教育部高校工商管理类教学指导委员会 双语教学推荐教材

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BUSINESS ADMINISTRATION CLASSICS

Business Administration Classics

工商管理经典教材·核心课系列

商务沟通

沟通技能

（英文版·第12版）

LESIKAR'S BUSINESS COMMUNICATION

(Twelfth Edition)

伦茨（Kathryn Rentz）
弗拉特利利（Marie E. Flatley） 著
葆拉·兰茨（Paula Lentz）
朱春玲 改编

中国人民大学出版社

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总　序

随着我国加入WTO，越来越多的国内企业参与到国际竞争中来，用国际上通用的语言思考、工作、交流的能力也越来越受到重视。这样一种能力也成为我国各类人才参与竞争的一种有效工具。国家教育机构、各类院校以及一些主要的教材出版单位一直在思考，如何顺应这一发展潮流，推动各层次人员通过学习来获取这种能力。双语教学就是这种背景下的一种尝试。

双语教学在我国主要指汉语和国际通用的英语教学。事实上，双语教学在我国教育界已经不是一个陌生的词汇了，以双语教学为主的科研课题也已列入国家“十五”规划的重点课题。但从另一方面来看，双语教学从其诞生的那天起就被包围在人们的赞成与反对声中。如今，依然是有人赞成有人反对，但不论是赞成居多还是反对占上，双语教学的规模和影响都在原有的基础上不断扩大，且呈大发展之势。一些率先进行双语教学的院校在实践中积累了经验，不断加以改进；一些待进入者也在模仿中学习，并静待时机成熟时加入这一行列。由于我国长期缺乏讲第二语言（包括英语）的环境，开展双语教学面临特殊的困难，因此，选用合适的教材就成为双语教学成功与否的一个重要问题。我们认为，双语教学从一开始就应该使用原版的各类学科的教材，而不是由本土教师自编的教材，从而可以避免中国式英语问题，保证语言的原汁原味。各院校除应执行国家颁布的教学大纲和课程标准外，还应根据双语教学的特点和需要，适当调整教学课时的设置，合理选择优秀的、合适的双语教材。

顺应这样一种大的教育发展趋势，中国人民大学出版社同众多国际知名的大出版公司，如麦格劳-希尔出版公司、培生教育出版公司等合作，面向大学本科生层次，遴选了一批国外最优秀的管理类原版教材，涉及专业基础课，人力资源管理、市场营销及国际化管理等专业方向课，并广泛听取有着丰富的双语一线教学经验的教师的建议和意见，对原版教材进行了适当的改编，删减了一些不适合我国国情和不适合教学的内容；另一方面，根据教育部对双语教学教材篇幅合理、定价低的要求，我们更是努力区别于目前市场上形形色色的各类英文版、英文影印版的大部头，将目标受众锁定在大学本科生层次。本套教材尤其突出了以下一些特点：

● 保持英文原版教材的特色。本套双语教材根据国内教学实际需要，对原书进行了一定的改编，主要是删减了一些不适合教学以及不符合我国国情的内容，但在体系结构和内容特色方面都保持了原版教材的风貌。专家们的认真改编和审定，使本套教材既保持了学术上的完整性，又贴近中国实际；既方便教师教学，又方便学生理解和掌握。

● 突出管理类专业教材的实用性。本套教材既强调学术的基础性，又兼顾应用的广泛性；既侧重让学生掌握基本的理论知识、专业术语和专业表达方式，又考虑到教材和管理实践的紧密结合，有助于学生形成专业的思维能力，培养实际的管理技能。

● 体系经过精心组织。本套教材在体系架构上充分考虑到当前我国在本科教育阶段推广双语教学的进度安排，首先针对那些课程内容国际化程度较高的学科进行双语教材开发，在其专业模块内精心选择各专业教材。这种安排既有利于我国教师摸索双语教学的经验，使得双语教学贴近现实教学的需要；也有利于我们收集关于双语教学教材的建议，更好地推出后续的双语教材及教辅材料。

● 篇幅合理，价格相对较低。为适应国内双语教学内容和课时上的实际需要，本套教材进行了一定的删减和改编，使总体篇幅更为合理；而采取低定价，则充分考虑到了学生实际的购买能力，从而使本套教材得以真正走近广大读者。

