts of the fifth edition, helping me further improve the book. I thank all of these reviewers for their attention to detail and their promptness! The people whose names I have been given are

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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.

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Alisha Rohde did library research. She, Sarah Reed, and Andrea Williams made innumerable phone calls to schedule the interviews. Tom Wilk helped with proofreading. The book continues to incorporate the contributions of Bennis Blue, Susan Carlson, Kathy Casto, Jane Greer, Ruth Ann Hendrickson, Gianna Marsella, Scott Miller, Carole Clark Papper, Paula Weston, and Andrea Williams to earlier editions.

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

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“Leadership relies, above all else, on effective communication skills.”

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