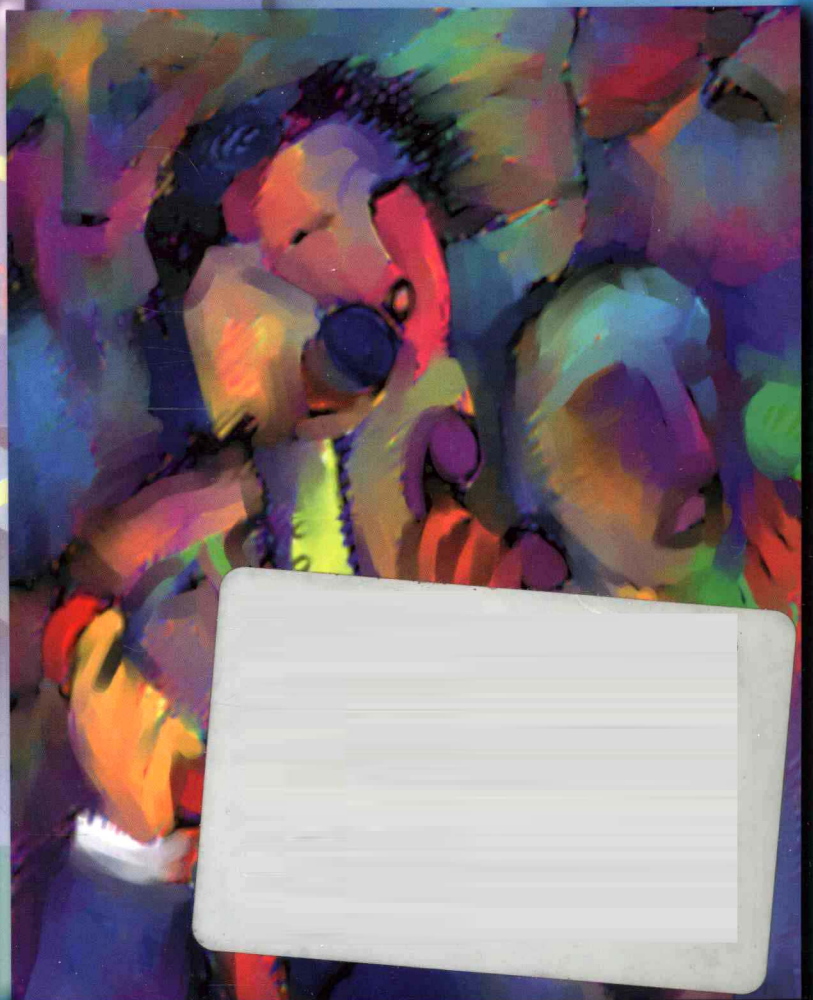
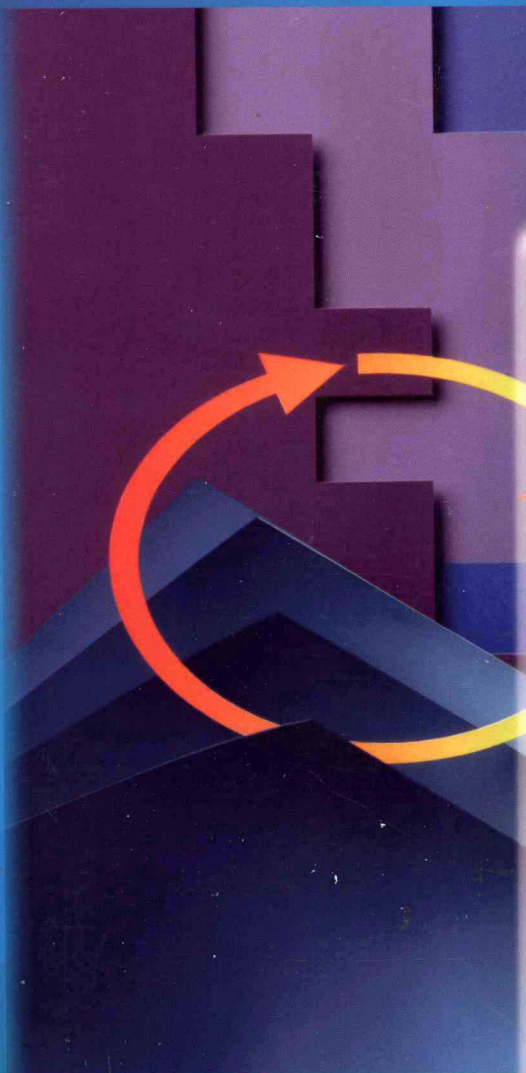


