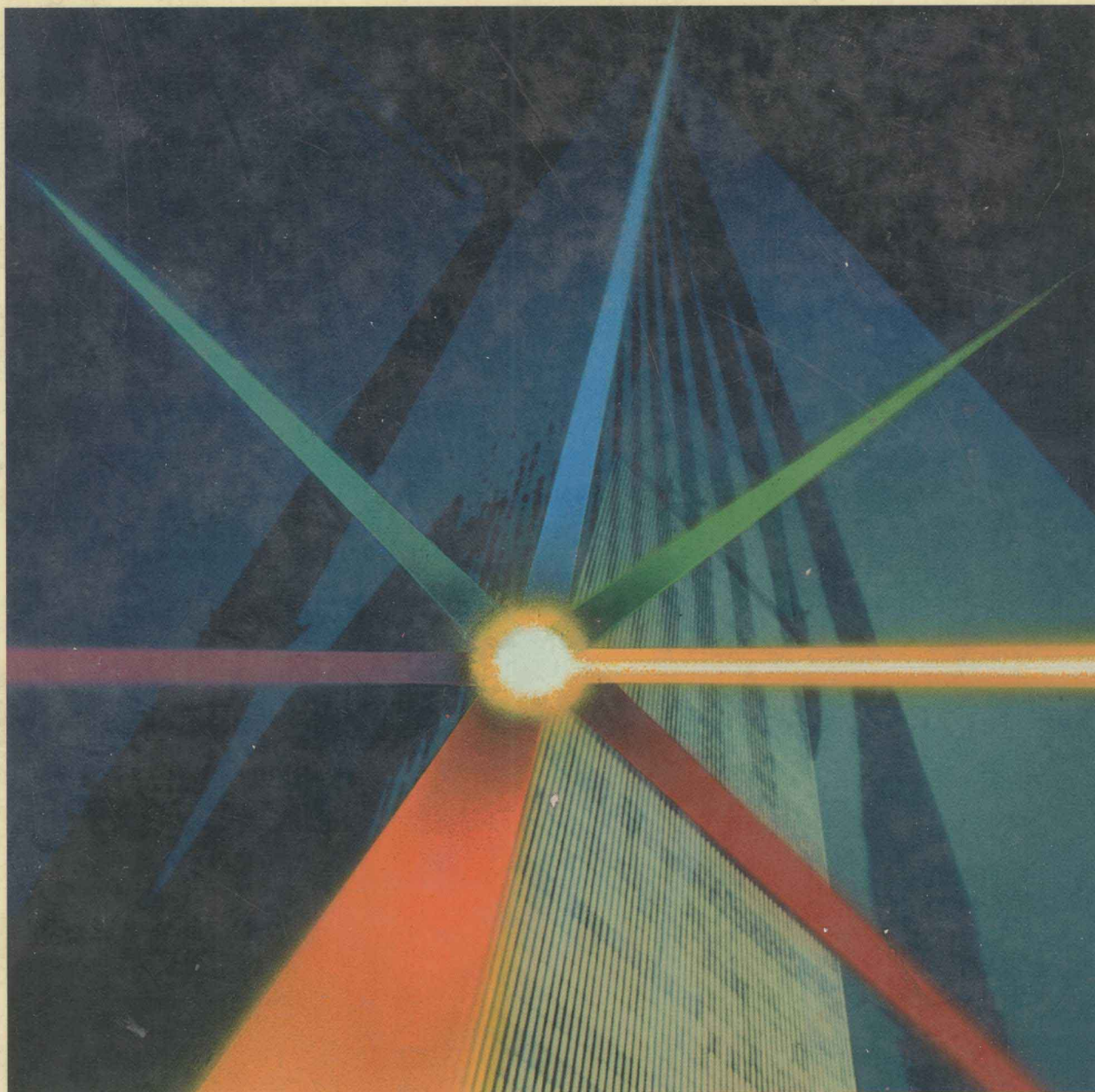


EXCELLENCE

IN BUSINESS COMMUNICATION

443



ohn V. Thill / Courtland L. Bovée

EXCELLENCE IN BUSINESS COMMUNICATION

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*To Seib Adams and June Smith,
whom we salute for their excellence
as publishing professionals and
to whom we are deeply grateful
for their wisdom, commitment,
and friendship*