● 提供强大的教学支持。依托国际大出版公司的力量，本套教材为教师提供了配套的教辅材料，如教师手册、PowerPoint 讲义、试题库等，并配有内容极为丰富的网络资源，从而使教学更为便利。

本套教材是在双语教学教材出版方面的一种尝试。我们在选书、改编及出版的过程中得到了国内许多高校的专家、教师的支持和指导，在此深表谢意。同时，为使我们后续推出的教材更适于教学，我们也真诚地期待广大读者提出宝贵的意见和建议。需要说明的是，尽管我们在改编的过程中已加以注意，但由于各教材的作者所处的政治、经济和文化背景不同，书中内容仍可能有不妥之处，望读者在阅读时注意比较和甄别。

徐二明
中国人民大学商学院

此为试读，需要完整PDF请访问：www.ertongbook.com

改编者的话

随着经济全球化和网络通信技术的飞速发展，人们对商务活动中沟通的理解发生了很大的转变，商务沟通在经济活动中受到了前所未有的重视。在此背景下，美国辛辛那提大学凯瑟琳·伦茨等三位学者合作撰写、畅销全美的沟通课程教材《商务沟通——数字世界的沟通技能》（第12版）问世了。该书以简洁的文字、流畅的语言和通俗易懂的表达方式，在探讨商务沟通中如何建立良好的人际关系的同时，将最新的网络技术融入了商务沟通教学的全过程。

与同类书籍相比，该书并没有对与沟通相关的所有内容面面俱到，而是在描述沟通在商务活动中的运用时重点讨论沟通中的基础环节——商务写作。全书主要内容包括如何撰写各类商务信函；如何构造写作的正面效应；如何运用翔实的事例使沟通更具说服力；如何撰写商务报告并开展商务研究。书中还阐述了演讲、口头商务沟通、人际沟通及跨文化沟通等策略。该书在各章末附有丰富的练习材料，供学生巩固所学的知识，并节省教师编写练习或寻找相关资料的时间。

全书在每章都设置了以下内容：

1. 章首列出本章的学习目标，章末围绕学习目标进行小结。

2. 每章在阐述正文前设有导读性案例，给定真实的商务沟通情景，提供全章讨论的素材。

3. 互联网和通信技术的进步及其在商务活动中的普遍运用推动了商务沟通方式的革命。各章的“沟通技巧浅谈”专栏展示了科技的发展如何与商务沟通息息相关，内容涵盖电子邮件、文本信息、社交网络和在线合作等多个方面。

4. 各章的“沟通的重要性”专栏不仅为读者提供了权威沟通专家的建议和评论，而且深化了他们对沟通概念的理解。

5. 为便于读者抓住重点、加深理解，该书还利用页边注解对相应部分的要点加以总结，使重点内容一目了然。

改编者在保持原著风格的基础上，结合我国高校沟通课程的教学实践，对原著的结构和部分章节的内容作了调整。改编的思路是基于我国高校商务沟通教学的实际，删除与商务沟通教学关联度较低的部分。本书经删减后包含的内容有五大主题：第一篇是商务沟通导论，描述沟通在组织中的作用及沟通过程，指出商务沟通面临的挑战；第二篇分析商务写作的过程，探讨如何构造写作的正面效应；第三篇讨论商务信函的基本类型及其写作方法；第四篇介绍商务报告的写作，重点分析短篇报告的写作；第五篇论述演讲、会议、倾听等口头商务沟通策略及跨文化沟通策略。

本书提供在线教辅支持，读者可浏览网站http://www.mhhe.com/lesikar12e获取相关资料。在线教辅材料有供教师使用的教师用书、测试题库、课堂演示幻灯片、配套在线视频案例、教学心得博客及相关的链接等，也有供学生使用的自我测试题、复习资料以及互动式练习题。

本书不仅可以作为我国高校本科商务沟通课程、英语专业硕士（国际商务方向）商务写作课程、MBA及EMBA商务英语、商务沟通等英文课程或双语课程的教材，也可作为从事管理工作的人员及企业内部沟通培训的参考书。

朱春玲

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PREFACE

This revision of Ray Lesikar's classic textbook takes the solid foundational principles of the previous 11 editions and applies them to business contexts in the 21st century. While continuing to focus on careful problem analysis, adaptation of the message to the audience, and the development of positive human relations, this edition discusses current challenges for business communicators and gives students practice meeting those challenges. Toward this end, the book maintains the realism, technological currency, and pedagogical effectiveness for which it has become well known and respected.