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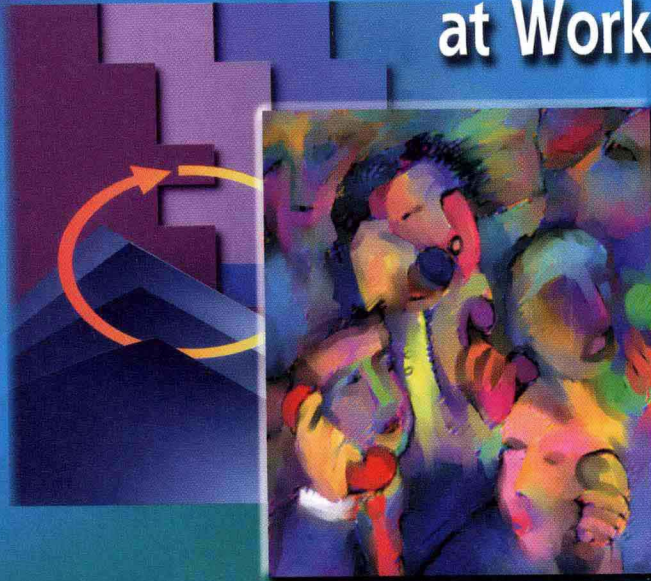
at Work



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Business Communication at Work

Second Edition



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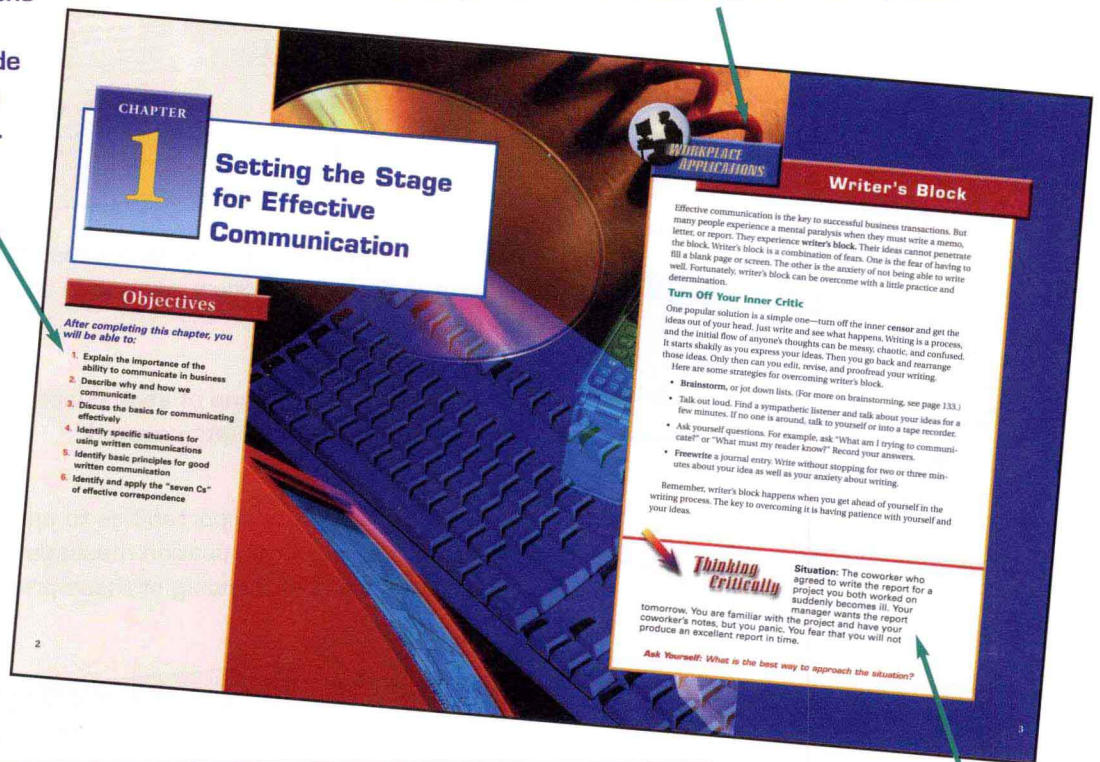
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INTRODUCTION