NOTE TO STUDENTS

A study guide for this textbook can be obtained from college bookstores under the title *Study Guide, Excellence in Business Communication*, by John V. Thill and Courtland L. Bovée.

You can use the *Study Guide* throughout the course for reviewing the content of this textbook, for developing communication skills, and for increasing your knowledge of business communication. It is also an ideal aid when preparing for tests.

If the *Study Guide* is not in stock, ask the bookstore manager to order a copy from the publisher.

EXCELLENCE IN BUSINESS COMMUNICATION

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Preface

Excellence in Business Communication provides an exciting and dynamic new way of bringing the real world into the classroom. This is the first textbook that offers business communication experience through real-world simulations featuring actual companies. These simulations provide a unique opportunity for students to apply concepts to real events and to sharpen their business communication problem-solving skills.

Students will be introduced to a cross section of real people—men and women who work for some of America's most fascinating companies and who, on a typical day, encounter a variety of communication problems. In each chapter, students will be asked to help these businesspeople find solutions to their communication problems. Moreover, students will find it easy to relate to the highly visible companies featured, including such well-respected giants as McDonald's, Mattel, Coca-Cola, B. Dalton, and Microsoft, to name just a few.

Excellence in Business Communication is the next step in the evolution of business communication textbooks. Of course, this text covers all the basic principles and presents them in a traditional sequence. But its real-life simulations, involving writing style, and eye-opening graphics all bring the subject to life, capturing the essence of business communication as no other text has done before. We believe this book will instill in students both respect for the field of business communication and confidence that the subject can be understood and mastered.

The textbook itself is the centerpiece of a comprehensive teaching and learning package that targets a single goal: to demonstrate how business communication works in the real world, thus helping students understand the concepts behind effective communication while developing and refining their own abilities.

Features Link Concepts to the Real World

Excellence in Business Communication paints a vivid picture of the world of business communication. It offers an overview of the wide range of communication skills that are used by businesspeople to present ideas clearly and persuasively. It also gives spe-

cific examples of the communication techniques that have led to sound decision making and effective teamwork. In addition, its insights into the way organizations operate help clarify student career interests by identifying the skills needed for a lifetime of career success.

Because it encourages students to view themselves as part of an actual organization when completing assignments, *Excellence in Business Communication* is the next best thing to on-the-job training. It shows how standard approaches to routine assignments can help business professionals complete work quickly and efficiently. But it also stresses that every situation is different and advises students to think for themselves.

On-the-Job Simulations The opportunity to learn by doing is what sets this textbook apart from others. Not only will students learn from other people's successes and failures, they will also be making "on the job" decisions about communication problems. To understand our commitment to this concept, glance at the table of contents. You'll also see that this textbook was written with the cooperation of many small and large businesses, including Wal-Mart, Campbell Soup, Lawrence County Hospital, Motown Records, and Metropolitan Life.

Each chapter opens with an exclusive new concept, On the Job: Facing a Communication Dilemma. This slice-of-life vignette summarizes a communication problem being faced by an actual company. The solution to the dilemma is found in the concepts presented in the chapter, and the dilemma reappears from time to time throughout the chapter to dramatize the connection between the principles discussed and life on the job.