REALISTIC

The authors are an interdisciplinary team with diverse training and experience who have worked to bring you the subject matter authoritatively from a thorough review of the field. In addition to being teachers, scholars, and leaders themselves, they have integrated their ideas with information from other researchers and practitioners in the mainstream of business communication, providing the enhanced value of multiple perspectives.

Throughout the text are realistic examples of current business problems and practices. You will find that business information is integrated into examples, message models, reports, text boxes, and end-of-chapter questions, problems, and cases. The extensive range of cases covers both internal and external communication as well as a wide variety of business environments. Furthermore, the cases cover a broad spectrum of challenges that students are likely to find in the workplace—from routine, everyday cases to complex scenarios requiring research and extensive analysis.

TECHNOLOGICALLY CURRENT

The Internet and other communication technologies continue to change the way business does business. From email and text messages to social networking and online collaboration, students need to know their options for communicating, whether across the office or around the globe. The text discusses all these forms and more. In addition, boxed material introduces students to a wide range of helpful electronic tools, from automatic table-of-contents generators to online translation programs and search engines. Additionally, communication technologies appear in both the textbook cases and the Web cases. We believe these efforts will enable students to get up to speed more quickly and communicate more effectively once they're on the job.

THOROUGH

This textbook is the result of extensive consultation with business communication teachers, dialog with business professionals, and research. It includes sound advice on both writing and speaking, covering the main forms of business communication that students are likely to encounter. It also includes special chapters on cross-cultural communication, correctness, communication-related technologies, and research methods. There is an extensive chapter on using graphics to communicate, and other visual components are discussed throughout the book. Whatever level of students you teach or whatever topics you wish to emphasize, you will find reliable advice, illustrations, and exercises here.

LEARNABLE

As in earlier editions, we worked hard to make the book serve the student in every practical way. Our goal was to make the learning experience easy and interesting. The book's structured problem-solving approach guides students through the analytical process for various kinds of business messages, blending concrete advice with a focus on critical thinking, judgment, and creativity. To support this approach we include the following features, all of which have proved to be highly successful in preceding editions:

Readable writing. The writing is in plain, everyday English—the kind the book instructs the students to use.

Learning objectives. Placed at the beginning of all chapters, clearly worded objectives emphasize the learning goals and are tied in to the chapter summaries and exercises.

Introductory situations. A realistic description of a business scenario introduces the student to each type of business communication, providing context for discussion and examples.

Outlines of messages. To summarize and clarify the instructions for writing the basic message types, an outline of each type follows the discussion.

Margin notes. Summaries of content appear in the margins to help students identify the main points and review text highlights.

Full document illustrations. Well-written models with detailed margin comments are provided for all kinds of documents—text messages, emails, letters, memos, proposals, and short and long reports.

Expert advice and commentary. Communication Matters boxes containing anecdotal and authoritative communication messages add interest and make points throughout the book.

Abundant real business illustrations. Both good and bad examples with explanatory criticisms show the student how to apply the text instructions.

Cartoons. Carefully selected cartoons emphasize key points and add interest.

Photographs. Full-color photographs throughout the text emphasize key points and add interest to content. Teaching captions enhance the textual material.

Computer and Web-based applications. Computer and Web-based applications have been integrated throughout the book wherever appropriate—into such topics as the writing process, collaboration, use of graphics, and research methods.

Computer use suggestions. For students who want to know more about how useful computers can be in business communication, pertinent suggestions appear in Technology in Brief boxes and on the text website.

Chapter summaries by learning objectives. Ending summaries in fast reading outline form and by learning objectives enable students to recall text highlights.

Critical thinking questions. End-of-chapter questions emphasize text concepts and provide material for classroom discussion.

Critical thinking exercises. Challenging exercises test the student's understanding of text content.

Problem-solving cases. Over 130 contemporary, in-depth business cases, for all message and report types, teach students about business contexts and provide a wide range of practice opportunities.

Specialized report topics. A list of research topics by major business discipline is available for teachers who prefer to assign reports in the students' areas of specialization.

Student Resource portion of the Online Learning Center <www.mhhe.com/lesikar12e>. Additional resources are provided on a comprehensive, up-to-date website. Included are online quizzes, PowerPoint slides, Web cases, video cases, an extensive collection of annotated links to relevant websites organized by topic, and more.