Welcome to the *Business Communication at Work, Second Edition* text and the wonderful world of communication in action. Getting and holding a job requires the ability to communicate effectively in many different types of situations. You will be provided the foundations you need for developing sentences and paragraphs and for capturing the message, whether you are communicating orally or by letter, memorandum, report, e-mail, or voice mail.

Workplace Applications features offer opportunities to consider real-world facets of the challenges you will face when you are communicating in the workplace.

Each chapter opens with learning **Objectives** to guide your study of the chapter material.



Components of the Program

The second edition of *Business Communication at Work* is a complete, well-rounded program that includes the following components:

- **Text-Workbook** with instruction, examples, Checkpoint exercises, and Worksheets for practice.
- **CD-ROM** with additional exercises and practices, providing hands-on completion of editing and proofreading exercises, composition of letters, memos, reports, and containing the Glencoe Interactive Grammar program for refreshing your grammar skills.
- **Web site** with a separate section reserved for students. This section contains online practice tests, crossword puzzles, additional learning exercises, and other World Wide Web links. Access is gained by entering the following Internet address: bcw.glencoe.com

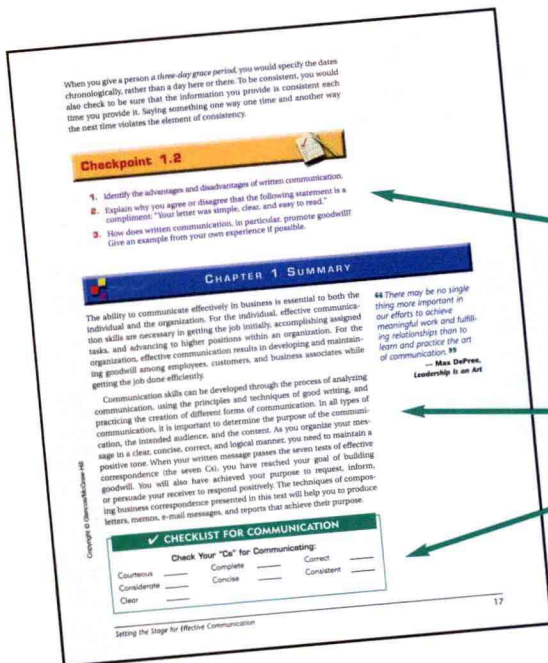
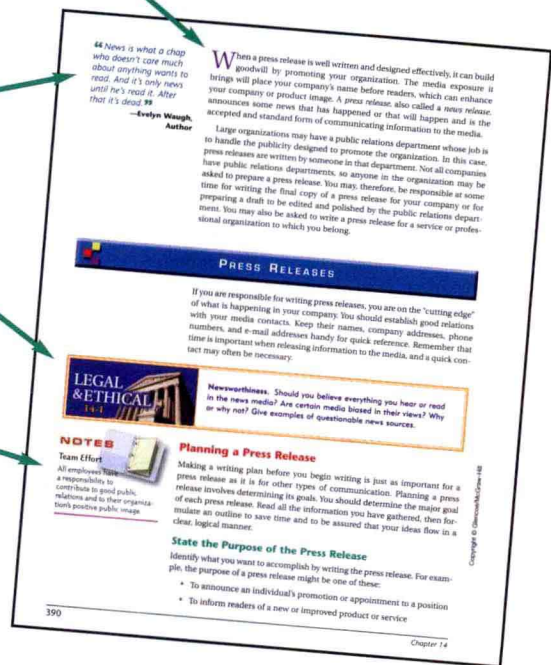
Thinking Critically questions challenge you to apply your personal experiences to the chapter content.