But we don't stop there. Each chapter also ends with another exclusive new feature, On the Job: Solving a Communication Dilemma. These simulations are factually based on real companies, and they expand on the chapter-opening dilemma. Students are asked to solve the dilemma by applying the principles discussed in the text, by making decisions about the communication process, and by selecting the best alternatives from the choices offered. Not only do these simulations give students the opportunity to practice real-world decision making, they also tie the textual information to real-life examples, providing a concrete basis for analyzing the chapter

principles. Finally, the dilemma is dealt with in one of the exercises or cases so that each On-the-Job simulation spans the entire chapter. This feature provides a dimension of reality unmatched by other textbooks in the field.

Behind the Scenes Special Features Boxed and carefully placed within each chapter, Behind-the-Scenes sidebars extend the chapter material by focusing on real people, real products, and real companies. We personally interviewed accomplished business communicators at actual companies to provide insights into the business world that cannot be found in other textbooks. Eighteen Behind-the-Scenes special features bring even more of the world of business into the classroom. Examples include

- Behind the Scenes at Ford Motor Company: The Art and Science of Bearing Bad News
- Behind the Scenes at Federal Express: When It Absolutely, Positively, Has to Be Perfect
- Behind the Scenes at IBM: Secrets to Winning an Interview

The discussion questions at the end of each of these special features give students numerous opportunities to analyze business communication principles and practices.

Gallery of Business Communication Professionals

Another unique feature of this text is the inclusion of full-color photographs with incisive captions that focus on 73 highly successful communication professionals from business, industry, government, and the media. Among the individuals featured are Paul Fireman (Reebok), Cathleen Black (USA Today), Michael Eisner (Disney), Dan Rather (CBS News), and Sandra Day O'Connor (U.S. Supreme Court).

Strategically placed in the margins throughout each chapter, these captions with accompanying photographs expand the amount of insight to be gained from this book. Each caption relates specifically to the text and gives a communication expert's views about a particular aspect of business communication, adding a new dimension to student learning.

Example after Example of Letters, Memos, and Reports Throughout *Excellence in Business Communication* you'll find numerous up-to-date sample documents, many collected in our consulting work.

These superb business examples provide students with benchmarks for achievement.

The chapters on letters and memos contain outstanding examples from numerous types of organizations and from people working in a variety of functional areas. Many of these documents are fully formatted, and some are presented on the letterheads of such well-known companies as TWA, JC Penney, Kentucky Fried Chicken, General Mills, and Mattel Toys. Accompanying sentence-by-sentence analyses help students see precisely how to apply the principles discussed in the text. Poor and improved examples illustrate common errors and effective techniques for correcting them.

The report-writing chapters give numerous examples too. And the last chapter of the report unit illustrates the step-by-step development of a long report, which appears in its entirety to show how all the parts fit together.

Focus on Ethics throughout the Book Business communication is more than speaking persuasively and writing clearly. It is also how you listen, respond, and interact with others. Everything you say, whether verbal or nonverbal, communicates something about your values and ethics. Thus students should be given the means to anticipate and analyze the ethical dilemmas they will face on the job. Moreover, the adherence to high ethical standards takes on new importance in this age of wavering business behavior. Ethical questions addressed in this book include

- How far should you go in emphasizing the positive in business messages?
- How should you handle negative information in recommendation letters?
- Where do you draw the line between persuasion and manipulation when writing sales letters?
- How do you construct visual aids in a form that will convey a company's point of view without misleading the audience?

Excellent Coverage of Today's Most Important Topics

According to several surveys, recent graduates are not prepared to handle the full range of communication assignments that come across their desks. *Excellence in Business Communication* addresses that problem in two ways: (1) by emphasizing basic principles that can be applied to many diverse situations and (2) by including coverage of such

important topics as organizational communication, the writing process, listening, nonverbal communication, and intercultural business communication.