TEACHABLE

Perhaps more valuable than anything we can do to help the teacher teach is to help the student learn. The features designed to provide such help are listed above. But we have developed the following additional materials to help both new and experienced teachers make the most of this book:

Instructor's Resource Manual. The following support material is available for easy use with each lecture:

- Sample syllabi and grading systems (rubrics).
- Summary teaching notes.
- Teaching suggestions with notes for each kind of message.
- Discussion guides for the slides.
- Answers to end-of-chapter critical thinking questions.
- Answers to end-of-chapter critical thinking exercises.
- Sample solutions to selected problem-solving cases.

PowerPoint slides. Complete full-chapter slide shows are available for the entire text. These colorful slides provide summaries of key points, additional examples, and examples to critique.

Online videos to accompany Business Communication. These video cases are presented by real businesspeople, focusing on the importance of communication in the workplace. Each segment presents a real business problem for student interpretation and classroom discussions. In addition to being motivational and informative, these video cases give the students practice developing their listening skills. (Contact your McGraw-Hill/Irwin representative for more information.)

Test bank. This comprehensive collection of objective questions covers all chapters.

Computerized testing software. This advanced test generator enables the teacher to build and restructure tests to meet specific preferences.

Instructor resources portion of the Online Learning Center <www.mhhe.com/lesikar12e>. An up-to-date website fully supports the text. It includes a database of cases, cases that entail using Web resources to write solutions, an author-selected collection of annotated links to relevant websites organized by topic, enhanced links for the technology chapter, and other active learning material.

NEW CourseSmart ebook. With CourseSmart, your students can have instant online access to this text as a digital eTextbook. In addition to saving money, they can use online tools like search, highlighting, and note taking. You can use these features as well to emphasize key material and enhance student learning.

Tools and Teaching Tips Blog. This blog, accessible on the instructor's website, will include up-to-date material for lectures and assignments as well as a place to communicate with the authors.

ORGANIZATION OF THE BOOK

Because the reviewers and adopters generally approve of the organization of the book, the structure that has characterized this book through 11 successful editions remains as follows:

Part I is an introduction to business communication. It describes the role of communication in the organization, current challenges for business communicators, and the business communication process.

Part II provides a review of the basic techniques of writing, an analysis of the writing process, and an introduction to business messages. Here the emphasis is on clear writing, the effect of words, and special considerations for each written medium in business communication.

Part III covers the patterns of common message types—positive or neutral, negative, and persuasive—and direct versus indirect structure.

Part IV concentrates on report writing. Although the emphasis is on the shorter reports, the long, analytical report also receives complete coverage.

Part V reviews the other forms of business communication. Included here are not only oral communication activities such as giving presentations as well as participating in meetings, telephoning, dictating, and listening, but also an important communication topic—cross-cultural communication.

- Ethical issues are integrated throughout, with particular focus on ethical treatment of the reader and on ethical persuasion.

SPECIAL FEATURES OF THE 12TH EDITION

As with previous editions, we have thoroughly updated this edition for currency and greater usefulness. We expanded coverage wherever we and our reviewers thought it would improve content, and we have also made a few organizational changes. Here are the most significant enhancements:

- Chapter 1 now contextualizes business communication by discussing the main challenges facing business people in the 21st century: explosive growth of communication technologies, increasing globalization, growing diversity in the workplace, and an increased focus on social responsibility.
- In Chapter 2, an audience-analysis checklist has been added to a more detailed discussion of the writing process, and social computing has been added to the discussion of the main forms of business writing.
- In Chapter 4, the section on order acknowledgments now covers other thank-you messages as well, complete with sample messages to illustrate and new problem-solving cases for practice.
- Proposals have been moved to the discussion of persuasive messages and claims have been moved to the discussion of negative messages, making a more logical organization.
- Discussion of short and long reports has been streamlined, now covering the topic in two rather than three chapters. In Chapter 8, the discussion of collaborative report writing has been expanded. In Chapter 9, the sample short report and long report have been replaced with more current real-world illustrations.
- The chapter on formal oral communications now foregrounds oral reports rather than speeches and includes an expanded discussion of PowerPoint slide design and use.
- The cross-cultural communication chapter has been revised to include analytical frameworks from cross-cultural experts, more examples and resources, and more thorough, up-to-date advice.
- Appendix B has been thoroughly updated in accordance with the latest edition of the MLA Handbook. It also includes a flowchart to help students identify what kind of source they're trying to cite and what format to use.