Each chapter begins with a short **Introduction** to the chapter concepts.

Quotations get you thinking about the themes of each chapter.

Legal & Ethical scenarios tie the content of each chapter to legal/ethical concepts, inviting you to voice your opinion based on the information provided.

Special notes reminders stress important points relating to the information in the chapter.

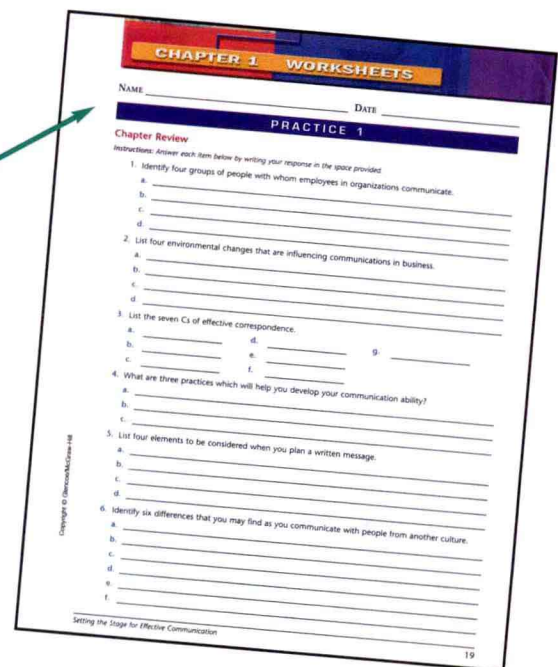


Checkpoints provide chances to assess your understanding of the topics covered in the previous sections.

The **Summary** at the end of each chapter recaps for you the basic concepts covered.

Checklists provide opportunities to apply principles in the text to a communication message and then to check your understanding of these principles.

Worksheets at the end of each chapter provide myriad opportunities for you to increase your skills in the concepts and principles of letter and memo writing, report research and composition, sentence and paragraph construction, and employment communications.



The **Appendices** contain a review of the parts of speech, sentence and paragraph construction, punctuation, letter formats, and **Dictation Techniques**. In addition, a thorough **Index** is provided to help locate concepts and principles that you may want to review.

FEATURES

Thinking Cap

THINKING CAP icons lead you to challenging puzzlers that relate to the information studied in the chapters. Featured questions guide your thinking as you conceptualize these special communication situations.

GLOBAL DIVERSITY logos direct you to scenarios that describe how people in another part of the country or another culture may view communication in a different way. Probing questions direct your attention to the specifics of the situations.



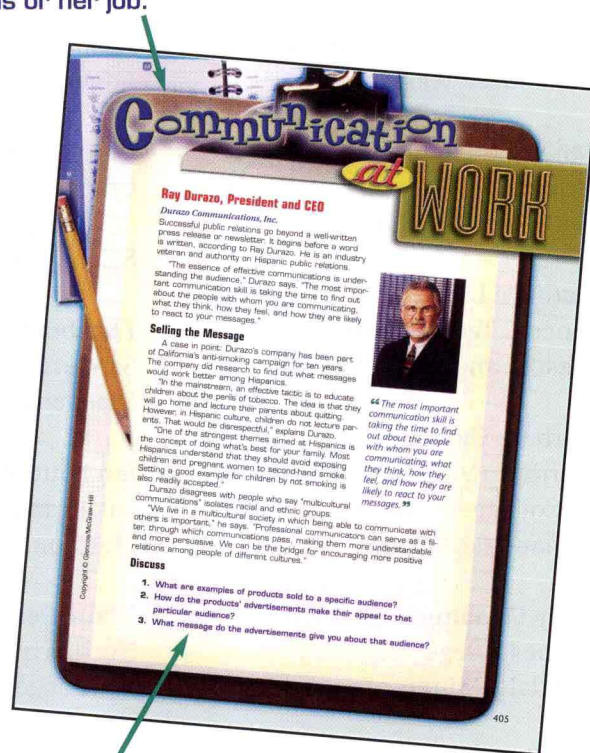
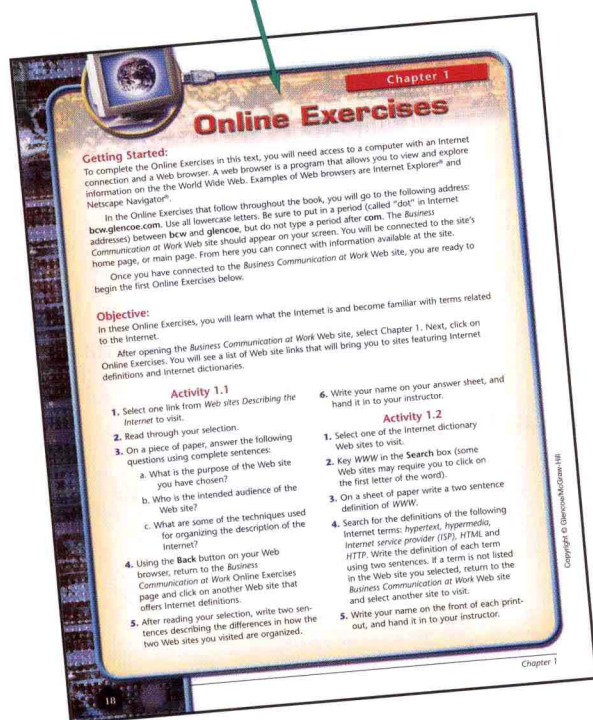
GO TO CD-ROM prompts point you to the *Business Communication at Work* STUDENT CD-ROM to give you additional practice exercises covering chapter concepts. The CD-ROM is optional but highly recommended.