The boundaries of business communication are always expanding. So in addition to covering all the traditional subjects, *Excellence in Business Communication* examines many current topics. For example, because technology is so advanced and so important in today's business world, we have provided an up-to-date chapter on office technology. The book also contains an unparalleled discussion of employment-related topics, including indispensable techniques for getting a job in our service-oriented economy. In addition, the text covers these current issues:

- What the Valdez oil spill taught companies about handling crisis communication (Chapter 2)
- How the stock market crash of October 13, 1989, has been “euphemized” out of existence (Chapter 4)
- How McDonald's pizza test-marketing exemplifies the effective use of press releases (Chapter 7)
- What the 1989 San Francisco earthquake taught companies about communicating bad news (Chapter 8)
- How oat bran in cereals demonstrates the importance of tracking changes in federal law when writing sales letters (Chapter 9)
- What effects the political upheavals in East Germany, Poland, and other Eastern European countries are having on international business communication (Chapter 17)
- How office technology has affected the Chinese movement toward democracy since the Tiananmen Square massacre (Chapter 18)

Tools That Help Develop Skills and Enhance Comprehension

Having an accurate picture of how businesspeople communicate is important, but students need more if they are to develop usable skills. That's why, in *Excellence in Business Communication*, we've included a number of helpful learning tools.

Lively, Conversational Writing Style Read a few pages of this textbook; then read a few pages of an-

other textbook. We think you'll immediately notice the difference.

The lucid writing style in *Excellence in Business Communication* makes the material pleasing to read and easy to comprehend. It stimulates interest and promotes learning. The writing style also exemplifies the principles presented in this book. In addition, we have carefully monitored the reading level of *Excellence in Business Communication* to make sure it's neither too simple nor too difficult.

Checklists To help students organize their thinking when they begin a communication project, make decisions as they write, and check their own work, we've included numerous checklists throughout the book. Appearing as close as possible to the related discussion, the checklists are reminders, not “recipes.” They provide useful guidelines for writing, without limiting creativity. Students will find them handy when they're on the job and need to refresh their memory about effective communication techniques.

Documents for Analysis In this textbook we have provided a selection of documents that students can critique and revise—24 documents in 9 chapters. Documents include letters and memos, a letter of application, and a resume. This hands-on experience in analyzing and improving sample documents will help students revise their own.

Exercises and Cases A wealth of exercises and cases, many of them memo-writing tasks, provide assignments like those that students will most often face at work. The exercises and cases deal with all types and sizes of organizations, domestic and international. And we have written them for a variety of majors: management, marketing, accounting, finance, information systems, office administration, and many others. With such variety to choose from, students will have ample opportunity to test their problem-solving skills.

Excellence in Business Communication includes numerous cases featuring real companies. Examples include

- It's a switch: Memo announcing that Wendy's is changing beverage suppliers
- Satisfaction guaranteed: Letter from L. L. Bean granting a claim
- On second thought—don't express it: Memo requesting cooperation in cutting the cost of overnight mail delivery at Turner Broadcasting System

- Elephant fans take note: Form letter announcing Yamaha's decision to stop using ivory for piano keys
- Learn while you earn: Memo announcing Burger King's educational benefits

These cases are yet another tool for demonstrating the role of communication in the real business world.

Learning Objectives Each chapter begins with a concise list of goals that students are expected to achieve by reading the chapter and completing the simulations, exercises, and cases. These objectives are meant to guide the learning process, motivate students to master the material, and aid them in measuring their success.

Margin Notes Short summary statements that highlight key points and reinforce learning appear in the margins of *Excellence in Business Communication*. They are no substitute for reading the chapters but are useful for quickly getting the gist of a section, rapidly reviewing a chapter, and locating areas of greatest concern.

Chapter Summaries Each chapter ends with a concise overview. We have included the summaries to help students understand and remember the relationships among key concepts.

End-of-Chapter Discussion Questions Questions for Discussion are designed to get students thinking about the concepts introduced in each chapter. The questions may also prompt students to stretch their learning beyond the chapter content. Not only will students find them useful in studying for examinations, but the instructor may also draw on them to promote classroom discussion of issues that have no easy answers.