Finally, the website has updated online quizzes and new Web-based and video cases.

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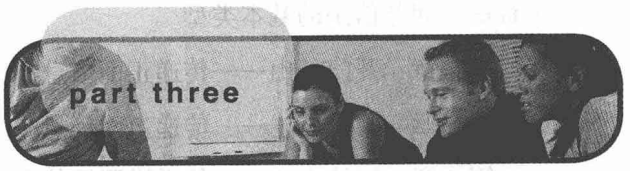

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part one

Introduction

1 Communication in the Workplace

Norm Fjeldheim credits much of the success in his career to learning and developing his business writing and reporting skills. As a leader in a leading company in the digital wireless communications industry, he relies heavily on these well-honed skills. In overseeing all aspects of Qualcomm's information technology, he interacts with people in a wide variety of positions including Qualcomm senior executives and board members, senior executives of customers and suppliers, and occasionally even the Department of Justice and the FBI on security issues. He also keeps his direct reports and customers informed and on track. By far the most important tools he uses daily for the majority of his work are Eudora, PowerPoint, and Word.

When asked about the most important class to take, he definitively answers "Business Communication." He says, "Even if you have great technical skills, your career will get stalled without good communication skills. In fact, the better your communication skills, the further you will go. While technology changes over time, being able to communicate well will always be valuable."

Norm Fjeldheim, Senior Vice President and CIO
Qualcomm

chapter one

Communication in the Workplace

LEARNING OBJECTIVES

Upon completing this chapter, you will understand the role and nature of communication in business. To achieve this goal, you should be able to

1. Explain the importance of communication to you and to business.
2. Describe the main challenges facing business communicators today.
3. Describe the three main categories of business communication.
4. Describe the formal and informal communication networks of the business organization.
5. Describe factors that affect the types and amount of communicating that a business does.
6. Explain why business communication is a form of problem solving.
7. Describe the various contexts for each act of business communication.
8. Describe the business communication process.

THE ROLE OF COMMUNICATION IN BUSINESS

Your work in business will involve communication—a lot of it—because communication is a major and essential part of the work of business.

● Communication is important to business.

The Importance of Communication Skills to You

Because communication is so important in business, businesses want and need people with good communication skills. Evidence of the importance of communication in business is found in numerous surveys of executives, recruiters, and academicians. Without exception, these surveys have found that communication (especially written communication) ranks at or near the top of the business skills needed for success.

● Business needs good communicators,

For example, NFI Research, a private organization that regularly surveys over 2,000 executives and senior managers, recently found that 94 percent of the members "rank 'communicating well' as the most important skill for them to succeed today and tomorrow."[1] A study of skills and competencies needed by accountants strongly supports the value of writing, speaking, and listening,[2] and Deloitte & Touche, rated by *BusinessWeek* in 2007 as the best place to launch a career, cited communication skills as the "most desirable trait" in a job candidate.[3] Employers surveyed for the National Association of Colleges and Employers' *Job Outlook 2009* also cited "communication skills" and the related traits of "a strong work ethic, ability to work in a team, and initiative" as highly prized qualities in job applicants.[4] Recruiters who participated in *The Wall Street Journal*'s latest ranking of MBA programs agreed. They rated "interpersonal and communication skills, a teamwork orientation, personal ethics and integrity, analytical and problem-solving abilities, and a strong work ethic" as most important.[5]

● but most people do not communicate well.

Unfortunately, business's need for employees with good communication skills is all too often not fulfilled. Most employees, even the college trained, do not communicate well. In fact, surveys show that, in the opinion of their employees, even managers and executives who think they communicate well actually fall short.[6] Effective communicators are, therefore, in high demand. Not surprisingly, there is a high correlation between communication skills and income. Even among college graduates, those with higher scores in literacy (use of printed and written information) earn significantly more than lower scoring graduates earn.[7] A study by Office Team revealed that technology magnifies the exposure of one's communications skills, forcing workers to communicate more effectively and articulately because these skills will be showcased more. Email often results in a sender's language skills being placed in front of different people simultaneously, while audio and video will reveal the caliber of one's verbal and diplomacy strengths as well.[8]

● By improving your communication ability, you improve your chances for success.