INTERNET margin notes direct you to the World Wide Web for additional research if you have access to the Internet.



Each unit features a **Communication at Work** profile focusing on a professional who provides insight into the use of communication principles in the process of doing his or her job.

Online Exercises presented in each chapter direct you to the *Business Communication at Work* Web site at bcw.glencoe.com for illuminating tours of various Internet sites.



Discussion questions further exploration into the communication challenges these individuals describe.



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TABLE OF CONTENTS

Introduction	vii
Acknowledgments	x

Unit 1 **The Process and Challenge of Communication 1**

Chapter 1: Setting the Stage for Effective Communication 2

Workplace Applications: <i>Writer's Block</i>	3
The Importance of Business Communication Skills	4
The Changing Workplace Environment	5
Using Business Communication at Work	6
Principles of Written Communication	9
Worksheets	19

Chapter 2: Choosing the Right Words 22

Workplace Applications: <i>Standard American English</i>	23
The Writing Process	24
The Meanings of Words	24
Proper Word Choices	26
Worksheets	41

Chapter 3: Developing Sentences and Paragraphs 46

Workplace Applications: <i>Prewriting</i>	47
Writing Sentences and Paragraphs	48
Sentence Structures	48
Constructing Sentences	51
Developing and Arranging Paragraphs	65
Communication at Work	72
Worksheets	75

Unit 2 **Basics for Communicating Effectively 79**

Chapter 4: Developing Listening Skills 80

Workplace Applications: <i>Cultural Diversity</i>	81
Understanding the Importance of Listening	82
The Process of Active Listening	84
Interpreting Nonverbal Communication	87
Barriers to Effective Listening	90
Active Listening Techniques	92
Worksheets	96

Chapter 5: Planning and Organizing Business Messages 102

Workplace Applications: <i>Time Management</i>	103
Oral and Written Communication	104
Planning for Effective Communication	104
Organizing the Message	107
Worksheets	123

Chapter 6: Using Technology to Improve Communication . . . 132

Workplace Applications: <i>Brainstorming</i>	133
Technology in the Office	134
The Internet: Keeping the World Connected	139
Using Application Technology	143
Using Technology to Improve Your Writing	148
Worksheets	152

Chapter 7: Formatting Business Messages 154

Workplace Applications: <i>Etiquette</i>	155
Formatting Memos	156
Other Types of Internal Messages	163
Parts of a Business Letter	167
Letter Styles	179
Addressing Envelopes	183
Communication at Work	188
Worksheets	190