Appendixes *Excellence in Business Communication* contains four appendixes:

1. FUNDAMENTALS OF GRAMMAR AND USAGE. A primer in brief, Appendix A presents the basic tools of language. The format is concise and easy to read, presenting material on grammar, punctuation, mechanics, and vocabulary.
2. FORMAT AND LAYOUT OF BUSINESS DOCUMENTS. Appendix B discusses formatting for all types of documents in one convenient place. Topics include appearance and formatting of letters, envelopes, memos, time-saving messages, reports, and meeting documents.

3. DOCUMENTATION OF REPORT SOURCES. Appendix C presents information on conducting secondary research and gives basic guidelines for handling reference citations, bibliographies, and source notes.
4. CORRECTION SYMBOLS. Appendix D provides convenient symbols for students to use when revising documents.

Color Art and Strong Visual Program To enliven the book and heighten student interest, *Excellence in Business Communication* is the first text in this market to be printed in full color throughout. We believe you'll agree that the book has been attractively printed and that the dramatic use of color gives it exceptional visual appeal. Also, in each chapter, students will learn from a rich selection of carefully crafted illustrations—graphs, charts, tables, and photographs—that demonstrate important concepts.

Book Design The state-of-the-art design is based on extensive research and invites students to delve into the content. It also makes reading easier, reinforces learning, and increases comprehension. For example, the special features do not interfere with the flow of text material, a vital factor in maintaining attention and concentration. The design of this book, like much communication, has the simple objective of gaining interest and making a point.

A Teaching/Learning Package That Meets Real Needs

The instructional package for this textbook is specially designed to simplify the task of teaching and learning. The instructor may choose to use the following supplements.

Instructor's Resource Manual This comprehensive paperback book is an instructor's toolkit. Among the many things it provides are a wealth of supplementary tidbits of information for enriching lectures, a section about collaborative writing, suggested solutions to exercises, suggested solutions and fully formatted letters for *every* case in the letter-writing chapters, and a grammar pretest and posttest.

An audiovisual guide is also included in the manual. It lists hundreds of videotapes and films that can be used to supplement your course. Each entry is fully described and keyed to the textbook.

The *Instructor's Resource Manual* also has an answer key to selected exercises in the *Study Guide*.

Video Exercises Now you can add an exciting new dimension to your course with seven professionally produced videos, one for each part of the text. Developed by the authors specifically for this book, these business communication video exercises are easy to use and are closely integrated with the content of the text to help students successfully apply important concepts and principles. These videos are available free to adopters.

For the instructor, *Video Exercise Teaching Notes* include teaching objectives, a list of the concepts covered in the video, discussion questions, and suggested answers to the discussion questions and video exercises.

Test Bank This manual is organized by text chapters and includes a mix of multiple-choice, true-false, and fill-in questions for each chapter, approximately 1,500 objective items in all, carefully written and reviewed to provide a fair, structured program of evaluation.

You can also get the complete test bank on computer disk, or you can get even more flexibility with McGraw-Hill's phone-in customized test service.

Testing Services Two major programs are available:

1. **COMPUTERIZED TEST BANK FOR EXCELLENCE IN BUSINESS COMMUNICATION.** A powerful microcomputer program allows the instructor to create customized tests using the questions from the test bank, self-prepared items, or a combination. This versatile program incorporates a broad range of test-making capabilities, including question editing and scrambling to create alternative versions of a test. This program is available for both Apple and IBM computers.
2. **CUSTOMIZED TEST SERVICE.** Through its Customized Test Service, McGraw-Hill will supply adopters of *Excellence in Business Communication* with custom-made tests consisting of items selected from the test bank. The test questions can be renumbered in any order. Instructors will receive an original test, ready for reproduction, and a separate answer key. Tests can be ordered by mail or by phone, using a toll-free number.