The communication shortcomings of employees and the importance of communication in business explain why you should work to improve your communication skills. Whatever position you have in business, your performance will be judged largely by your ability to communicate. If you perform and communicate well, you are likely to be rewarded with advancement. And the higher you advance, the more you will need your communication ability. The evidence is clear: Improving your communication skills improves your chances for success in business.

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[1] Chuck Martin, *Tough Management: The 7 Winning Ways to Make Tough Decisions Easier, Deliver the Numbers, and Grow the Business in Good Times and Bad* (New York: McGraw-Hill, 2005) 1, print.

[2] *Keying In: Newsletter of the National Business Education Association* 10.3 (2000): 4, print.

[3] Lindsey Gerdes, "The Best Place to Launch a Career," *BusinessWeek* 24 Sept. 2007: 50–51, print.

[4] National Association of Colleges and Employers (NACE), "Employers Cite Qualities, Attributes of 'Perfect' Job Candidate," *NACE,* National Association of Colleges and Employers, 29 Jan. 2009, Web, 3 Apr. 2009.

[5] Ronald Alsop, "Business Schools: The Recruiters' Picks (a Special Report)," *The Wall Street Journal* 17 Sept. 2007, Eastern ed.: R5, print.

[6] "Study Offers Insights on Effective Communication from the Perspective of Employees," *Towers Perrin Monitor,* Towers Perrin HR Services, 7 Jan. 2005, Web, 8 Jan. 2006.

[7] Paul T. Decker et al., *Education and the Economy: An Indicators Report* (Washington, DC: Government Printing Office, 1997) 131, print.

[8] "The Challenge Facing Workers in the Future," *HR Focus* Aug. 1999: 6 ff, print.

COMMUNICATION MATTERS

What Business Professionals Say about Communication

Communication is the most used skill in almost every job. How you communicate your accomplishments to others is a reflection of the quality of your work. Sure, you must know how to do your tasks to accomplish great results, but that is only a portion of professional success. Good communication skills are required to report your results to others, persuade colleagues to take action, and (most importantly at review time) sell your successes to management.

—Don Zatyko, Lead Project Manager
Kaiser Permanente

Communication is essential to building trust and teamwork among employees. To become a successful leader, you must have a great team. Just look at Michelangelo. He didn't paint the Sistine Chapel by himself, but with the help of his team. It is considered one of the best works in history. It's all about the team.

—Mark Federighi, National Account Director
Skyy Spirits

Your message will get lost if it's not clear, concise and high impact! Get to the point quickly, let the recipient know exactly what you want, and use attention-grabbing techniques whenever possible.

—Amy Betterton, IT Manager
San Diego Hospice and Palliative Care

Whenever I see a business document that has uncorrected typos and other grammatical mistakes, I wonder whether the author is (a) not very bright or (b) sloppy.

—Glenda K. Moehlenpah, CPA, CFP®
Financial Bridges

Why Business Depends upon Communication

- Communication is vital to every part of business.

Every business, even a one-person business, is actually an economic and social system. To produce and sell goods and services, any business must coordinate the activities of many groups of people: employees, suppliers, customers, legal advisors, community representatives, government agencies that might be involved, and others. These connections are achieved through communication.

Consider, for example, the communications of a pharmaceutical manufacturer. Throughout the company, employees send and receive information about all aspects of the company's business, from sales to business strategy to manufacturing. They process information with computers, write messages, complete forms, give and receive orders, talk over the phone, and meet face to face.

Salespeople receive instructions and information from the home office and submit orders and regular reports of their contact with customers. Executives use written and oral messages to conduct business with customers and other companies, manage company operations, and perform strategic planning. Production supervisors receive work orders, issue instructions, receive status reports, and submit production summaries. Shop floor supervisors deliver orders to the employees on the production line, communicate and enforce guidelines for safety and efficiency, troubleshoot problems that arise, and bring any concerns or suggestions to management. Marketing professionals gather market information, propose new directions for company production and sales efforts, coordinate with the research and development staff, and receive direction from the company's executives. Research specialists receive or propose problems to investigate, make detailed records of their research, monitor lab operations for compliance with government regulations, and communicate their findings to management. Public relations professionals use various media to maintain the public's trust. Numerous communication-related activities occur in every other niche of the company as well: finance and accounting, human resources,

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