Unit 3 Effective Messages 195

Chapter 8: Messages That Promote Goodwill 196

Workplace Applications: <i>Conflict Management</i>	197
Promoting Goodwill	198
Projecting a Positive Tone	198
Promoting a Service Attitude	205
Writing Goodwill Messages	208
Thank-You Messages	210
Messages of Congratulations	210
Letters That Invite, Announce, or Welcome	212
Get-Well Wishes and Sympathy Letters	215
Letters That Maintain or Reactivate Business	216
Applying Principles for Goodwill Letters	217
Worksheets	220

Chapter 9: Messages for Inquiries and Requests 228

Workplace Applications: <i>Customer Service</i>	229
Handling Routine Correspondence	230
Preparing Routine Communications	232

Inquiries and Requests	239
Replies to Inquiries and Requests	245
Form Replies to Inquiries	251
Evaluating Your Writing	254
Worksheets	257

Chapter 10: Claim and Adjustment Messages **264**

Workplace Applications: <i>Decision Making</i>	265
Claim Letters	266
Adjustment Letters	273
Worksheets	283

Chapter 11: Persuasive Messages **290**

Workplace Applications: <i>Problem Solving</i>	291
Writing to Public Officials and the Media	292
Persuasive Requests	299
Sales Letters	303
Worksheets	321

Chapter 12: Order, Credit, and Collection Messages **326**

Workplace Applications: <i>Constructive Criticism</i>	327
Sending Order Messages	328
Acknowledging Order Messages	332
Order Acknowledgment Letters	335
Credit Letters	339
Collection Messages	344
Communication at Work	351
Worksheets	353

Unit 4 Reports and Media Communications **359**

Chapter 13: Developing Memos and Memo Reports **360**

Workplace Applications: <i>Team Building</i>	361
Internal Communications	362
Routine Memos	363
Memo Reports	370
Communication at Work	382
Worksheets	385

Chapter 14: Creating Press Releases and Newsletters **388**

Workplace Applications: <i>Ethical Behavior</i>	389
Press Releases	390
Newsletters	398
Communication at Work	405
Worksheets	407

Chapter 15: Constructing and Presenting Reports 408

Workplace Applications: <i>Plagiarism</i>	409
Approaches to Writing Reports	410
Organizational Patterns for Reports	411
Guidelines for Writing Reports	414
Letter Reports	414
Formal Reports	416
Parts of a Formal Report	421
Proposals	430
Using Visuals in a Report	432
Worksheets	437

Chapter 16: Preparing Meeting Communications 442

Workplace Applications: <i>Telecommuting and Teleconferencing</i>	443
Types of Meetings	444
Preparing Meeting Notices	445
Preparing Meeting Agendas	446
Preparing Minutes	451
Communication at Work	458
Worksheets	460

Unit 5 Employment Communication 463

Chapter 17: Conducting the Job Search 464

Workplace Applications: <i>Stress Management</i>	465
Starting the Employment Process	466
Conducting a Job Search	469
Preparing A Résumé	471
Completing an Employment Application	484
Developing a Portfolio	487
Worksheets	490

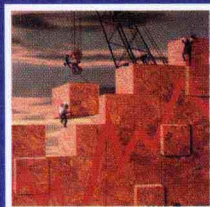
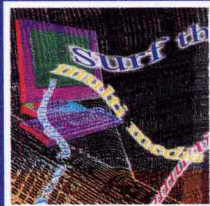
Chapter 18: Selling Yourself to Employers 496

Workplace Applications: <i>Styles of Leadership</i>	497
Preparing a Cover Letter	498
Guidelines for Writing an Effective Cover Letter	500
Interviewing	506
Guidelines for Follow-Up Letters	515
Resignation Letters	518
Communication at Work	520
Worksheets	522

Appendix A: References	525
Appendix B: Dictation Techniques	540
Index	543

unit 1

The Process and Challenge of Communication



- **Chapter 1**
Setting the Stage for
Effective Communication
- **Chapter 2**
Choosing the Right Words
- **Chapter 3**
Developing Sentences
and Paragraphs



CHAPTER

1

Setting the Stage for Effective Communication

Objectives

After completing this chapter, you will be able to:

1. Explain the importance of the ability to communicate in business
2. Describe why and how we communicate
3. Discuss the basics for communicating effectively
4. Identify specific situations for using written communications
5. Identify basic principles for good written communication
6. Identify and apply the "seven Cs" of effective correspondence

Writer's Block

Effective communication is the key to successful business transactions. But many people experience a mental paralysis when they must write a memo, letter, or report. They experience **writer's block**. Their ideas cannot penetrate the block. Writer's block is a combination of fears. One is the fear of having to fill a blank page or screen. The other is the anxiety of not being able to write well. Fortunately, writer's block can be overcome with a little practice and determination.