Acetate Transparency Program A set of 100 large-type transparency acetates, available to adopters on request, helps bring concepts alive in the

classroom and provides a starting point for discussing communication techniques. All transparencies are keyed to the *Instructor's Resource Manual*, and many contrast poor and improved solutions to cases featured in the textbook.

Film/Video Library McGraw-Hill will arrange free rentals of numerous films and videos from the University of Illinois Media Library. To guide you in selecting these materials, an extensive list keyed to the parts of the book is included in the *Instructor's Resource Manual* along with details about how to order them.

Report Card: Classroom Management Software This software makes compiling students' grades accurate and easy and is available for both IBM PC/PC-XT and Apple II.

Business Communication Update Newsletter Issued four times a year and filled with stimulating ideas, this newsletter is written exclusively for instructors of business communication. The newsletter provides interesting materials that can be used in class, and it offers practical ideas about teaching methodology.

Study Guide This paperback book contains a wealth of material reinforcing the information presented in the textbook. Students who are interested in maximizing their learning will appreciate its fill-in-the-blank chapter outlines, self-scoring quizzes on chapter contents, skill-building exercises, supplementary readings, and vocabulary and spelling exercises. In addition, to help students brush up on their English skills, the study guide includes an extensive review of grammar, punctuation, and mechanics interspersed with reinforcement exercises.

Computer Software for Students The instructor may also choose to use our interactive software, *Activities in Business Communication*. Three modules—dealing with job-search strategies, vocabulary development, and writing style—contain innovative learning activities. All the modules are interactive learning tools, so students are continually reinforced by word and sound. Also available is the McGraw-Hill College Version of WordPerfect for the IBM PC and compatibles. It assists composition on a word processor and permits inserting, deleting, or moving text; correcting; automatic formatting; and storing material. For additional information on software, videos, and other ancillary materials, please contact your McGraw-Hill sales representative.

Personal Acknowledgments

Excellence in Business Communication is the result of the concerted efforts of a number of people. A heartfelt thanks to our many friends, acquaintances, and business associates who agreed to be interviewed so that we could bring the real world into the classroom.

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John V. Thill
Courtland L. Bovée

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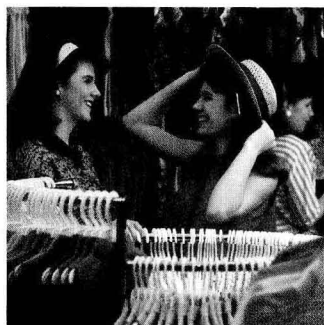
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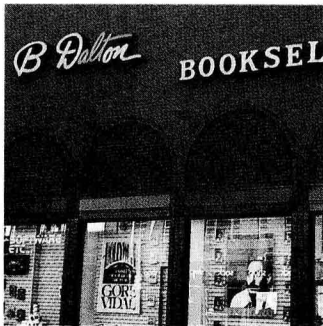
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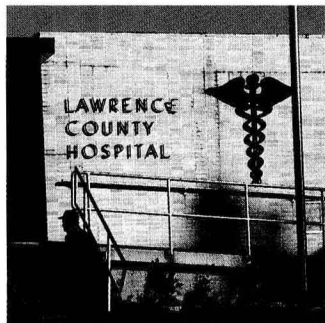
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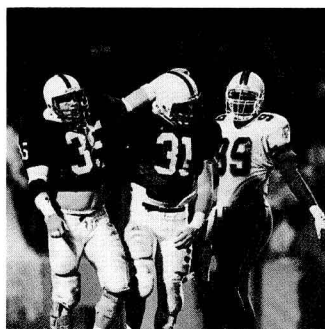
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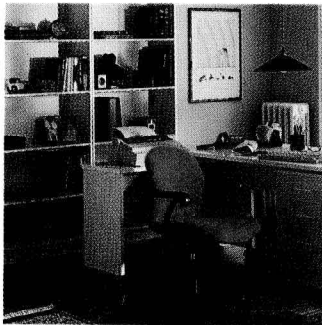
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