Turn Off Your Inner Critic

One popular solution is a simple one—turn off the inner **censor** and get the ideas out of your head. Just write and see what happens. Writing is a process, and the initial flow of anyone's thoughts can be messy, chaotic, and confused. It starts shakily as you express your ideas. Then you go back and rearrange those ideas. Only then can you edit, revise, and proofread your writing.

Here are some strategies for overcoming writer's block.

- **Brainstorm**, or jot down lists. (For more on brainstorming, see page 133.)
- Talk out loud. Find a sympathetic listener and talk about your ideas for a few minutes. If no one is around, talk to yourself or into a tape recorder.
- Ask yourself questions. For example, ask "What am I trying to communicate?" or "What must my reader know?" Record your answers.
- **Freewrite** a journal entry. Write without stopping for two or three minutes about your idea as well as your anxiety about writing.

Remember, writer's block happens when you get ahead of yourself in the writing process. The key to overcoming it is having patience with yourself and your ideas.



Thinking Critically

tomorrow. You are familiar with the project and have your coworker's notes, but you panic. You fear that you will not produce an excellent report in time.

Situation: The coworker who agreed to write the report for a project you both worked on suddenly becomes ill. Your manager wants the report

Ask Yourself: What is the best way to approach the situation?

“If I went back to college again, I’d concentrate on two areas: learning to write and to speak before an audience. Nothing in life is more important than the ability to communicate effectively.”

—Gerald R. Ford,
38th President of the
United States

The ability to communicate is important in all aspects of life. Looking at classified advertisements and job descriptions, you will find the majority of companies specifying that a successful applicant should have excellent communication skills, both oral and written. The ability to communicate effectively with others is named by many employers as a top attribute of the successful businessperson.

Your communication skills are vital to your success in the workplace. The ability to communicate effectively with customers, coworkers, subordinates, and supervisors may be the determining factor in your career advancement.

THE IMPORTANCE OF BUSINESS COMMUNICATION SKILLS

In obtaining a job, your technical skills are important. Employers want to hire the best candidate and will screen résumés and job application forms for evidence of applicants’ job-related knowledge and experience. Equally important are your communication skills, both written and oral. To assist them in evaluating written communication skills, many employers include essay-type questions on their application forms. The applicants have an opportunity to demonstrate effective communication skills in their responses. At the interview, the employer may ask the applicants to respond orally to questions about a specific situation, such as a case study. Employers use this opportunity to evaluate applicants’ oral communication skills.

Once you are employed, job skills alone will not ensure your success in business. If you lack the ability to communicate well with supervisors, customers, and coworkers, you are unlikely to be promoted to higher positions.

Rocky Top Farms, a supplier of farm and garden supplies, is seeking candidates for the position of Customer Service Representative. The successful candidate will handle customer questions and problems over the phone, develop and maintain a customer database, and provide support to District Sales Managers. Minimum job requirements include 1-3 years experience in Purchasing/Management, negotiation skills, strong communication skills, and the ability to interact with suppliers and customers.

How Your Communication Skills Represent You and Your Company

Your communication skills are readily apparent whether they are in the form of a written document or a conversation. They reflect on both you and your organization. The impressions customers and business associates form of you and your organization are important and lasting. Many of these impressions are based solely upon the way you communicate.

Reflection on You

How you communicate with others determines their opinion of your overall competence and integrity. You may be an extremely intelligent, talented, and knowledgeable individual. If your communication skills are poor, however, others tend to question your abilities.

Whether you like it or not, many people judge your abilities and intelligence specifically by the quality of your writing, which includes the accuracy of your spelling, punctuation, and grammar. The memos, letters, and reports you write demonstrate your ability to communicate.

Figure 1-1

Job placement ads such as this show that strong communication skills are important qualifications for employment.

Not only are others evaluating your competence, but they may be judging your integrity. Being ethical in your communications, oral or written, is very important. If you promise to do things but fail to do so, if you make statements that are not factual, if you make untruthful comments about others, or if you are careless in your writing, others will not trust you and will become hesitant to work with you.

Reflection on Your Company

When you communicate as an employee of your company, you represent the company. Customers will evaluate your company based on their interaction with you. **Goodwill** is the positive feeling or attitude that you show or that customers have about a business that encourages customer loyalty. As an employee, you can strengthen or you can destroy that goodwill based on the manner in which you communicate.

Your written communications are a permanent record of your ability to write. People who read these communications form an opinion of both you and your organization. Presenting yourself well in writing means that you will project a favorable image of your organization as well as promote successful business operations both internally and externally.

“Communication is the most important skill in life. We spend most of our waking hours communicating.”

—Stephen R. Covey,
The Seven Habits of Highly Effective People

ThinkingCap 1.1

Discuss: Do you agree with Covey that communication is the most important skill in life? Why do you agree with him? or Why do you disagree with him?



THE CHANGING WORKPLACE ENVIRONMENT

Communication skills have always been important in the workplace. As the business world changes, the importance of these skills increases. Workers today are faced with the following challenges:

- Increased use of technology
- Increased global competition
- Restructured management and/or product lines
- Increased quality emphasis and customer focus
- Increased focus on legal and ethical problems

All of these changes influence the communication process within organizations. Technology, however, has had the greatest impact on how we communicate. Electronic mail, voice mail, teleconferences, computer networks, fax machines, and the Internet have expanded our methods of communicating. More employees are talking to each other and sharing data as they use the various technologies to search for, collect, prepare, and report information. Computer communication is also used for activities such as group problem solving, consensus building, and group projects.

These technological advances have also changed the world in which businesses operate. We now live in a global economy. To be successful, businesses need to compete in the global marketplace. Since English is the international business language, translations have become important;

ThinkingCap 1.2

Discuss: How does global competition affect the way we communicate?

NOTES

Teaming Up

Collaborative writing consists of two or more individuals working together to produce one document.



correct grammar is vital since the information communicated will be based on a literal translation of the original message. Slang, jargon, and acronyms need to be eliminated. In addition, you must become aware of different cultures and their unique communication processes.

As companies have restructured and invested in increased technology, more employees at all levels are having to create their own written communications. In addition, the emphasis on quality, whether total quality management (TQM) or continuous improvement, has put increased importance on employees doing work correctly the first time, working in teams, and being more customer focused. All of these changes in the environment have resulted in increased emphasis on ethical and legal concerns for all employees throughout the organization.

As the use of teams and groups expands within companies, the ability to work cooperatively and collaboratively becomes more important. Working together adds a new dimension to the communication skills needed in business. Previously, most communications were developed individually. Now, several individuals may work together in creating various documents and communications, a process requiring additional written and oral skills.

USING BUSINESS COMMUNICATION AT WORK

“The real challenge is to make good communication a handy and well-used tool. Then you are likely to pick it up and use it without thinking.”

—Max DePree,
Leadership Is an Art

Communication is a vital part of our world today. You may be a very well-educated, talented individual who has much to offer your company. If you cannot get your ideas across to others, you will not be able to share your knowledge and skills. Ideas are commonplace, but the ability to communicate ideas clearly to others is rare. Learning to communicate your ideas is the major thrust of this book.

Business Communication at Work is designed to provide you with the background and skills needed to enter the business world and achieve success. Simply listening to a concert will not teach you to play the guitar, nor will strolling through an art museum teach you to paint pictures. Similarly, reading good business letters or reading about how to write good business letters won't teach you to write them, and hearing good reports won't teach you to create them.

To develop your communication ability, you must do three things:

1. Analyze good and bad examples of communication.
2. Use the principles and techniques of good communication.
3. Practice creating your own communications.

Both planning and composing effective messages require that you study and put into practice certain principles and techniques of effective communication. At first you will have to concentrate deliberately on using these